

**INVESTIGATING THE RELATIONSHIP BETWEEN JOB SATISFACTION AND
ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN A SOUTH AFRICAN FINANCIAL
SERVICE ORGANISATION**

by

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SCOPE OF THE DISSERTATION

This is a limited scope master's dissertation aimed at completing a Master of Commerce in Industrial and Organisational Psychology. The dissertation includes an introductory chapter, a literature review, a research article and a conclusion/limitations/recommendations chapter. This study adhered to the guidelines of the APA 7th edition for referencing, tables and figures.

DECLARATION

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I hereby declare that the dissertation mentioned above is entirely my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the dissertation to originality-checking software and that it falls within the accepted requirements for originality.

The APA 7th Edition was used as the reference style in this dissertation. I further declare that I have not previously submitted this work, or part of it, for examination at UNISA for another qualification or at any other higher education institution.



Maria Rammutla

08 February 2023

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ABSTRACT

Orientation: In the 21st century, organisations are grappling with the challenges of competitive resource markets. Work environments are marked with significant changes due to globalisation, corporate restructuring and the struggle to retain talent. These changes have significantly improved employee job satisfaction, affecting performance and productivity, and primarily changes in organisational citizenship behaviour.

Research purpose: The study explored the relationship between job satisfaction and organisational citizenship behaviour in a financial services organisation in South Africa. The objectives of the study were as follows:

- Explore the empirical relationship between job satisfaction and organisational citizenship behaviour.
- Determine whether job satisfaction predicts organisational citizenship behaviour;
- Propose recommendations to the organisation regarding job satisfaction and organisational citizenship behaviour and;
- Highlight areas for further Industrial and Organisational Psychology research regarding job satisfaction and organisational citizenship behaviour.

Motivation for the study: Previous international research studies have found evidence of the relationship between job satisfaction and organisational citizenship behaviour. However, research on the relationship between job satisfaction and organisational citizenship behaviour in a developing country is limited, particularly in the context of South Africa's financial services sector. The findings of this study may contribute to the current literature discussion on these concepts (job satisfaction and organisational citizenship behaviour) and influence employees' intention to remain in their present organisation.

Research design, approach, and method: This study employed a quantitative cross-sectional survey-based research design. The Minnesota Satisfaction Questionnaire was used to measure job satisfaction, while the Organisational Citizenship Behavioural Scale (OCBS) was used to measure organisational citizenship behaviour. The study used a convenience sample approach, the two measuring instruments were administered to 97 employees who were employed permanently in a financial services sector organisation

South African. Data analyses were conducted using descriptive statistics and techniques, including regression analysis and correlation statistics.

Main findings: The findings demonstrated a significant and positive relationship between job satisfaction and organisational citizenship behaviour. The study also found that the extrinsic job satisfaction employees in the financial organisation were slightly higher than their intrinsic job satisfaction.

Practical Implications and Contributions: The outcome of this study should be of interest for top management and human resource practitioners when implementing strategies and interventions that can create favorable working conditions to reinforce both job satisfaction and organisational citizenship behaviour, which may result in superior employee and business performance.

Contribution/Value-add: This study contributes to the growing body of theoretical knowledge about job satisfaction and organisational citizenship behaviour, as well as its applicability and implications in a South African context. The findings will add new and additional insight to existing research on the relationship between job satisfaction and organisational citizenship behaviour. The study adds valuable insight and information to the industrial and organisational psychology regarding employee satisfaction in the financial sector.

KEYWORDS:

job satisfaction, organisational citizenship behaviours, extrinsic satisfaction; intrinsic satisfaction; overall job satisfaction; theory of work adjustment; job attitudes

OPSOMMING

Oriëntering: In die 21ste eeu worstel organisasies met die uitdagings van mededingende hulpbronmarkte. Daar is beduidende veranderinge in werkomgewings weens globalisering, korporatiewe herstrukturering en die stryd om talent te behou. Hierdie uitdagings het die werkbevrediging van werknemers beduidend verbeter, en 'n uitwerking gehad op prestasie en produktiwiteit, en hoofsaaklik veranderinge in organisatoriese burgerskapsgedrag.

Navorsingsdoelwit: Die studie het die verhouding ondersoek tussen werkbevrediging en organisatoriese burgerskapsgedrag in 'n finansiële diensmaatskappy in Suid-Afrika. Die doelwitte van die studie was as volg:

- Verken die empiriese verhouding tussen werkbevrediging en organisatoriese burgerskapsgedrag.
- Bepaal of werkbevrediging organisatoriese burgerskapsgedrag voorspel.
- Maak aanbevelings vir die organisasie ten opsigte van werkbevrediging en organisatoriese burgerskapsgedrag.
- Beklemtoon areas vir verdere bedryfs- en organisasiesielkunde-navorsing ten opsigte van werkbevrediging en organisatoriese burgerskapsgedrag.

Motivering vir die studie: Vorige internasionale navorsingstudies het bewyse gevind van die verhouding tussen werkbevrediging en organisatoriese burgerskapsgedrag. Navorsing oor die verhouding tussen werkbevrediging en organisatoriese burgerskapsgedrag in 'n ontwikkelende land is egter beperk, veral in die konteks van die Suid-Afrikaanse finansiële dienssektor. Die bevindings van hierdie studie kan bydra tot die huidige literatuurbespreking van hierdie konsepte (werkbevrediging en organisatoriese burgerskapsgedrag) en werknemers se voorneme beïnvloed om in hulle huidige organisasie te bly.

Navorsingsontwerp, -benadering en -metode: Hierdie studie het 'n kwantitatiewe opnamegebaseerde navorsingsontwerp gebruik. Die Minnesota-tevredenheidsvraelys is gebruik om werkbevrediging te bepaal, terwyl die organisatoriese burgerskapsgedragskaal aangewend is om organisatoriese burgerskapsgedrag te bepaal. Die studie het 'n gerieflikheidssteekproefbenadering gevolg, en die twee meetinstrumente is toegepas op 97 werknemers wat permanent aangestel is by 'n Suid-Afrikaanse finansiële dienssektor-

organisasie. Dataontledings in uitgevoer deur beskrywende statistiek en tegnieke, insluitende regressie-analise en korrelasie-statistiek.

Hoofbevindings: Die bevindings het 'n beduidende en positiewe verhouding tussen werkbevrediging en organisatoriese burgerskapsgedrag getoon. Die studie het ook gevind dat die ekstrasie werkbevrediging van werknemers effens hoër was as hulle intrinsieke werkbevrediging. Verder is daar ook gevind dat werkbevrediging 'n beduidende voorspeller van organisatoriese gedrag is. Hoewel daar 'n statisties beduidende waarde vir die voorspelling van werkbevrediging jeens organisatoriese burgerskapsgedrag was, kan daar prakties gesproke ander faktore wees wat steeds kan bydra tot organisatoriese burgerskapsgedrag.

Praktiese implikasies en bydraes: Die uitkoms van hierdie studie behoort van belang te wees vir topbestuur en menslikehulpbronspraktisyns wanneer hulle strategieë en ingrypings implementeer wat gunstige werkomstandighede kan skep om sowel werkbevrediging as organisatoriese burgerskapsgedrag te versterk, wat kan lei tot hoogstaande werknemer- en besigheidsprestasie.

Bydrae/waardetoevoeging: Hierdie studie dra by tot die groeiende teoretiese kennisversameling oor werkbevrediging en organisatoriese burgerskapsgedrag, asook die toepaslikheid daarvan in 'n Suid-Afrikaanse konteks. Die bevindings sal nuwe en bykomende insig by bestaande navorsing voeg oor die verhouding tussen werkbevrediging en organisatoriese burgerskapsgedrag. Die studie verskaf waardevolle insig en inligting tot die bedryfs- en organisasiesielkunde ten opsigte van werknemertevredenheid in die finansiële sektor.

SLEUTELWOORDE:

werkbevrediging, organisatoriese burgerskapsgedrag, eksintrieke bevrediging, intrinsieke bevrediging, algehele werkbevrediging, kennisaanpassingsteorie, werkhoudings

KAKARETŠONYAKIŠIŠO

Tlwaetšo: Ngwagengkgolo wa 21, mekgatlo e katana le ditlhotlo tša mebaraka ya didirišwa tše bohlokwa. Ditikologo tša mošomo di lebeletšwe ka diphetogo tše bohlokwa go ya ka lefase ka bophara, go bopšaleswa ga kgwebo le katano ya go swaralela talente. Diphetogo tše di kaonafaditše kudu kgotsofatšo ya mošomo wa mošomi, di ama phethagatšo le tšweletšo, gomme motheong diphetogo ka boitshwaro bja bodudi ka mokgatlong.

Maikemišetšo a nyakišišo: Nyakišišo e utollotše tswalano magareng ga kgotsofatšo ya mošomo le boitshwaro bja bodudi ka mokgatlong ka go ditirelo tša ditšhelete tša mokgatlo ka Aforika Borwa. Maikemišetšo a nyakišišo e be e le ao a latelago:

- Go utolla tswalano ya empherikhale magareng ga kgotsofatšo ya mošomo le boitshwaro bja bodudi ka mokgatlong.
- Go hwetša ge e le gore kgotsofatšo ya mošomo e bonela pele boitshwaro bja bodudi ka mokgatlong.
- Go šišinya dikeletšo go mokgatlo mabapi le kgotsofatšo ya mošomo le boitshwaro bja bodudi ka mokgatlong.
- Go gatelela mafelo ao nyakišišo ya Industrial and Organisational Psychology e ka tšwetšwago pele mabapi le kgotsofatšo ya mošomo le boitshwaro bja bodudi ka mokgatlong.

Tlhohletšo ya nyakišišo: Dinyakišišo tša dithuto tša go feta tša boditšhabatšhaba di hweditše bohlatse bja tswalano magareng ga kgotsofatšo ya mošomo le boitshwaro bja bodudi ka mokgatlong. Le ge go le bjalo, dinyakišišo magareng ga kgotsofatšo ya mošomo le boitshwaro bja bodudi ka mokgatlong ka nageng yeo e tšwetšego pele di lekaneditšwe, kudu ka kamanong ya lefapha la ditirelo tša ditšhelete ka Aforika Borwa. Dikhwetšo tša nyakišišo ye di ka ba le seabe go dikahlaahlo tša dingwalo tša sehono ka dikgopolo tše (kgotsofatšo ya mošomo le boitshwaro bja bodudi ka mokgatlong) le go huetša maikemišetšo a bašomi go šala ka mogatlong wa bona wa bjale.

Tlhamonyakišišo, aphoroutšhe le mokgwa: Nyakišišo ye e šomišitše tlhamo ya nyakišišo ye e theilwego go nyakišišo ya khwanthitheithifi karolo-putla (quantitative cross-sectional survey). Dipotšišonyakišišo tša Kgotsosatšo ya *Minnesota* (Minnesota Satisfaction) di dirišitšwe go ela kgotsosatšo ya mošomo, mola Sekala sa Boitshwaro bja bodudi bja Mokgatlo (Organisational Citizenship Behavioural Scale) (OCBS) se dirišitšwe go ela boitshwaro bja bodudi bja mokgatlo. Nyakišišo e dirišitše aphoroutšhe ya sampolo yeo e e loketšego, gomme didirišwa tša go ela tše pedi di dirišitšwe go bašomi ba ba 97 bao ba šomago sa ruri mokgatlong wa karolo ya ditirelo tša ditšhelete ka mo Aforika Borwa. Tshekaseko ya datha e dirilwe ka go šomiša dipalopalo le dithekeniki tša tlhalošo, go akaretša tshekaseko ya poelomorago le dipalopalo tša nyalelano.

Dikhwetšokgolo: Dikhwetšo di laeditše tswalano ye bohlokwa le ya go ba le mohola magareng ga kgotsosatšo ya mošomo le boitshwaro bja bodudi bja mokgatlo. Nyakišišo e hweditše gape gore kgotsosatšo ya kantle ya mošomo ya bašomi ka go mokgatlo wa ditšhelete e godimo gannyane go kgotsosatšo ya ka gare ya mošomo. Go feta moo, kgotsosatšo ya mošomo e hweditšwe e le kakanyo ye bohlokwa ya boitshwaro bja bodudi bja mokgatlo. Le ge go bile le dipalopalo tša boleng bjo bohlokwa bja kakanyo ya kgotsosatšo ya mošomo go boitshwaro bja bodudi bja mokgatlo, tirišong go ka ba le mabaka a mangwe ao a ka bago le seabe go boitshwaro bja bodudi bja mokgatlo.

Dikakanyo tša tirišo le diabe: Dipelo tša nyakišišo di swanetše go ba tša Kgahliša go bolaodi ba godimo le badiriši ba didirišwa tša batho mola go diragatšwa maano le ditsenogare tšeo di ka hlolago maemo a mošomo ao a kgahlišago go maatlafatša bobedi kgotsosatšo ya mošomo le boitshwaro bja bodudi bja mokgatlo, tšeo di ka feleletšago ka go mošomimogolo le phethagatšo ya kgwebo.

Seabe/ koketšo- boleng: Nyakišišo ye e na le seabe go kgolo ya kgoboketšo ya tsebo ya teori ka go kgotsosatšo ya mošomo le boitshwaro bja bodudi bja mokgatlo, gammogo le tirišo le dikamano ka go kamano ya Aforika Borwa. Dikhwetšo di tla oketša tlhaologanyo ye mpsha le ye e okeditšwego go dinyakišišo tšeo di lego gona go tswalano magareng ga kgotsosatšo ya mošomo le boitshwaro bja bodudi bja mokgatlo. Nyakišišo e oketša

tlhaologanyo ya boleng le tshedimošo go saekholotši ya intaseteri le mokgatlo mabapi le kgotsofatšo ya mošomi ka go karolo ya ditšhelete.

MAREO A BOHLOKWA:

Kgotsofatšo ya mošomo; boitshwaro bja bodudi ka mokgatlong; kgotsofatšo ya kantele; kgotsofatšo ya ka gare; palomoka ya kgotsofatšo ya mošomo; teori ya tekanetšomošomo; tshwaro ya mošomo

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
CFA	Confirmatory Factor Analysis
CEMS	College of Economics and Management Science
ERC	Ethics Review Committee
EFA	Exploratory Factor Analysis
HPCSA	Health Professions Council of South Africa
HR	Human Resources
IOP	Industrial and Organisational Psychology
KMO	Kaiser-Meyer-Olkin Measure of Sampling Adequacy
MSQ	Minnesota Satisfaction Questionnaire
OCBI	Organisational Citizenship Behaviour Individual
OCBO	Organisational Citizenship Behaviour Organisation
OCBS	Organisational Citizenship Behaviour Scale
POPI	Act Protection of Personal Information Act
RERC	Research Ethics Review Committee
RPSC	Research Permission Sub-Committee
SPSS	Statistical Package for the Social Sciences
UNISA	University of South Africa

CHAPTER 1: SCIENTIFIC ORIENTATION TO THE RESEARCH

1.1 INTRODUCTION

The purpose of the research was to investigate the relationship between job satisfaction and organisational citizenship behaviour in the South African financial services organisation following the implementation of the reset and growth strategy. This chapter discusses the background of the study, emphasising the motivation for studying the relationship between job satisfaction and organisational citizenship behaviour, as well as the significance of conducting such a study in a developing country. The following sections are discussed below: research aims; the problem statement; a literature review; the paradigms underpinning theories and models of job satisfaction and organisational citizenship behaviour; the research methodology; choice of psychometric tools; techniques used for data analysis, and ethical consideration. The chapter concludes with a projected layout of the dissertation's chapters.

1.2 BACKGROUND AND MOTIVATION FOR THE STUDY

Organisations in the 21st century are confronted with the challenges of competitive resource markets. The work environments are characterised by changes in the traditional ways of working, corporate restructuring due to globalisation and the struggle to retain talent, among other challenges that define the work environment (Nasir, 2017). Furthermore, the economic downturn, particularly in South Africa, presented challenges to organisations due to budget cuts and staff retention problems within the financial organisations (Sabbagha, 2016). In the South African context, the financial industry has an elevated need for employees at various levels and subgroups within the organisation to have the skills required to perform the core tasks associated with their jobs as well as to acquire additional abilities in dealing with the job demands (Fenton-O'Creevy, 2005; Sabbagha, 2016). To thrive in these environments, organisations place a greater emphasis on understanding their employees' behaviours, such as employee job satisfaction and organisational citizenship behaviours (Bateman & Organ, 1983; Podsakoff et al., 2000; Smith et al., 1983; Somech & Oplatka, 2014, Cek & Eyupoglu 2020). As a result, organisational psychology plays a key role in understanding human behaviour within the organisation to improve the productivity and efficiency of the employees (Al-Abri et al., 2021).

Job satisfaction is critical to employee behaviour which minimise turnover, absenteeism and productivity (Mitonga-Monga et al., 2016; Mncwango & Winnaar, 2015). Employee performance, satisfaction and productivity have all been shown to be influenced by job satisfaction (Dugguh & Dennis, 2014). Studies found that job satisfaction has a positive relationship with organisational citizenship behaviour (Mitonga-Monga et al., 2016; Swaminathan & Jawaher, 2013) and can predict organisational citizenship behaviour (Mitonga-Monga et al., 2016). Nurturing job satisfaction and organisational citizenship behaviour, therefore, benefits organisations by generating efficient and effective working conditions (Aziri, 2008; Mitonga-Monga et al., 2016). Alternatively, individuals who are dissatisfied with their occupations may voice their concerns or exit the organisation (Vangel, 2011).

The practical achievement of the organisational goals are determined by employees' willingness to put in cooperative efforts in achieving these goals. Organisational effectiveness is further determined by employees' voluntary, effortless and innovative behaviours that exceed what is formally required. These behaviours are brought to the organisation and are considered extras to employees' formal job roles, which bring about the concept of organisational citizenship behaviour (Organ & Lingl, 1995; Jena & Goswami, 2014). Organisations do not formally require extra behaviours; their practice depends solely on the employees' consent. The impact of organisational citizenship behaviour extends beyond organisational effectiveness; it contributes to the work environment's social framework (Todd & Kent, 2006).

However, there have been many studies conducted to investigate the relationship between job satisfaction and organisational citizenship behaviour. Despite the abundance of research on job satisfaction and organisational citizenship behaviour, the studies conducted in South Africa remain uncommon, highlighting the need for comparable studies to be conducted locally within the financial organisation and the sector in general. Therefore, additional research examining the relationship between job satisfaction and organisational citizenship behaviour within South African financial organisations is needed.

1.2.1 Job satisfaction

Managers in numerous modern organisations consider employees' job satisfaction as of significant concern. This leads to discussions on the critical factors that influence

employees' job satisfaction, which would result in improved productivity. Although each organisation has unique variables that might motivate employees to be satisfied in their jobs, five main model categories affect workers' job satisfaction. These variables include discrepancies, value attainment, equity, need fulfilment and dispositional or genetic component models (Sawar & Aburge, 2013).

Various authors have defined job satisfaction. According to Chahal et al. (2013), job satisfaction is a positive emotional state that results from an appraisal of one's job or job experiences. Malik (2013) and Sawar and Aburge (2013) defined job satisfaction as an individual's feelings about his/her job. Saeed et al. (2013) mentioned that job satisfaction has to do with the decision of an employee's satisfaction or level of contention with his/her work. Zhu (2013) stated that job satisfaction is related to work-related affection covering five aspects: jobs, work colleagues, compensation, supervisors and promotion opportunities.

Aziri (2008) defined job satisfaction as a collective of an individual's feelings towards his/her job. The author further stated that this feeling has to do with whether the individual likes or dislikes his/her job. Mustapha (2013) views work behaviours such as turnover, absenteeism and organisational citizenship as behaviours that can be determined by job satisfaction and influence how employees feel about their jobs. In addition, Chahal et al. (2013) stated that employees with higher job satisfaction are less likely to leave their organisation, are less absent, more likely to display organisational commitment, more productive and possibly satisfied with their lives. Therefore, such employees deserve to be rewarded with good working conditions to enhance their job satisfaction. Job satisfaction or dissatisfaction is not limited to the nature of the job, but also depends on the individual's attitudes towards, expectations and perceptions of the job. Employees who experience job satisfaction tend to possess a higher positive employee attitude towards their jobs and commitment to the organisation (Sawar and Aburge (2013)).

Mitonga-Monga et al. (2016) stated that job satisfaction has external and internal factors. External factors are concerned with what happens within the organisation, while internal factors include personality, affective and emotional characteristics (Das & Ali, 2014). Sawar and Aburge (2013) asserted that job satisfaction is a multi-faceted, complicated construct due to individuals' differing perspectives.

According to Ercan (2018) and Mohammad et al. (2011), job satisfaction may come from both extrinsic and intrinsic factors. The intrinsic factors are related to the experience derived from an employee's job task, while the extrinsic factors are related to factors external to the task itself, constituting the context in which the job is performed (Ercan, 2018). The extrinsic sources of satisfaction come from the environment outside the individual and are largely influenced by forces beyond the individual's control, determining the frequency and magnitude of extrinsic satisfaction. The extrinsic factors are tangible (Mohammad et al., 2011). These extrinsic factors include pay, work, promotion opportunities, supervision, working conditions, co-workers and fairness matters (Mitonga-Monga et al., 2016; Sawar & Aburge, 2013).

The intrinsic factors include variables such as autonomy, responsibility, the opportunity to use one's skills and abilities, job difficulty and interesting work (Ercan, 2018). The person controls intrinsic factors, and they affect the professional's sense of self-efficacy and competency. Intrinsic context factors are intangible and influenced by outside forces such as adequate staffing, realistic workload, stable environment and balance between work and home (Randolph & Johnson, 2005). Mohammad et al. (2011) mentioned that all intrinsic sources of job satisfaction come from within a person and have a psychological value to the person.

Mitonga-Monga et al. (2016) suggested that both external and internal factors are central to workers' behaviours, which can reduce turnover, absenteeism, and increase productivity. The study aims to investigate intrinsic and extrinsic and the overall job satisfaction levels within the organisation, as conducted by Cek and Eyupoglu (2020). Overall, the study aims to understand the impact of both the intrinsic and extrinsic satisfaction factors that contribute to job satisfaction and provide recommendations for improving employee satisfaction. Therefore, this study focused on investigating the levels of intrinsic satisfaction, extrinsic satisfaction and the overall job satisfaction within the organisation as conducted in a study by Cek and Eyupoglu (2020).

1.2.2 Organisational Citizenship Behaviour

Given the multitude of changes in the world of work, organisations may benefit significantly from relying on employees whose contributions to the organisation go above and beyond the call of duty for effective and efficient operations of the business (Podsakoff et al., 2000;

Somech & Drach-Zahavy, 2013; Tambe & Shaunker, 2014). Organisational citizenship behaviour has been defined by Organ (1988, p. 4) as “individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and in the aggregate, promotes the efficient and effective functioning of the organisation”. Organisational citizenship behaviour is also defined as individual behaviour that maintains and enhances a social and psychological environment conducive to nurturing task performance (Mitonga-Monga et al., 2016). The behaviour may not be directly rewarded or formally requested. However, it is positive behaviour that impacts the organisation's effectiveness positively by creating a conducive environment that supports the survival of organisations (Organ & Lingl, 1995; Tambe & Shaunker, 2014; Jena & Goswami, 2014). Thereby it improves the utilisation of resources, performance, coordination of group activity and stability, employee recruitment, individual productivity and the ability to adapt to environmental changes (Tambe & Shaunker, 2014). Podsakoff et al. (2000) mentioned that organisational citizenship behaviour is distinct from in-role behaviour, but is characterised by strong communal and social relations that lead to a willingness to go the extra mile.

In their literature review on organisational citizenship behaviour, Podsakoff et al. (2000) mentioned four significant categories of antecedents of these behaviours. These categories include task characteristics, organisational characteristics, individual characteristics, and leadership behaviours. Contrary to these authors, Emami et al. (2012) asserted that the most studied and acknowledged antecedents of organisational citizenship behaviour are job satisfaction, perceptions of organisational justice, organisational commitment, personality characteristics, leadership behaviour and task characteristics. These antecedents are vital for boosting employee morale and are the strongest determinants of organisational citizenship behaviour.

Swaminathan and Jawaher (2013), Jena and Goswami (2014), Mitonga-Monga et al. (2016), Podsakoff et al. (2014), and Tambe and Shanker (2014) stated that the dimensions of organisational citizenship behaviour are altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. However, Podsakoff et al. (2000) stated seven dimensions or themes of organisational citizenship behaviour: helping behaviour, sportsmanship, organisational compliance, individual initiative, organisational loyalty, civic virtue, and self-development.

Organisational citizenship behaviour is categorised into organisational citizenship behaviour: individual that is directed at the individual and organisational citizenship behaviour: organisation that is directed at the organisation (Zhang et al., 2010; Tambe & Shanker, 2014). Organisational citizenship behaviour: individual includes altruism, courtesy, peacekeeping and cheerleading efforts towards colleagues, while organisational citizenship behaviour: organisation is intended for the organisation's benefit and includes conscientiousness, civic virtue, and sportsmanship (Zhang et al., 2010; Tambe & Shanker, 2014).

In their study on organisational citizenship behaviour and procedural justice, Zhang et al. (2010) found that organisational citizenship behaviour aimed at the organisation has a positive relationship with the individual's perception of organisations' procedural justice and decision making when mediating matters within the organisation. According to Podsakoff et al. (2000) and Somech and Drach-Zahavy (2013), organisational citizenship behaviour affects how managers evaluate individual performance and judge remuneration and promotion. Managers may value organisational citizenship behaviour and consider them when evaluating employees' performances (Somech & Drach-Zahavy, 2013). The norms of reciprocity and fairness may influence how managers conduct their evaluations, as well as the distinctiveness and accessibility information about organisational citizenship behaviour in their memories (Podsakoff et al., 2000). According to Somech and Drach-Zahavy (2013), while rating method is valid, the organisation may benefit from using 360 degrees ratings from clients and colleagues.

Furthermore, Podsakoff et al. (2000) and Somech and Drach-Zahavy (2013) stated that organisational citizenship behaviour influences the organisation's actual performance and success. These may be facilitated through encouraging employees and managers to free up resources for more productive purposes; encouraging the maintenance of functions; coordinating activities both within and across work groups; productivity; strengthening the organisation's ability to attract and retain the best employees; stabilising the organisation's performance and allowing the organisation to adapt effectively to new changing environments (Podsakoff et al., 2000).

Although organisational citizenship behaviour has multitudes of organisational benefits, employees may incur resource losses when they invest their time, energy, knowledge and other resources to help colleagues, putting a strain on their well-being and reducing

performance (Somech & Drach-Zahavy, 2013). Managers are encouraged to refrain from constantly putting continuous pressure on employees to work extra hours or to invest vast amounts of effort in their jobs. Managers, on the other hand, are encouraged to invent and implement structures and procedures that allow employees to actively participate in organisational decision making. Implementing this may result in employees demonstrating high levels of organisational citizenship behaviour without damaging their well-being (Somech & Drach-Zahavy, 2013).

The study focuses on job satisfaction and organisational citizenship behaviour as studied by Swaminathan and Jawaher (2013), Jena and Goswami (2014), Mitonga-Monga et al. (2016), Podsakoff et al. (2014) and Tambe and Shanker (2014).

1.2.3 Job satisfaction and organisational citizenship behaviour

The implications of job satisfaction and organisational citizenship behaviour can result in either positive or negative behaviour. Employees who are positively affected and satisfied will go beyond the call of duty. Satisfied employees demonstrate organisational citizenship behaviour when they have positive attitudes and feelings about their jobs (Pitaloka & Sofia, 2014; Sayuti et al., 2018). In turn, these satisfied employees dedicate their efforts to improving overall organisational effectiveness (Pitaloka & Sofia, 2014). As a result of increasing job satisfaction, employees' organisational citizenship behaviour increases significantly and they begin to express serenity (Pitaloka & Sofia, 2014; Sayuti et al., 2018).

Emami et al. (2012) and Swaminathan and Jawaher (2013) found a significant relationship between job satisfaction and organisational citizenship behaviour in their studies. Their studies also found that higher job satisfaction leads to better organisational citizenship behaviour. Swaminathan and Jawaher (2013) also conducted a study in a higher institution for learning; a moderately positive relationship was established between job satisfaction and organisational citizenship behaviour.

Perumalsami's (2014) study that investigated the relationship between job satisfaction and organisational citizenship behaviour in a South African context, established a significant relationship between job satisfaction and organisational citizenship behaviour. Joubert (2018) revealed a negative relationship between job satisfaction and organisational citizenship behaviour in his study on perceived organisational job satisfaction and

organisational citizenship behaviour among South African Police Service Officials. The study by Chiboiwa et al. (2011) conducted in various organisations in Zimbabwe, found that surveyed employees had experienced intrinsic job satisfaction more than extrinsic job satisfaction. In addition, their study found a substantive correlation between job satisfaction and organisational citizenship behaviour. Motaung and Radebe (2018) found a positive correlation between job satisfaction and organisational citizenship behaviour in a study on job satisfaction, organisational citizenship behaviour and organisational commitment at a Gauteng water utility.

A study by Chen et al. (1998) found no significant correlation between job satisfaction and organisational citizenship behaviour. Randall et al. (1999) and Mohammad et al. (2011) could not establish any association between intrinsic job satisfaction and organisational citizenship behaviour. Contrary to these findings, in a study conducted by Cek and Eyupoglu (2020), whose primary objective was to determine whether job satisfaction relates positively to organisational citizenship behaviour from an educational sector perspective, the results indicated that the overall job satisfaction and individual intrinsic and extrinsic job satisfaction related positively to the organisational citizenship behaviour. Therefore, this study focuses on investigating the role of both the intrinsic and extrinsic job satisfaction on overall job satisfaction as a predictor of organisational citizenship behaviour in the financial organisation as used in a study conducted by Cek and Eyupoglu (2020) in which both the intrinsic and extrinsic factors of satisfaction were found to have contributed significantly to job satisfaction and its relationship with organisational citizenship behaviour.

1.3 PROBLEM STATEMENT

Empirical studies have shown a significant relationship between job satisfaction and organisational citizenship behaviour globally. Organisational citizenship behaviour variables are positively and significantly related to job satisfaction. In a study by Cek and Eyupoglu (2020) the levels of job satisfaction, intrinsic satisfaction, extrinsic satisfaction, and organisational citizenship behaviour were moderate with Northern Cyprus teachers. In financial services sectors, research by Prasetio et al. (2017), Jony et al. (2020), and Kaur et al. (2020) found a positive relationship between job satisfaction and organisational citizenship behaviour. However, few studies have been conducted on the relationship between job satisfaction and organisational citizenship behaviour in the multi-cultural South African context.

Studies conducted in South Africa have found a significant relationship between job satisfaction and organisational citizenship behaviour. However, a negative relationship was found in a study by Joubert (2018). These studies were not conducted within the financial services sector, thus highlighting the need for similar studies in the South African context. Some studies, such as Wyngaard (2018) and Ndlovu et al. (2021) have used similar variables in isolation, and not as a pair. For example, Sabbagha (2016) found that high levels of job satisfaction can create high motivation among employees, leading to lower turnover. Arendse (2013) found that factors such as work content, payment, work conditions, leadership/supervision, personal benefits and recognition influence employee levels of job satisfaction within a financial service organisation. Therefore, further research is needed to better understand the relationship between job satisfaction and organisational citizenship behaviour in the financial sector.

In a cross-sectional study by McCallaghan et al. (2020) on servant leadership, diversity climate and organisational citizenship behaviour at a selection of South African companies that included financial organisations, servant leadership was found to enhance organisational citizenship behaviour. Therefore, research findings on the relationship between job satisfaction and organisational citizenship behaviour from the studies conducted globally within the financial organisations will be extrapolated and inferred, primarily due to inadequate literature supporting similar studies within the South African context. This study aims to benefit not only industrial and organisational psychologists and human resources practitioners, but the financial services industry in understanding the levels of job satisfaction and the role job satisfaction plays in influencing the organisational citizenship behaviour on employees. As a result, the findings of this study will inform interventions for improving job satisfaction and organisational citizenship behaviour within organisations.

Following the background and problem identification, the following research hypotheses were posed and empirically tested in the research:

- H1: There is a significant relationship between intrinsic job satisfaction and organisational citizenship behaviour.
- H2: There is a significant relationship between extrinsic job satisfaction and organisational citizenship behaviour.
- H3: There is a significant relationship between the demographic variables (gender, age, race, marital status, educational level and number of years working for the organisation) and job satisfaction.
- H4: There is significant relationship between the overall job satisfaction and organisational citizenship behaviour.
- H5: The overall job satisfaction predicts organisational citizenship behaviour.
- H5a: The overall job satisfaction does not predict organisational citizenship behaviour.

Due to the above-mentioned problem and the hypotheses, several literature-relevant research questions arise:

1.3.1 Research questions about the literature review

- How is job satisfaction conceptualised in the literature?
- How is organisational citizenship behaviour conceptualised in the literature?
- Is there a theoretical relationship between job satisfaction and organisational citizenship behaviour?

1.3.2 Research questions concerning the empirical study.

- What is the empirical relationship between intrinsic, extrinsic and the general job satisfaction and organisational citizenship behaviour as manifested in a sample of respondents in a financial services organisation in South Africa?
- What is the nature of the empirical relationship between demographic variables (age, gender, ethnicity, marital status, qualifications) and job satisfaction?
- Does job satisfaction predict organisational citizenship behaviour?

- Based on the research findings, what recommendations and areas for future research can be suggested for the field of industrial and organisational psychology in relation to level of job satisfaction and organisational citizenship behaviour?
- What recommendations can be formulated for industrial and organisational psychology practices and future research based on the literature and empirical findings of this research to improve employee job satisfaction and organisational citizenship behaviour within a South African financial organisation?

1.4 AIMS OF THE RESEARCH

The following aims were formulated regarding the above-mentioned empirical research questions:

1.4.1 The general aim of the study

- The general aim of the study was to explore the level of the relationship between job satisfaction and organisational citizenship behaviour, and secondly to determine whether job satisfaction has an impact on the organisational citizenship behaviour of employees of a South African financial organisation.

1.4.2 Specific aims of the research

The following aims were formulated for the literature review and empirical study:

1.4.2.1 Literature review

The review of the literature aimed at:

- Conceptualising job satisfaction behaviour from a theoretical perspective.
- Conceptualising organisational citizenship behaviour from a theoretical perspective; and
- Explaining the theoretical relationship between job satisfaction and organisational citizenship behaviour.

1.4.2.2 *Empirical study*

The specific empirical aims of the study were:

- Research aim 1: To determine the relationship between Intrinsic job satisfaction and organisational citizenship behaviour
- Research aim 2: To determine the relationship between extrinsic job satisfaction and organisational citizenship behaviour
- Research aim 3: To determine the relationship between the demographic variables (gender, age, race, marital status, educational level and number of years working for the organisation), job satisfaction and organisational citizenship behaviour
- Research aim 4: To determine the relationship between overall job satisfaction and organisational citizenship behaviour
- Research aim 5: To determine whether job satisfaction predicts organisational citizenship behaviour
- Research aim 6: To propose recommendations to the organisation regarding job satisfaction and organisational citizenship behaviour
- Research aim 7: To highlight areas for further research regarding job satisfaction and organisational citizenship behaviour in industrial and organisational psychology fields.

1.5 THE PARADIGM PERSPECTIVE

“A research paradigm is a set of fundamental assumptions and beliefs about how the world is perceived, which then serves as a framework of thought that guides the researcher’s behaviour” (Wahyuni, 2012, p.69). The author further stated that research paradigms are used to address the theoretical dimensions of the social sciences. He also noted that the two most important theoretical dimensions for distinguishing existing research paradigms are ontology that conveys the message about the nature of knowledge, and epistemology that refers to how knowledge is developed.

1.5.1 Intellectual climate

The literature review on job satisfaction and organisational citizenship behaviour was presented using the humanistic-existential paradigm. According to Rogers (1951), humanistic-existential paradigms advocate that humans can only be understood from the

perspective of their feelings and perceptions. Further stating that to understand individuals, one should pay attention to how they experience events rather than the events themselves. Furthermore, the paradigm suggests that healthy people are informed of their behaviour and purposive and self-directed capability to experience self-actualisation.

The empirical study of this research was presented from the postpositivist research paradigm. The postpositivist paradigm questions the absolute truth and suggests that people cannot be optimistic about their knowledge claims when studying behaviour and human action (Creswell, 2013; Wahyuni, 2012). This paradigm is more appropriate because it assumes that cause determines effects and outcomes. The knowledge gained is based on observing and measuring reality using numeric measures. The intent is to reduce variables comprising hypotheses and research questions to small amounts of information to test. It allows the researcher to first understand the theory behind the variables; collects data that supports or refutes the theory and revises and conducts tests to confirm the theory. This approach recommends researchers to examine methods and conclusions for bias by checking the standard of validity and reliability (Creswell, 2013).

1.5.2 Meta-theoretical statements

According to Babbie and Mouton (2019), metatheoretical statements are referred to as schools of thought or philosophies that reveal the nature of the discipline and place the research questions in a context or framework. Abrams and Hogg (2004) noted that metatheoretical statements are used for inspiration where theory needs to be integrated. They set the parameters for prediction based on specific concepts and within specific frameworks. They further state that in the empirical context it is based on theories and models related to the identified variables. In the disciplinary context, the research focus was on industrial and organisational psychology as an area of application. The following metatheoretical statements are relevant to the study:

1.5.2.1 Industrial and organisational psychology (IOP)

Industrial and organisational psychology applies several psychological philosophies, ideas and approaches to study and influence human behaviour in the workplace. The main objective of industrial organisational psychologists is to maintain and develop the functioning of organisations by understanding the collaboration between humans and their

work environment from a psychological perspective (Bergh & Theron, 2009; Sdorow et al., 2002). The field aims to improve the development and implementation of practices that improve the performance of the organisation and its effective functioning to improve the economic well-being of the organisation. This improvement occurs through applying scientific models to facilitate knowledge development and evidence-based solutions within organisations (Van Zyl et al., 2016, Coetzee & Veldsman, 2022).

The study of job satisfaction is one of the job-related attitudes that IO psychology evaluates. Studying the relationship between job satisfaction and organisational citizenship behaviour may contribute to existing and new knowledge that may improve employee job satisfaction.

1.5.2.2 Organisational Psychology

Organisational psychology is a science that deals with the study of internal cases of job-related issues and examines how employees interact with each other within the organisation to promote individual and organisational effectiveness through work design and organisational structure (Cherry, 2019). According to Spector (2012), the organisational human relations movement pioneered the field of organisational psychology with the aim of understanding behaviour to improve employee well-being in the workplace as well as attitudes, behaviour, job stress and supervisory practices that are aimed at investigating employees' behaviour. According to Cherrington (1994), organisational psychology has three goals: describing, explaining, and controlling organisational behaviour. In a study by Al-Abri et al. (2021) the outcomes revealed that organisational psychology plays many roles within organisations, such as increasing employee performance, productivity, and efficiency.

1.5.2.3 Personnel Psychology

According to Bergh and Theron (2009), the division of industrial and organisational psychology is more concerned with the individual. These authors stated that the psychologists' emphasis is on using the individual differences within and between employees to predict the optimal fit between the organisation and the employee.

1.5.3 Theoretical Models

The theoretical models in this study were based on theories of job satisfaction and models of organisational citizenship behaviour. This provided a framework for exploring the relationship between job satisfaction and organisational citizenship behaviour.

a) Job Satisfaction

Based on the work of Weiss et al.'s (1967) theory of job satisfaction, job satisfaction is discussed.

b) Organisational citizenship behaviour

Organisational citizenship behaviour is discussed from Organ's (1988) organisational citizenship behaviour model.

1.5.3.1 Conceptual Descriptions

Below is a brief description of the variables:

Job satisfaction is the degree to which people achieve and maintain correspondence with the environment, thereby satisfying extrinsic and intrinsic needs (Weiss et al., 1967). Organ (1988, p. 4) defines organisational citizenship behaviour as "individual behaviour that is discretionary, it is not directly or explicitly recognised by the formal reward system, and overall promotes the efficient and effective functioning of the organisation".

1.5.3.2 Central hypothesis

The central hypothesis of the study was formulated as follows: Job satisfaction significantly shape an organisational citizenship behaviour.

1.5.3.3 Research hypotheses

- H1: There is a significant relationship between intrinsic job satisfaction and organisational citizenship behaviour.

- H2: There is a significant relationship between extrinsic job satisfaction and organisational citizenship behaviour.
- H3: There is a significant relationship between the demographic variables (gender, age, race, marital status, educational level and number of years working for the organisation) and job satisfaction.
- H4: There is a significant relationship between the overall job satisfaction and organisational citizenship behaviour.
- H5: The overall job satisfaction predicts organisational citizenship behaviour.
- H5a: The overall job satisfaction does not predict organisational citizenship behaviour.

1.6 RESEARCH METHODOLOGY

This section describes the methodology used to conduct the research. A quantitative research method is a distinctive research strategy that involves collecting numerical data, presenting the relationship between theory and research as a preference for a scientific approach and as an objective conception of social reality (Bryman, 2012). This study used quantitative research methods to assist in gathering appropriate data to answer the hypothesis.

Quantitative research methods test predetermined hypotheses and produce generalisable results. In addition, they can confirm or disprove hypotheses. Quantitative research is used when a comprehensive understanding of circumstances is required. Quantitative research is used to identify socio-demographic characteristics of the population, compare associations and correlations between different questions when accurate data is required and the assessor knows in advance exactly what he/she is looking for (Acaps, 2012). The quantitative research method was most suitable for this research.

1.6.1 RESEARCH DESIGN

Research design is a set of procedures for collecting data, conducting analysis, interpreting and reporting data in research studies. The research design specifies the approach and the methods for collecting and analysing the data, and the way in which all of this will answer the research questions. A cross-sectional design involves collecting data on various

cases concurrently to collect a range of quantitative data in connection with various variables that are then examined to identify the patterns of association (Bryman, 2012).

The sample population of the survey included the people from the human capital department. The population comprised of three hundred and twenty-five (325) employees employed in the human capital department of a financial organisation in South Africa, out of a total of sixteen thousand eight hundred and twelve (16,812) employees employed by the organisation. Based on Cohen's (1992) sample size guidelines, 100 employees were targeted to participate in the study. However, due to lack of participation, only 97 participants took part in the study. The defining characteristics of the sample size were of permanent employees of the organisation who worked in the human capital department. The selected employees were accessed through the organisation's gatekeeper, who worked in the human capital department.

Each participant received an email and an information leaflet informing them of the nature, rationale, confidentiality, ethical procedures and voluntary nature of the study. The electronic leaflet provided each participant with a URL link that directed them to the survey. The secured electronic survey consisted of a consent form, a biographical questionnaire, the Minnesota Satisfaction Questionnaire (MSQ) short-form, the Organisational Citizenship Behavioural Scale (OCBS) and information on how to complete the survey. Due to the potentially sensitive nature of the study, participants were requested to complete the survey anonymously. The data was collected and stored electronically and was only accessible to the researcher and the statistician.

1.6.2 SAMPLE AND SAMPLING METHOD

Etikan et al. (2016) mentioned that the convenience sampling method is a non-random or non-probability sampling method that becomes of great use when the targeted participants who meet certain practical criteria are contained within the purpose of the study. The criteria mentioned by these authors include ease of access, geographical closeness, availability at a specified period and readiness to participate in the study. The sample comprised three hundred and twenty-five (325) employees employed in the human capital department in a financial institution in South Africa from the total of sixteen thousand eight hundred and twelve (16,812) employees employed by the organisation. The study was targeted at 100 respondents. Only 97 participants responded to the questionnaire. Due to the possibly

sensitive nature of the study, participants were requested to complete the survey anonymously. The data was collected and stored electronically, only accessible to the researcher and the statistician.

1.6.3 THE RESEARCH INSTRUMENTS

In this study, a self-administered questionnaire was used to obtain the responses from the sample.

1.6.3.1 Selecting a questionnaire method.

A questionnaire was considered by Bryman (2012) to be a good tool for gathering information when conducting research. However, for the questionnaire to be effective, some aspects should be considered during preparation, such as the following:

- The questionnaire should be as brief as possible;
- The questionnaire should be as clear and concise as possible and;
- The questionnaire should contain instructions for each section to be completed.

The instruments used to measure the variables were the Minnesota Satisfaction Questionnaire (Weiss et al., 1967) and the Organisational Citizenship Behavioural Survey (OCBS) developed by Podsakoff et al. (1990).

1. Job satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire (Weiss et al., 1967) was used to measure job satisfaction. According to Spector (1997), the 20-item short form of the Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al., 1967) is considered a popular measure commonly used in job satisfaction research. An added advantage of the short-form MSQ is that it measures two distinct components: intrinsic and extrinsic job satisfaction and a 5-point Likert-type response format (Spector, 1997).

2. Organisational Citizenship Behavioural Scale

The Organisational Citizenship Behavioural Scale developed by Podsakoff et al. (1990) was used to measure organisational citizenship behaviour. The Organisational Citizenship Behavioural Scale consists of five subscales: conscientiousness, altruism, courtesy, civic virtue and sportsmanship. It has demonstrated good psychometric properties in earlier studies (Hui et al., 1999; Moorman, 1991; Niehoff & Moorman, 1993; Mahembe et al., 2015). The 24-item measure has been developed to measure organisational citizenship behaviour facets on a 7-point rating scale ranging from 1 = strongly disagree to 7 = strongly agree (Chamisa et al., 2020).

1.6.4 Methods of collecting data

A questionnaire-based survey was used as a data collection instrument. The advantages of a questionnaire-based survey are that it offers the researcher the flexibility to apply the instrument to a large sample; it is inexpensive and requires less administration compared to interviews and provides some degree of privacy and anonymity to respondents so that they are ultimately honest in answering the questions. Moreover, questionnaires are more likely to produce data that is easier to compare and analyse because there is no interviewer error (Bryman, 2012; Yilmaz, 2013). Harpur (2002) noted that the use of surveys in data collection has gained popularity due to their underlying capability of simultaneously evaluating attitudes, behaviour, information complexities and scope with the taxonomy of variables.

The disadvantages of a questionnaire-based survey are a low response rate; respondent error due to respondents' lack of understanding of the questionnaires; incomplete surveys because respondents skipped some questions, and biases that result in the intended sample not being representative (Bryman, 2012; Sincero, 2012). Limiting assumptions of surveys are that they can only collect self-reports of reminiscent past actions, potential or hypothetical actions, and that they need to have proficiency in measuring social action (Kimaryo, 2005).

1.6.5 Data analysis and interpretation

Data was analysed using the Statistical Package for Social Sciences (SPSS) (Bryman, 2012). Additionally, methods of descriptive statistics, correlation and regression analysis were used in the study. Cronbach alpha coefficients, Pearson product-moment correlations and Spearman correlations were used to test the relationship between the MSQ and the S variables of organisational citizenship behaviour. According to Cohen (1988), the range between 0.1 and 0.3 indicates a small association; a medium relationship is indicated by the range between 0.3 and 0.5 and a large relationship is indicated by coefficients greater than 0.5. Regarding statistical significance, a cut-off value was set at the 95% confidence interval ($p \leq 0.05$). Sub-scores were calculated according to the theoretical dimensions and then correlated. In the second phase, a regression analysis was performed to determine whether the job satisfaction acted as a significant predictor of the organisational citizenship behaviour. In this research, R^2 values were more extensive than 0.25 at $p \leq 0.05$ (Millsap & Maydeu-Olivares, 2009, p. 292). The regression analysis was used to determine the percentage variance explained by the independent variable (job satisfaction) and the dependent variable (organisational citizenship behaviour) while the t tests, F -statistic and correlation were used to test the hypothesis.

1.6.6 Methods used to ensure reliability and validity

According to Leedy and Ormrod (2005), both the validity and reliability of the measurement instrument affect the probability and extent to which one can draw a meaningful conclusion from the data collected in the study. Measures were in place to ensure a valid and reliable research process.

1.6.6.1 *Validity*

According to Babbie and Mouton (2009), validity is the degree to which the measuring instrument adequately reflects the actual meaning of the concepts under study. It refers to the extent to which the research findings are sound. Validity includes internal validity, external validity, measurement validity, interpretive validity and statistical validity (Van der Riet & Durrheim, 2010). Both internal and external validity are considered essential for effective research design. The implementation of the following measures ensured the validity of this study:

- Effective planning and structure of the research design to ensure the validity of the research findings
- The use of models and theories relevant to the research topic, aim and problem statement
- Ensuring that the selected constructs are valid, appropriate and applicable
- Selecting more accurate, appropriate and applicable measuring instruments with proven validity
- Selecting a representative sample to ensure external validity
- Data collected was stored and analysed electronically
- Ensuring data authenticity through encryption and password protection
- Conducting appropriate, informed and accurate data analysis

1.6.6.2 *Reliability*

Reliability refers to the dependability of a measuring instrument, i.e. the extent to which the instrument delivers the same results in repeated tests. The reliability of observations or data is influenced by four variables: the researcher, the individual, the measuring instrument and the research context. The reliability of a literature review is ensured by existing literature sources, available theories and models (Mouton & Marais, 1996). For this study, the reliability of the empirical study in this research was ensured by the following:

- Only employees of the participating company were invited to participate in the study.
- The two measurement instruments used to collect data were compiled with strict reliability requirements.
- The data collection techniques ensured participant anonymity by creating a link through which participants could access and complete the questionnaire.
- The data collected was used to test the reliability and validity of the instrument developed and/or adapted to the needs of the study.
- All data collected was stored electronically by the administrator and access to this information was limited to the researcher and the statistician.
- Reliability was ensured using statistical packages (SPSS) to analyse the data.
- Cronbach alpha coefficients were used to determine the internal consistency and resulting reliabilities of the instruments used to collect data.

1.7 ETHICAL RESEARCH PRINCIPLES

This research was guided by the ethical guidelines and principles of the HPCSA and the College of Economics and Management Science (CEMS) of the University of South Africa (UNISA). The ethical approval and clearance to conduct the study was obtained from the Research Committee of the Department of Industrial and Organisational Psychology. Informed consent was obtained from participants; participation in the study was voluntary and participants could withdraw from the study at any time. Data was treated with discretion to ensure confidentiality and participants were asked not to disclose their identities. The results obtained would be communicated to the organisation from which the data was collected and published in an article or journal, and any recommendations made would benefit the organisation. No harm was caused to participants during the study (Babbie & Mouton, 2009; Terre Blanche et al., 2006). The data collected was stored securely and only the researcher and the statistician had access to the data.

1.8 RESEARCH PROCESS

The study consisted of two phases. The first phase consisted of the literature review and the second phase consisted of the empirical study. Figure 1 is a diagrammatic presentation of the research method.



Figure 1.1:

Flow chart of research method (adapted from Babbie & Mouton, 2009)

1.8.1 Phase one: Literature review

The following was proposed in this phase and included the following:

- Step 1: Conceptualising job satisfaction from a theoretical perspective;
- Step 2: Conceptualising organisational citizenship behaviour from a theoretical perspective;
- Step 3: Integrating variables and conceptualise the theoretical relationship between the variables; and
- Step 4: Formulating the study hypotheses to achieve the study objectives.

1.8.2 Phase two: Empirical study

Phase two consisted of the following steps:

1.8.2.1 Step 1: Determining and describing the sample

The population comprised three hundred and twenty-five (325) employees in the human capital department of a financial institution in South Africa out of a total of 16,812 employees employed by the organisation. To determine the sample size of 100 employees, guidelines were used as provided by Cohen (1992). The defining characteristics of the sample size were that they were permanent employees of the human capital department. Access to the selected employees was through the organisation's gatekeeper in the human capital department. The gatekeeper sent the selected participants an email explaining the purpose of the study, which included a link to the consent form and questionnaire that gave them access to complete and upload the survey. Statistical procedures were performed to analyse the sample for the study.

1.8.2.2 Step 2: Choosing and motivating the measuring instrument

The questionnaire was divided into the following parts:

(i) Part A – Biographical Questions

A biographical questionnaire was compiled to collect information about participants' biographical data on gender, age, race, marital status, highest educational qualification and number of years spent in the organisation. The questionnaire consisted of multiple-choice options in which respondents ticked the boxes with the appropriate answers. The biographical data was used to provide valuable information for analysing job satisfaction and organisational citizenship behaviour across the various demographic groups in the sample.

(ii) Part B - The Minnesota Satisfaction Questionnaire (MSQ)

Some studies support the validity of the MSQ. In a South African organisation, the study conducted by Buitendach and Rothman (2009) found sufficient internal consistency of well over 0.70. In a study by Kola (2018), Cronbach's alpha in the results showed the following: extrinsic satisfaction $\alpha=0.82$, intrinsic satisfaction $\alpha=0.79$ and total job satisfaction $\alpha=0.86$. The measure has test-retest reliability between 0.70 and 0.80 and reported an alpha coefficient of 0.96 (Buitendach & Rothmann, 2009; Rothmann et al., 2000; Maloba, & Pillay-Naidoo, 2022).

(iii) Part C - Organisational Citizenship Behavioural Scale (OCBS)

The Organisational Citizenship Behavioural Scale (OCBS) demonstrated good psychometric properties in previous studies (Hui et al., 1999; Moorman, 1991; Niehoff & Moorman, 1993). The reliability coefficients for the subscales were reported to be 0.70 for civic virtue to 0.85 for altruism. Items included: "Helps others who have heavy workloads" (Altruism); "Does not take extra breaks" (Conscientiousness); "Consumes much time complaining about trivial matters" (Sportsmanship); "Considers the impact of his/her actions on co-workers" (courtesy), and "I attend meetings that are not mandatory but are considered important" (civic virtue) (Hui et al., 1999; Mahembe et al., 2015; Moorman, 1991; Niehoff & Moorman, 1993).

1.8.3 Research variables

A variable is a quality or class in a research investigation that may yield two or more values. The measured variables may be either independent or dependent. A variable that may be attributed to a possible cause of an effect is an independent variable. The dependent variable is the outcome or result of another variable (Leedy & Ormrod, 2005).

In this study, the independent variable is job satisfaction, and the dependent variable is organisational citizenship behaviour. The focus of the study was to establish whether there is a significant statistical relationship between these variables. With regard to the research process, reliability was ensured with the steps below:

- a. Data collection - only employees of the financial services organisation were invited to participate;
- b. Data management and storage - all data collected has been stored electronically by the Google Forms administrator. Access to this information was to the researcher and the statistician.
- c. Data analysis - A quantitative research approach was used for this study and the statistical data were processed and analysed through descriptive (means and standard deviations), inferential and correlational statistics. A statistical package (SPSS) was used to analyse the data to ensure the reliability of the analysis. Cronbach alpha coefficients were used to establish the internal consistency and consequent reliability of the instruments used to collect data.
- d. Discussion - Research findings were discussed concerning the study assumptions and literature. Contradictory findings were highlighted and recommendations for further research were suggested.

1.9 CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

1.9.1 Conclusions

Conclusions were drawn with reference to the specific aims of the research, and limitations were formulated in light of the literature and empirical study. Finally, recommendations for future research were made.

1.9.2 Limitations

The following limitations were anticipated:

- Not all participants requested to participate in the study would respond to the questionnaire;
- The results of the study were not expected to be representative of either the broader South African financial industry or the broader South African workforce, and
- Some participants, particularly older employees, might require assistance completing the questionnaire in a web-based format rather than in the form of paper and pencil.

1.9.3 Recommendations

The study proposes the following recommendations:

- There is an empirical relationship between job satisfaction and organisational citizenship behaviour. Employees who demonstrate high job satisfaction are likely to display organisational citizenship behaviour; and
- Indicated areas for further industrial and organisational psychology research related to job satisfaction and organisational citizenship behaviour.

1.10 CHAPTER LAYOUT

The chapters of this dissertation are presented as set out below:

Chapter 1: Scientific orientation of the research

This chapter provided a scientific orientation of the research by discussing the background and motivation of the research, the problem statement, the research aims and research questions, the paradigm perspectives guiding the research and the research methods.

Chapter 2: Literature review

This chapter presents a theoretical background and conceptual analysis of the research variables, namely job satisfaction and organisational citizenship behaviour. The constructs are examined and clearly defined from a historical perspective. An attempt is made to

demonstrate how the constructs have developed over time and how they are currently applied. This chapter provides a theoretical integration of how the variables are related and discusses practical implications.

Chapter 3: Research article

This chapter describes the empirical study and the research method. An overview of the sample and the population are presented. The measuring instruments are described with a motivation for the choice of each instrument. The data collection and processing procedures are explained and the statistical hypotheses are presented. The chapter concludes with a summary and integration of the research results.

Chapter 4: Conclusions, limitations and recommendations

Conclusions are drawn in terms of the specific aims of the research and limitations are formulated in terms of the literature and empirical studies. Finally, recommendations for future research are made.

1.11 CHAPTER SUMMARY

This chapter presented the background and motivation of the research, the problem statement, aims and questions. The chapter further explained the paradigm perspectives guiding the research. The research methods were then described in detail. The chapter concluded by providing the layout for the following chapters.

CHAPTER 2: LITERATURE REVIEW: JOB SATISFACTION AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR

This chapter discusses the constructs of job satisfaction and organisational citizenship behaviour. Theoretical perspectives that support the constructs are explained, followed by a discussion of the variables that influence the constructs. In conclusion, an integration of the constructs is presented, highlighting similarities and differences.

2.1 CONCEPTUAL FOUNDATION OF JOB SATISFACTION

The purpose of this section was to provide an overview of job satisfaction, to conceptualise job satisfaction and discuss the theoretical foundations and models of job satisfaction. The section discusses the factors that influence job satisfaction, the organisational implications and the biographical variables affecting this construct.

2.1.1 Background

Job satisfaction remains one of the notable variables studied over time (Mitonga-Monga et al., 2016). Job satisfaction represents one of the most multifaceted areas that today's managers face in managing employees' satisfaction (Aziri, 2011) and has a major impact on performance and productivity (Dugguh & Dennis, 2014). Job satisfaction may result in outcomes such as intention to change work or leave the company (Van Schalkwyk & Rothmann, 2010).

2.1.2 Definition of job satisfaction

From various studies conducted, job satisfaction has been defined in various ways. Locke (1976, p. 1304) defined job satisfaction as a pleasant or positive emotional state that results from the appraisal of one's job or job experiences.

According to Sabbagha (2016), job satisfaction results from the interaction between cognition and affect or thoughts and feelings, and may therefore be viewed as the extent to which a job fulfils a person's expectations. Furthermore, job satisfaction is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1992, p.1). Job satisfaction is still viewed as a result of the discrepancy between

perceptions and values. Value standards refer to aspects of work considered beneficial by the job holder and are therefore sought to gain (Locke, 1976). Job Satisfaction is therefore viewed as “an emotional response” (Weiss, 2002, p. 190). In their validation study, Buitendach and Rothmann (2009, p. 2) defined job satisfaction as a “positive or an affective function of the perceived relationship between what one wants from one’s job and what one perceives to be offered”. Armstrong (2010, p. 343) defined job satisfaction as the “attitudes and feelings that people have about their work.” Malik (2013), Sawar and Aburge (2013) stated that job satisfaction is what he/she feels about his/her job. Saeed et al. (2013) mentioned that job satisfaction has to do with the employees’ satisfaction choices or level of satisfaction with their work. According to Burke (2004), job satisfaction is people’s attitude towards their work. Furthermore, Van Schalkwyk and Rothmann (2010) viewed employees’ evaluation of work as based on their comparison of actual work outcomes with expected outcomes, in which the worker weighs all job aspects and compares the current job to what is offered by labour-market opportunities. The result of this evaluation affects outcomes such as the intention to change work or leave the company.

According to Sempane et al. (2002) and Van Schalkwyk and Rothmann (2010), employees evaluated their jobs based on factors they considered important. Their evaluation influences the way individuals perceived the situation based on their unique experiences and circumstances, such as their needs, values and expectations (Van Schalkwyk & Rothmann, 2010). For this study, job satisfaction is defined as an evaluative judgement about the degree of pleasure an employee derives from his or her job that consists of both affective and cognitive components (Weiss, 2002).

2.1.3 Theoretical conceptualisation of job satisfaction

Job satisfaction continues to be an important construct of interest among scholars and practitioners, regardless of whether it comes as an independent or dependent variable across several studies (Thompson & Phua, 2012). Chou and Robert (2008) asserted that no single theory can cover the entire spectrum of aspects of job satisfaction. However, these theories emphasise various aspects of the job and have the potential to accurately measure the construct (Locke, 1969; Weiss, 2002). Moreover, these theories capture workers’ reactions and attitudes towards job satisfaction associated with each type of employment contract (Dawson et al., 2014). Various dimensions require support from the job satisfaction construct in parts of individuals’ evaluative responses to their jobs (Weiss,

2002; Tong et al., 2015). The lack of consensus on the definition of the construct poses challenges in the conceptualisation of the term. (Thompson & Phua, 2012). Such delineation also has theoretical and practical advantages that mitigate challenges using model measures (Weiss, 2002). This delineation prevents job satisfaction from being conceptualised effectively by measuring it cognitively and thus presenting clear levels of job satisfaction (Thompson & Phua, 2012). Moreover, these different ideas about multiple dimensions of job satisfaction bring different theoretical models with different measurements (Kola, 2018 and Robbins et al., 2009) ranging from single-item to global multi-faceted measures (Robbins et al., 2009).

Various theories are used in the literature to explain and understand the phenomenon of job satisfaction. Khan (2010) pointed out that an analysis of all leading theories suggests that they are neither contradictory nor replace one another; instead, all are complementing the concept of job satisfaction. Furthermore, Khan (2010) indicated that job satisfaction theories have been consistently grouped based on the nature or chronological occurrence of these theories. Table 2.1 below presents a comparative view of several motivational theories applied to the job satisfaction construct adopted by Munro (2015).

Table 2.1

A comparison of the job satisfaction theories and models. Adapted from Munro, Z. (2015). Work-life balance, job satisfaction and turnover intention amongst information technology employees (Doctoral dissertation, University of South Africa).

Model	Maslow hierarchy of needs (1954)	Vrooms expectancy theory (1964)	Alderfer's ERD theory (1969)	Herzberg's two-factor theory (Herzberg, Mausner, & Snyderman 1959)
Description	Motivation viewed as a hierarchy of physical and psychological needs, whereby individuals are always striving to reach their full growth potential or self-actualisation.	A process of cognitive variables that reflect the individual differences in work motivation. Job satisfaction increases when person's efforts result in a desired outcome.	Supports Maslow's (1954) needs hierarchy theory.	Job satisfaction and dissatisfaction are caused by two sets of different factors.
Characteristics	Based on the assumptions that individuals have a need to constantly grow, develop self-esteem and have fulfilling relationships, all of which are highly motivating. An individual cannot be motivated by higher-order needs until the lower-order needs in the hierarchy have been met.	The strength of a tendency to act in a certain way, depends on a strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the employee.	Asserts that more than one need may be in operation at a given moment, and a lower-level need does not have to be substantially gratified for a higher level to come into operation.	Distinguishes between general types of work motivations consisting of 'motivator' factors referred to intrinsic and "hygiene" factors referred to as extrinsic factors.

Model	Maslow hierarchy of needs (1954)	Vrooms expectancy theory (1964)	Alderfer's ERD theory (1969)	Herzberg's two-factor theory (Herzberg, Mausner, & Snyderman 1959)
		<p>Employees will be motivated to exert a high level effort when they believe that the effort will result in rewards.</p>		<p>Intrinsic factors can lead to job satisfaction, while extrinsic factors do not motivate employees, but must be present in order to prevent dissatisfaction.</p>
Influence/Variables	<p>Five levels of needs ranging from lower to higher-order needs: Lowest order – psychological needs, Second level – safety needs, Third level – belongingness, social and love needs, Fourth level – the need for self-esteem and esteem for others, Highest level – self-actualisation.</p>	<p>Three interrelated variables that individuals consider before choosing a course of action: Valence – a person's preference for a specific outcome; Expectancy – a person's believe regarding whether his or her actions will lead to the outcome; Instrumentality – a person's perception of the outcome, either positive or negative</p>	<p>An individual needs can be divided into three groups: Existence needs – include nutritional and material requirements; Relatedness needs – satisfied through meaningful social and interpersonal relationships; Growth needs – reflects a desire for personal psychological developments.</p>	<p>Intrinsic motivational factors include achievement, advancement, the work itself, growth, responsibility and recognition. Extrinsic factors include the work environment, supervision, salary and benefits, job security status, attitudes and administration policy.</p>

Model	Maslow hierarchy of needs (1954)	Vrooms expectancy theory (1964)	Alderfer's ERD theory (1969)	Herzberg's two-factor theory (Herzberg, Mausner, & Snyderman 1959)
Advantages/Limitations	Needs hierarchy has not been well supported in that it comes across as vague, making it difficult to design effective valid and reliable tests.	Vroom's model does not follow the simplistic approach and most evidence supports the theory.	Individuals can be motivated by needs at different levels simultaneously.	Considered invalid as the two-factor structure has not been supported sufficiently by research and does not specify how intrinsic and extrinsic factors can be measured.

For the purposes of this study, job satisfaction was conceptualised from the perspective of the work adjustment theory developed by Dawis et al. (1968) from which the Minnesota Satisfaction Questionnaire (MSQ) by Weiss et al. (1967) was developed as a measure of job satisfaction.

2.1.4 Theory of Work Adjustment

To Rothmann and Van Schalkwyk (2010), Martins and Proença (2012) and Munro (2015), the Minnesota Satisfaction Questionnaire (MSQ) is based on the Theory of Work Adjustment (TWA) developed by Weiss et al. (1967). The TWA assumes that suitability for work depends on the interaction between individual skills and the reinforcements in the work environment (Weiss et al., 1967). In this regard, each employee has his/her diverse workplace priorities. These priorities may include preferred work environments, compensation, or professional development opportunities. These can go so far that the correspondence between people and the environment is intended to be improved or maintained through an adaptation process (Dawis & Lofquist, 1984). In TWA, job satisfaction is indicated in the correspondence between person and environment as perceived by an individual, and this correspondence between person and environment may result in job retention (Dawis, 1996; Lofquist & Davis, 1991).

According to Dawis et al. (1968), work adjustment is the process whereby an individual satisfies the requirements of the work environment while the work environment satisfies the requirements of the individual. The TWA was developed to identify the factors associated with employees' job satisfaction, workplaces' satisfaction with their employees and employee tenure (Dawis & Lofquist, 1984). Rather than focusing on both individual and environmental factors in isolation, the TWA describes the ways in which both individual and environmental factors are interconnected (Lyons et al., 2014; Leonard & Schimmel, 2016), whereby the person does not exist or behave in a vacuum, but always exists and behaves within the environment (Dawis, 2005).

As an operating principle, TWA views humans and the environment as complementary parallel entities. TWA assumes that, parallel to the person, the environment has requirements that must be met and abilities that enable the person to meet its requirements. Complementary to this, the person can satisfy some of the requirements of the environment in the same manner that the environment can satisfy some of the requirements of the

person. Consequently, the person and the environment collaborate because each has certain requirements that the other can meet (Dawis, 2005; Leonard & Schimmel, 2016). Therefore, TWA utilises the fit between the work environment and individual personalities to justify the results of work adjustment (Munro, 2015).

TWA assumes that individuals strive to achieve and maintain congruence with their work environment because it is a fundamental motivator of humans' behaviour. TWA also posits that job satisfaction represents an individual worker's subjective evaluation of the extent to which his or her expectations are met by the work environment (Judge, 1994). Therefore, TWA assumes that mutual satisfaction between the workplace and employees leads to high retention of employees (Lyons et al., 2014; Schreuder & Coetzee, 2009). However, the expectation from the work environment that the individual must perform, remains, while the individual expects the work environment to compensate for their efforts (Munro, 2015; Schreuder & Coetzee, 2009). Although numerous vocational theories include fundamental factors of person-environment fit, which includes the match between the individual's skills and the skills required by the work environment, TWA emphasises the role of the environment and matching its requirements to the individual's characteristics (Dawis, 2005; Leonard, 2015).

Lofquist and Dawis (1969) suggested that the two leading indicators of a successful working relationship are satisfaction and satisfactoriness. This satisfactoriness is attained when the individual's skill set matches the environment's work requirements, and satisfaction occurs when an environment supports the individual's values (Leonard, 2015; Hesketh & Griffin, 2005). Work adjustment is a product of both satisfaction and satisfactoriness, and leads to tenure that is the length of time a worker stays at his/her job (Leonard, 2015). This leads to employees continuing their jobs if they are satisfied or alternatively quitting if they are dissatisfied. On the other hand, the employer will retain workers whose work is satisfactory or their contracts are terminated (Dawis, 1980). Figure 2.1 below gives a brief description of the TWA model:

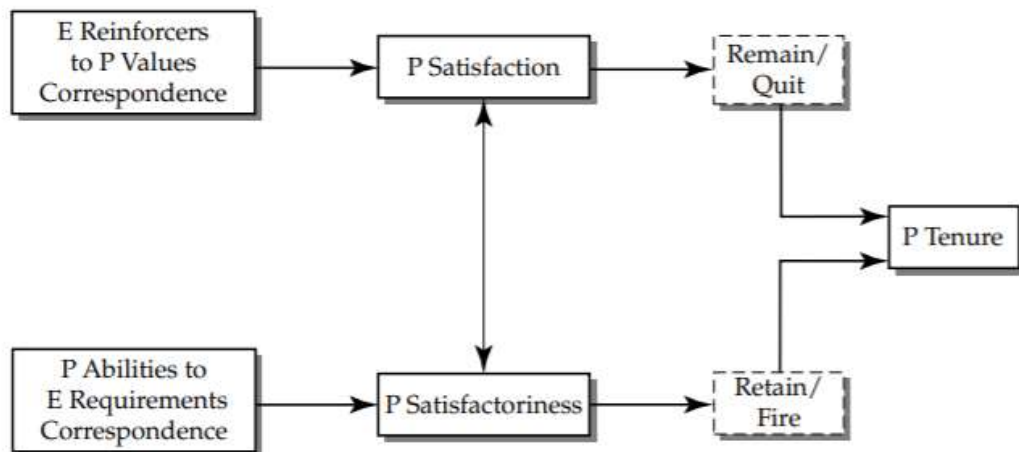


Figure 2.1:

The Basic TWA Predictive Model. Adapted from Dawis, R. V. (2005). *The Minnesota Theory of Work Adjustment*. In S. D. Brown & R. W. Lent (Eds.), *Career development and counselling: Putting theory and research to work* (p. 3–23). John Wiley & Sons, Inc.

Since its conception, the predictive model of the work adjustment theory has been expanded to interpret individual differences and factors affecting satisfaction and retention (Dahling & Librizzi, 2015; Dawis, 2005). The TWA is an influential theory of person-environment fit in psychology because it offers specific and valued recommendations to help clients who struggle with job dissatisfaction and deciding whether they should leave their jobs (Dawis, 2005). The active and reactive strategies of this theory contribute to the client’s adaptability to improve their work circumstances. The theory is also valuable for helping different types of clients, from young adults entering the workforce to older adults entering retirement stage and people who struggle with job dissatisfaction and have to make the decision to quit their jobs (Dahling & Librizzi, 2015; Dawis, 2005).

The Work Adjustment theory has previously been applied to diverse populations (Dawis, 2005), following a conceptual debate over its relevance and application to different populations. Some researchers argued that TWA is relevant based on the assumption that many of the trait and factor models, such as the TWA, could differ based on the social status and group membership of individuals. Other researchers have questioned whether competing predictors bring an ambiguous view of the hypothesised relationship between traditional vocational theories (Blustein, 2006; Fassinger, 2001; Lyons et al., 2014;). Eissenstat et al. (2021) argued that many career development theories have limited implications for individuals with disadvantaged backgrounds. When examining the work

adjustment process, TWA takes into account the contextual and cultural characteristics of the individuals. It takes into account the different needs of individuals in the demand-supply fit of the model, providing empirical support for the application of the theory to culturally diverse populations, including those of lower socioeconomic status (Lyons et al., 2014). Fassinger (2001) interrogated the strength and presence of a direct relation between fit and satisfaction for groups that may experience discrimination in the workplace. As a result of this study, TWA was found to be relevant to economically disadvantaged African American employees who work in a racial climate that are considered to be moderately to highly supportive (Fassinger, 2001). However, it has also been suggested that the ability to predict who will be satisfied and who will stay with their employer may be impaired when the racial climates are not perceived as supportive (Lyons et al., 2014).

Leonard (2015) also argued that TWA is inclusive, has a scientific foundation, is generalisable, measurable and easy to explain. However, he emphasised that the TWA does not provide specific career matching information for individuals as a limitation. Dawis (2005) recognised that the predictability of the model could help individuals identify work possibilities, which are likely to have a person and environment fit, that may end in the goal of a lengthy tenure. In summary, the most basic components of TWA suggest that an individual has unique skills and values, while the work environment requires specific skills and specific reinforcing factors. Matching the individual's abilities to the inherent requirements of the job leads to satisfaction, while assigning values with reinforcing factors leads to satisfactoriness (Leonard, 2015). According to Dawis (2005), the TWA has largely influenced the person-environment fit theory in psychology because it offers specific and treasured recommendations to help clients struggling with job dissatisfaction. Since job satisfaction reflects employees' feelings regarding their current work duties and their emotional response generated by the role the employee plays in the organisation (Ekhsan, 2019), it is recommended that organisations should pay attention to person-to-person job fit to increase employee satisfaction, level of engagement and decrease voluntary turnover rates (Memon et al., 2018). Several studies have attempted to examine the interaction between job and person factors to confirm whether certain types of people respond differently to different types of jobs (Spector, 1997). Various research projects have shown that job satisfaction is motivated by employees' assessments of their jobs and the tasks they perform, which are the vital components of person-job fit. Both person-job fit variables have a strong impact on job satisfaction (Farooqui & Nagendra 2014). Job satisfaction occurs when the characteristics of the job match the characteristics of the employee

(Spector, 1997). Mumford (1991), as cited in Sha (2007) and Perumalsami (2014), studied this perspective in two ways: (a) the fit between what is required by organisations and what employees are in search of and; (b) the fit between what is searched for by employees and what they are receiving. Studies conducted paid more attention to the dispositional traits that contribute to job satisfaction due to its vague theoretical account of how the process works (Furnha et al., 2009). In summary, the person-environment fit theory suggests that personality affects people's experience of work events, work conditions and how they respond emotionally and behaviourally towards these events (Templer, 2012; Roodt et al., 2009).

Contrary to the person-environment fit theory, Weiss et al. (1967) identified various extrinsic and intrinsic factors that are potential causes of satisfaction or dissatisfaction. The intrinsic factors measure satisfaction with intrinsic reinforcing factors, while the extrinsic factors are external to the job (Weiss et al., 1967). Motivation-hygiene theory suggests that the causes of job satisfaction may be attributed to both extrinsic and intrinsic factors (Ercan, 2018; Mohammad et al., 2011). The theoretical basis for job satisfaction can also be found in the dual-factor theory of job satisfaction (Herzberg et al., 1957), which identifies both intrinsic and extrinsic components, which are equated with situational (extrinsic) and dispositional (intrinsic) factors (Spector 1997).

2.1.4.1 The intrinsic factors of job satisfaction

Based on the Motivational-Hygiene theory, the intrinsic factors are related to the experience an employee performs, while the extrinsic factors are related to factors external to the task itself that form the context in which the job is performed. Intrinsic factors are intangible and are influenced by external forces such as adequate staffing, realistic workload, stable environment and balance between work and home (Randolph & Johnson, 2005). Mohammad et al. (2011) mentioned that all intrinsic sources of job satisfaction come from within a person and have psychological value to the person. Intrinsic factors include autonomy, responsibility, the opportunity to use one's skills and abilities, job difficulty and interesting work environments (Ercan, 2018). Intrinsic factors that are consistent with personal values are more significant in predicting one's career satisfaction than extrinsic factors. Intrinsic factors also play an important role in predicting the rehabilitation of a professional's desire to remain in the job (Randolph & Johnson, 2005). The presence of

intrinsic factors promotes higher job performance and satisfaction, while the presence of extrinsic factors helps mitigate dissatisfaction (Goetz et al., 2012).

2.1.4.2 The extrinsic factors of job satisfaction

Extrinsic satisfaction results from satisfaction with the work environment (Weiss et al., 1967) and are derived from the rewards that the individual receives from his colleagues, managers or the organisation, which can be in a form of promotion, pay or recognition (Martin & Roodt, 2008). Extrinsically determined job satisfaction is related to variables such as working conditions, compensation, co-workers (Faubion et al. 2001), remuneration and continuous education (Randolph 2005), as well as the time to serve on professional forums, reward structures, research involvement, monetary bonuses, and compensation for additional work done (Kacel et al. 2005).

2.1.5 The Minnesota Satisfaction Questionnaire (MSQ)

The MSQ measures workers' satisfaction with various aspects of their work and work environment by identifying individual differences in satisfaction concerning the characteristics of the work itself and the work environment (Weiss et al., 1967). The MSQ reports three satisfaction sub-scales, namely, general satisfaction, extrinsic satisfaction and intrinsic satisfaction (Weiss et al., 1967). Spector (1997) referred to intrinsic job satisfaction as how people feel about actual job tasks. Extrinsic job satisfaction is based on how people feel about aspects of the work situation that are external to the job tasks or work itself. According to Weiss et al. (1967), the intrinsic elements of job satisfaction include ability utilisation, achievement, activity, advancement, compensation, co-workers, creativity, independence, moral values, social service, social status and working conditions, while the extrinsic satisfaction items include authority, company policies and practices, recognition, responsibility, security, supervision-human relations, supervision-technical and variety. The MSQ is presented in two forms: the long form with 100 items and the MSQ short form with only 20 items that was developed as an alternative to the long form (Weiss et al., 1967). For this study, job satisfaction is measured using the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967) to measure the intrinsic, extrinsic and the overall job satisfaction.

2.1.6 Dimensions of job satisfaction

Dimensions of job satisfaction can be described as any part of a job that produces feelings of satisfaction or dissatisfaction (Spector, 1997). Sabbagha (2016) highlighted that the challenge in identifying dimensions of job satisfaction is that researchers tend to only measure the overall satisfaction of employees without mentioning the impact of these factors on employees. Spector (1997) identified two approaches to studying job satisfaction, namely, the facet approach and the global approach that aim to help the researchers understand attitudes towards job satisfaction attitudes. According to Saari and Judge (2004), Westlund and Hannon (2008), and Sabbagha (2016), this perspective can be used by organisations to identify possible areas of employee retention. Locke (1976) developed a summary of job dimensions or aspects that are assumed to contribute significantly to job satisfaction. These aspects included rewards such as pay or fringe benefits, other people such as co-workers or supervisors, and the nature of the work itself and the organisation itself (Locke, 1976).

Spector (1997) contributed to Locke's work by listing nine facets of job satisfaction. The facets listed are pay, promotion, operations, supervision, benefits, contingent rewards, co-workers, nature of work and communication. The global approach explains job satisfaction as a single, overall feeling towards a job, while the facet approach suggests that different facets are used to assess which part of the job an individual likes or dislikes. Spector (1997) adopted a multifaceted approach to job satisfaction, which provides a clearer picture of how satisfied an individual is with his/her job, depending on different levels of satisfaction in various facets. Sawar and Aburge (2013) and Swaminathan and Jawaher (2013) found that the most widely accepted and common facets of job satisfaction are satisfaction with pay, promotion opportunities, co-workers, supervision and the work itself. In addition, they stated that these five job facets typically account for a substantial amount of the variance in overall job satisfaction. These five facets are discussed in more detail in the following subsection.

2.1.6.1 *Pay*

Robbins et al. (2003) defined pay as the amount of remuneration received for a specific job. Pay is concerned with people's feelings about how they are compensated for their efforts (Mitonga-Monga et al., 2016; Sawar & Aburge, 2013). De Coning et al. (2019)

asserted that individuals' satisfaction with their pay is based on their perception of how well or poorly compensated in comparison to other people's compensation.

Roodt et al. (2009) mentioned that pay is an important aspect of motivation for people; however, it is viewed differently by people from different backgrounds. Motivation is an internal state and drive that is responsible for guiding people toward a specific activity. However, what is considered as motivating for one individual or group may not be motivating for another person or group (Gelard & Rezaei, 2016). According to De Coning et al. (2019), income may increase overall life satisfaction rather than everyday happiness.

The study by Sokolová et al. (2016) concluded that pay and benefits are significant factors affecting job satisfaction. The results of the study further showed that pay reduces overall job satisfaction, further concluding that the emerging trend of rising pay levels may be good for increasing overall job satisfaction. The study by Muguongo et al. (2015) found that basic pay and benefits have major impact on job satisfaction. The results of the study by Asekun (2015) revealed a positive association between pay satisfaction and job satisfaction. The study by Munir and Rahman (2016) found that benefits and salary enhance job satisfaction.

The study by Ali et al. (2016) found that organisational determinants such as salary have a significant positive relationship with job satisfaction. The results of their study further indicated that salary has the strongest impact on job satisfaction. Contrary to these findings, the study conducted by Ercan (2018) on female Emirati employees found that pay had no significant effect on their job satisfaction, but job security, quality of job content and interpersonal relations had.

2.1.6.2 *Promotion opportunities*

Opportunity for advancement or promotion involves nominating employees from the current level or position to a higher level in the organisation (Dugguh & Dennis, 2014). According to Malik, Danish and Munir (2012), a promotion is an upward movement of an employee in the organisation's hierarchy, increasing his/her level of accountability, his/her rank and improving his/her compensation package. Furthermore, promotion opportunities are influenced by employees' perception of the fairness on the promotion process and how these decisions are made in the organisation (Mitonga-Monga et al., 2016; Sawar & Aburge, 2013).

Organisations have direct control over promotion opportunities and the reward evaluation criteria that are governed by the organisation's policies (Quarles, 1994). These initiatives enable and support individuals to acquire the qualifications required to become experts themselves, making them more valuable to practice and more fulfilled individuals (Dugguh & Dennis, 2014). Some people may feel that a promotion improves their status and subsequently provides them with a sense of satisfaction (Ali & Ahmad, 2017).

The study by Ercan (2018) on female Emirati employees found that promotion opportunities had no significant effect on their job satisfaction, but on job security, job content quality and interpersonal relations. The study by Munir and Rahman (2016) found that support that includes employees' career development enhances job satisfaction. The study by Pandey and Asthana (2017) and Ali et al. (2016) found that organisational determinants such as promotional opportunities have a significant positive relationship with job satisfaction.

2.1.6.3 *Co-workers*

Co-workers have to do with how employees perceive positive working relations with their work environment (Mitonga-Monga et al., 2016; Sawar & Aburge, 2013). Employees who have sociable and compassionate relationships with their co-workers tend to be satisfied with their jobs (Aamodt, 2007). The work groups provide support, assistance, comfort and advice - leading the workgroup's satisfaction with their jobs (Luthans, 2002). According to Aamodt (2007), having friendly and supportive colleagues increases job satisfaction.

Even though Luthans (2010) argued that workgroups are a valuable means of development and support, job satisfaction is not dependent solely on co-workers. Furthermore, they stated that in situations where people are difficult to get along with, this factor may have a negative effect on job satisfaction.

2.1.6.4 *Supervision*

Supervisor support refers to the supervisors' behaviour and efforts to help employees demonstrate the skills, knowledge and attitudes required for the job. This support can take the form of emotional support, or feedback in which managers identify employees' developmental areas which may need improvement while encouraging them to make better use of their capabilities (Qureshi & Hamid, 2017). Supervision plays a meaningful role in

employees' turnover decisions (Mardanov et al., 2007). Moreover, this support mechanism significantly increases employee job satisfaction (Qureshi & Hamid, 2017).

Employees are strongly inclined towards supervisors who display optimistic supervisory behaviour (Sowmya & Panchanatham, 2011). According to Aamodt (2007), numerous research studies indicated that an employee's positive working relationship with his/her supervisor influences an employee's contentment with his/her work.

Employees' perceptions of their supervisors' competent behaviour and fairness in making decisions and recognising performances impact employees' satisfaction (Mitonga-Monga et al., 2016; Sawar & Aburge, 2013). Employees who are treated poorly by their managers often decide to leave, while those who choose to stay, have lower job and life satisfaction, lower commitment, higher work-family conflict and psychological distress (Mardanov et al., 2007). The study by Sokolová et al. (2016) found that overall job satisfaction is increased by others' supervision. The study by Ali et al. (2016) found that organisational determinants, such as a relationship with a supervisor, have a significant positive relationship with job satisfaction.

2.1.6.5 *Work itself*

Work encompasses the workers' working environment and their perception of the job itself, as well as its responsibilities (Mitonga-Monga et al., 2016; Sawar & Aburge, 2013; Hettiarachchi, 2014). Work itself can be described as the degree to which the job provides the person with opportunities for personal growth, stimulating tasks, learning opportunities and the opportunity to be accountable and responsible for results (Robbins et al., 2003). Jobs that are interesting by providing training, variety, independence and control provide employees with a feeling of satisfaction (Roodt et al., 2009).

Utilisation, achievement, activity, authority, creativity, independence, responsibility and variety are the main indicators of employee work. The work gives employees a sense of achievement and responsibility (Hettiarachchi, 2014). Robbins et al. (2003) suggested that unchallenging jobs can lead to boredom and annoyance among employees. Job characteristics and the level of job complexity mediate the congruence between personality and job satisfaction (Luthens, 2010).

Autonomy is another important aspect of the workplace that affects job satisfaction (Luthens, 2010; Belias et al., 2015). Autonomy is described as the extent to which employees are given significant independence and freedom to manage their work and the choice of implementing tasks (Belias et al., 2015). The desirable job features or characteristics, such as autonomy or task significance, can be translated into higher levels of job satisfaction. These can be understood from the theory of perceived organisational support. The organisation's efforts to create jobs with desirable characteristics are therefore viewed as an indication that the organisation is concerned with the employee's well-being, resulting in higher levels of satisfaction with the organisation and the job (Crede, 2007). Research has shown a positive relationship between autonomy and job satisfaction (Belias et al., 2015).

2.1.6.6 *Fairness*

According to Aamodt (2007) and Crede (2007), the perception of unjust workplace outcomes and events, such as unfair procedures or outcomes, has also been linked to lower levels of job satisfaction. Robbins et al. (2009) stated that procedural justice relates strongly to job satisfaction, withdrawal from the organisations, employee trust, job performance and citizenship behaviour, while distributive justice is strongly related to satisfaction with outcomes.

According to Aamodt (2007), employers are encouraged to be transparent in their decision-making processes and to provide employees with feedback on such decisions. Robbins et al. (2009) suggested that employers need to consider that employees are generally sensitive to unfairness in organisational processes. Furthermore, they recommend the open exchange of information following consistent and unbiased procedures to ensure a more positive perception of procedural justice within the organisation.

2.1.6.7 *Working Conditions*

Working conditions influence employees' job satisfaction. Working conditions include ventilation, noise, temperature and lighting (Luthans, 2002). For workers in undesirable conditions, these conditions become an important factor in job satisfaction, which leads to their lack of satisfaction (Raziq & Maulabakhsh, 2015).

According to Bakotic and Babic (2013), workers generally prefer physical work environments that are comfortable, safe and offer low levels of distraction. Organisations are encouraged to pay attention to creating work environments that enhance the ability of employees to become more productive in order to increase profits for the organisation (Raziq & Maulabakhsh, 2015). Improving workplace safety, training workers, checking and improving machine and tools and providing adequate protective equipment subsequently lead to improving overall job satisfaction and performance (Bakotic & Babic, 2013).

According to Pitaloka and Sofia (2014), good working conditions that provide refreshment and relaxation facilities, health and safety facilities and fun in the workplace increase job satisfaction, while on the other hand, workload, stress, overtime, fatigue and boredom are factors to decrease job satisfaction. The empirical study by Bakotić and Babic (2013) showed no significant variance in overall job satisfaction between workers who work in favorable and unfavorable conditions. Workers working under desirable conditions were more satisfied with working conditions than those working under difficult conditions (Bakotic & Babic, 2013). The study by Muguongo et al. (2015) and Munir and Rahman (2016) found that the work environment affects job satisfaction.

2.1.7 DEMOGRAPHIC FACTORS INFLUENCING JOB SATISFACTION

Several studies considered the impact of demographic factors on job satisfaction. Buitendach and Rothmann (2009) highlighted that demographic factors can affect job satisfaction. Mitonga-Monga et al. (2016) found that personal factors such as gender, race, age, educational level, marital status and tenure influence job satisfaction.

Chiu (1998) stated that several studies that examined the influence of gender on job satisfaction, produced conflicting views. Furthermore, Gazioglu and Tansel (2006) and Robbins et al. (2003) mentioned that women are more satisfied with various aspects of their jobs than their male counterparts. Murray and Atkinson's (1981) study found that males place larger worth on career progression, pay and other extrinsic aspects, whilst females' satisfaction is primarily connected to social factors. In agreement with the influence of gender on job satisfaction, Tang and Talpade's (1999) study shows that females and males are differently influenced by dimensions of job satisfaction. Their study revealed that males are more likely to have high levels of job satisfaction associated with compensation compared to their female counterparts.

Contrary to this, females are more prone to having high job satisfaction levels linked to their relationships with their co-workers. Oshagbemi (2000) did not find any correlation between gender and job satisfaction. Donohue and Heywood (2004) could not confirm gender-based job satisfaction differences in a study conducted between young American and British workers.

Clark (1996) attributed these gender differences to several factors including the nature of the job due to different qualifications and working hours; the reasons why work is valued; women who find it culturally easier to leave jobs when dissatisfied than men; women who are more satisfied than men, and the variation in work expectations for both genders, which they also compare with different reference groups, resulting in similar questions being viewed differently. In summary, women are generally associated with high levels of job satisfaction (Clark, 1996; Souza-Poza & Souza-Poza, 2000). However, Van Schalkwyk and Rothmans (2010) reported that statistically, the level of self-reported job satisfaction for both men and women did not differ significantly and could not confirm whether women were more satisfied than men.

2.1.7.1 *Race*

According to Van Schalkwyk and Rothmans (2010), various levels of job satisfaction have been reported for racial and socioeconomic groups. Stoermer et al. (2019) argued that these studies reported significant differences in job satisfaction between racial-ethnic groups and further highlighting that these findings were mixed and sometimes even contradictory. In other studies, Leigh-Anne (2016) found that there was also a significant difference in all dimensions of job satisfaction between racial groups, with the exception of fair rewards. Stoermer et al. (2019) and Oosthuizen et al. (2016) reported that black people reported lower degrees of satisfaction. Contrary to this, Leigh-Anne (2016) reported that black people displayed greater satisfaction than their white counterparts on all dimensions, including overall satisfaction. According to Clark (1996) and Stoermer et al. (2019), black people mainly reported lower job satisfaction due to less favourable conditions that are less conducive to job satisfaction. However, Bowen et al. (2007) mentioned that ethnic differences in job satisfaction cannot be explained by race. The study by Friday et al. (2004) on the relationship between race and job satisfaction revealed inconsistent findings.

Concerning the impact of age on job satisfaction, there are various facts about the relationship between the two variables (Robbins et al., 2003; Gazioglu & Tansel, 2006). The relationship between age and job satisfaction has been studied more frequently reporting significant variations across various age groups (Clark, Oswald & Warr, 1996). Buitendach and Rothmann (2009) argued that other researchers have found no relationship between age and job satisfaction. In contrast to these findings, Clark et al. (1996) and Dobrow Riza, Ganzach, and Liu (2018) stated that older employees report higher satisfaction than younger ones. A U-shaped age-job satisfaction relationship has been reported (Clark, 1996; Van Schalkwyk and Rothmans, 2010). The U-shaped phenomenon has been found to have been attributed to the high morale of young workers, coupled with a decrease in job satisfaction in the middle years of their careers due to a loss of novelty, unmet expectations, boredom and perception of decreased opportunities, which are followed by an increase in job satisfaction in their career lives which is associated with the acceptance of the individual's occupational role and the reality that comes with the occupation (Clark et al., 1996).

According to Van Schalkwyk and Rothmans (2010), the high job satisfaction among older people in comparison to the younger group may be attributed to factors including (i) development that comes as people move on to jobs with the desirable characteristics they expect; (ii) age that brings in specific work values that are different and frequently less desirable to younger people; (iii) realistic expectations that are lowered as people age; (iv) the notion that older people are more satisfied with their jobs (cohort phenomena); (v) older people who are still working, misrepresent generally satisfied people who will still work in their later years and (vi) other non-job differences that come as a result of interacting with general life and family life. Van Schalkwyk and Rothmans (2010) warned that the job satisfaction age pattern changes with generations. They attributed this to job equity that applies to age groups and generations, with job levels now less indicative of age than in the past.

2.1.7.2 *Educational Level*

Research on the relationship between job satisfaction and level of education showed no dependable pattern (Metle, 2003; Oshagbemi, 1997). From the research conducted by Metle (2003) focusing on women working in a public government sector in Kuwaiti, there was a high affiliation between educational level and overall job satisfaction. In agreement with these findings, Johnson and Johnson (2000) found that employees who professed over-qualification, negatively associated with the dimensions of job satisfaction. However, the study by Crossman and Abou-Zaki (2003) disputed these findings, where their research in the Lebanese banking division found that, although a connection existed between education and job satisfaction, it was not statistically noteworthy.

2.1.7.3 *Marital Status*

Regarding the influence of marital status on job satisfaction, Robbins et al. (2003) mentioned that their study yielded unconvincing results. In the research conducted by Oosthuizen et al. (2016) in an IT organisation in South Africa, married participants were found to have significantly higher levels of job satisfaction than their unmarried counterparts. A study by Kuo and Chen (2004) investigating the intensity of job satisfaction amongst IT personnel working in Taiwan found a highly related relationship between marital status and intrinsic, general and overall satisfaction. Contrary to this, Cimete et al. (2003) found that the job satisfaction mean score of divorcees and widows was considerably higher than that of single and married groups.

2.1.7.4 *Tenure*

Regarding tenure and job satisfaction, the study by Oshagbemi (2003) found a U-shaped correlation and concluded that employees' job satisfaction decreases within the first year of employment, remains low for several years, after which it increases. The research conducted by Oosthuizen et al. (2016) in an IT organisation in South Africa reported that participants with less than ten years of tenure had significantly lower job satisfaction and higher turnover intentions than participants with more than ten years of tenure.

Robbins et al. (2003) stated that, as the worker matures and becomes more knowledgeable, the early outlook decreases to reasonable levels, making their prospects more achievable, resulting in increased job satisfaction levels. Studies by Mottaz (1988) based on nurses in the United States of America found an increase in job satisfaction relating to a worker's length of time at a job. Sarker et al. (2003) added that workers with long service are inclined to adapt their job values to the conditions of their place of work, ensuring greater job satisfaction levels. Opposing the above statements, Sarker et al. (2003) argued that long occupancy in a job may result in dullness and lesser levels of job satisfaction. Equally, Clarke et al. (1996) found that increased levels of job satisfaction are not a result of longer tenures.

2.1.8 Consequences of job satisfaction

According to Locke (1976), job satisfaction involves employees' affective or emotional responses, which have significant consequences on individuals' lives. According to Sabbagha (2016), sufficient evidence on the satisfaction's positive and negative consequences on employees and organisations has been reported. Locke (1976, p. 1311) described the most common consequences of job satisfaction in terms of its effects on physical health, longevity and mental health and the interaction between employees' and their feelings toward their jobs and social lives. In support of this, Luthans (2010) considered the consequences of job satisfaction on employees as life satisfaction, the effects on mental health and longevity, absenteeism, turnover, productivity, and performance.

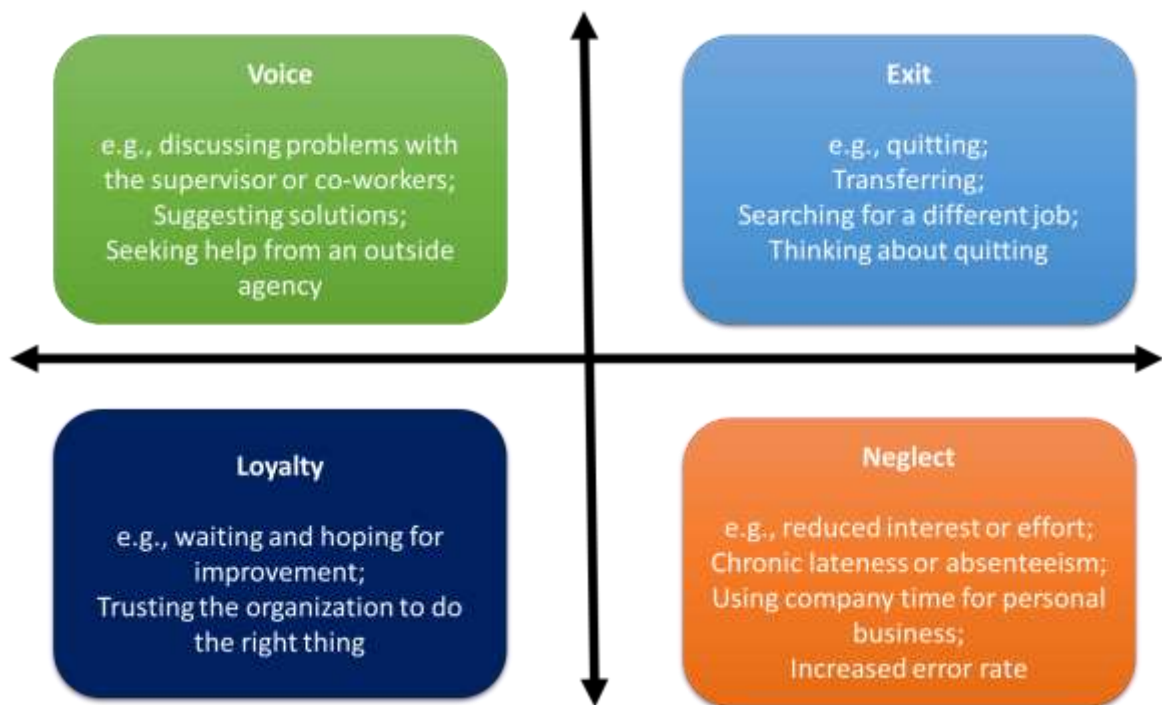
Contrary to these findings, Locke (1976) also highlighted the negative consequences of job satisfaction, including absenteeism, complaints and grievances, frequent labour unrest and termination of employment. Employees who are dissatisfied with their jobs are likely to respond to their dissatisfaction with exit-voice-loyalty-neglect responses (Robbins et al., (2009).

The exit-voice-loyalty-neglect theory suggests that when employees encounter a decline in the quality of the organisation, such as dissatisfying or problematic work situations, they are likely to show a strategic communication response, including departure that represents a decision to withdraw, and leave an organisation by quitting, transferring, searching for another job, or thinking about quitting. Voice represents an active and constructive attempt

to change “an objectionable state of affairs to improve conditions by discussing problems, taking action to solve problems, suggesting solutions, and seeking help. Loyalty involves waiting patiently for the organisation to recognise and address the matters at hand. Neglect involves engaging in disgraceful behaviours or activities (Lee & Varon, 2020; Rajiani & Buyong, 2013; Robbins et al., 2009). According to Lee and Varon (2020) and Rajiani and Buyong (2013), neglect behaviours include passively allowing conditions to deteriorate through reduced interest or effort, chronic lateness, or absences, using company time for personal matters or increased errors made on the job. Rajiani and Buyong (2013) highlighted that the framework might best present these negative consequences shown in Figure 2.2 below and best depict the four employee responses to dissatisfaction.

Figure 2.2:

Dimensions of Reaction to Dissatisfaction (Thomas and Pekerti, 2003), As adapted from Thomas, D.C. and Pekerti, Andre A. (2003). Effect of culture on situational determinants of exchange behaviour in organisations: A comparison with New Zealand and Indonesia. *Journal of Cross-Cultural Psychology* 34(3): 269-281.



Robbins et al. (2009) argued that this framework is more helpful in presenting the more general and possible consequences of job satisfaction. The more specific outcomes of job satisfaction and dissatisfaction are presented below.

2.1.8.1 *Job Satisfaction and performance*

According to Luthans (2010), research has shown mixed results on the relationship between satisfaction and performance, with other studies showing a weak correlation while others argued against these weak results. Organisations today strive to achieve high levels of performance, productivity and efficiency in their daily operations and activities. Therefore, they set several goals to attract and retain highly qualified and motivated workers by creating a pool of satisfied employees who are committed to achieve these organisational goals (Onyebuchi et al., 2019). Therefore, these organisations look up to their individual employee performance to achieve high performance, which is an important factor that determines organisational performance (Onyebuchi et al., 2019). Employee performance is viewed as an indicator of financial or other outcomes and is directly related to organisational performance (Anitha, 2013). A study by Inuwa (2016) showed that job satisfaction has a positive and significant relationship with employee performance, which leads to overall organisational performance. Contrary to this, Luthans (2011) argued that satisfaction may not always lead to individual performance improvement but may contribute towards departmental and organisational level improvement.

In a study conducted by Bakotić (2016), the results showed a two-way relationship between employee job satisfaction and organisational performance, but cautioned that this relationship was of low intensity. A detailed analysis showed that the connection between job satisfaction and organisational performance is stronger than the connection between organisational performance and job satisfaction, further indicating that job satisfaction determines organisational performance rather than organisational performance determining job satisfaction. Onyebuchi et al. (2019) concluded that satisfied employees are more likely to be settled, and commit to helping the organisation achieve its intended goal, which subsequently leads to organisational performance.

2.1.8.2 *Job Satisfaction and Job turnover*

Research has revealed a moderately inverse relationship between satisfaction and turnover. These results suggest that high job satisfaction alone does not keep turnover low; however, it can be helpful (Luthans, 2011). In a study by Hofaidhllaoui and Chhinzer (2014) based on a sample of 481 engineers in France, the research found a significant and negative correlation between job satisfaction and turnover intentions. To support this, Alam

and Asim (2019), in their study of 400 nurses working in different hospitals in Karachi, showed that overall job satisfaction had a significant negative association with turnover intention. Contrary to this, Oosthuizen et al. (2016) found results indicating job satisfaction as a significant predictor of turnover intention, suggesting that employees who are satisfied with their jobs are less likely to leave their organisations. Luthans (2011) and Robbins et al. (2009) warned that other factors, such as labour markets and job opportunities, are the most significant determinants of employees' intentions to leave an organisation. Therefore, this render job satisfaction negatively related to turnover (Robbins et al., 2009).

2.1.8.3 Job Satisfaction and absenteeism

Studies conducted on the relationship between absenteeism and job satisfaction showed inconsistent results, with some researchers reporting no correlation between these two variables (Josias, 2005), while other studies reported a weak to moderate relationship between these two variables (Josias, 2005; Luthans, 2011; Robbins et al., 2009). Spector (1997) argued that job satisfaction is critical in an employee's decision to be absent. Chahal et al. (2013) found that employees who experience higher job satisfaction tend to be less absent. However, employees can choose to be absent from work for various reasons, including being rebellious as a sign of concern especially associated with job satisfaction (Badubi, 2017). A negative relationship between job satisfaction and absenteeism was reported in a study conducted by Abuhashesh (2019) on both job satisfaction and its link between workplace factors and absenteeism. However, an empirical study that involved a sample of 100 employees selected from the public sector organisations in China conducted by Verma (2016) on the relationship between job satisfaction and level of absenteeism showed that job satisfaction combined with pay level, working conditions, support level and other workplace factors is a mediating variable between workplace factors and absenteeism.

2.1.8.4 Job Satisfaction and workplace deviance

Growing scientific literature examined the predictors of workplace deviance, with much of this research focusing on job satisfaction (Wang, 2020). According to Bennett and Robinson (2003), research has shown that job dissatisfaction is closely related to deviant behaviour. Studies by Judge et al. (2006) suggested that job satisfaction is viewed as work behaviour that has the greatest negative effect on workplace deviance. In support of these

findings, the study Hershcovis et al. (2007) revealed that job dissatisfaction is the strongest dominant predictor that can trigger actions related to deviant actions, including organisational aggression. In a study conducted by Omar et al. (2011) on the relationship between job satisfaction and workplace deviant behaviour, a negative significant relationship was reported, further highlighting that employees who experience high levels of job satisfaction are likely to report low levels of workplace deviant behaviour, while those who experience low levels of job satisfaction are likely to report a high level of workplace deviance behaviour. Similar to a study by Mount et al. (2006), they found that job satisfaction has a significant negative direct relationship with workplace deviance, which has interpersonal and organisational effect.

2.2 CONCEPTUALISATION OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR

2.2.1 Background

Several researchers studied organisational behaviour across different disciplines. According to Engelbrecht and Chamberlain (2005), in-role performance, extra-role performance, and organisational citizenship behaviour have increased organisational awareness. Recent studies show that organisational citizenship behaviour has a positive relationship with job satisfaction (Perumalsami, 2014).

2.2.2 Organisational citizenship behaviour defined

The definition of organisational citizenship behaviour has undergone minor changes since its conception in the late 1980s (Emami et al., 2012; Perumalsami, 2014), and currently there are several conceptualisations and definitions of organisational citizenship behaviour (Mahembe et al., 2015). Organisational citizenship behaviour has been defined by Organ (1988, p. 4) as “individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and in the aggregate, promotes the efficient and effective functioning of the organisation”. Organisational citizenship behaviour is also described as individual behaviour that maintains and enhances a social and psychological environment conducive to nurturing task performance (Mitonga-Monga et al., 2016).

Organisational citizenship behaviour is voluntary behaviour that does not form part of the formal task requirements in the job description. When these behaviours are exhibited, they benefit others and the organisation (Organ, et al., 2006). Therefore, organisational citizenship behaviour is essentially an expression of individual extra-role behaviour that is discretionary and not explicitly acknowledged by the formal reward system (Katz, 1964; Organ, 1988). This behaviour may not be directly rewarded and formally requested, but it is a positive behaviour that impacts positively on the effectiveness of the organisation by creating a conducive environment that supports organisational survival (Organ & Lingl, 1995; Tambe & Shaunker, 2014; Jena & Goswami, 2014). It improves individual productivity, better utilisation of resources, group activity coordination, performance enhancement and stability, employee recruitment and the ability to adapt to environmental changes (Tambe & Shaunker, 2014). Consequentially, organisational citizenship behaviour dwells on an individual's self-leadership and self-influence behaviours that are then redirected to benefit the organisation (Organ, 1988).

Organ's (1988) conceptualisation of this variable is considered the most widely used definition of organisational citizenship behaviour (Mahembe et al., 2015). Organ (1988) defined organisational citizenship behaviour in terms of five dimensions (altruism, conscientiousness, sportsmanship, courtesy and civic virtue) that form the underlying factor structure of the Podsakoff et al. (1990) organisational citizenship behaviour scale. For this study, organisational citizenship behaviour was defined using Organ's definition. Organ (1988, p. 4) defined organisational citizenship behaviour as "individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and in the aggregate, promotes the efficient and effective functioning of the organisation".

Organisational citizenship behaviour is therefore defined as individual behaviour that is not openly recognised by the formal reward system. This behaviour is intended to promote the organisation's effectiveness. This behaviour is discretionary and does not present an inherent job requirement (Organ & Lingl, 1995). Jena and Goswami (2014) stated that research relating to organisational citizenship behaviour emphasises establishing the relationship of organisational citizenship behaviour with its facets. Hence the focus of this research is on investigating the relationship between job satisfaction and organisational citizenship behaviour within the financial sector in South Africa.

2.2.3 Dimensions of organisational citizenship behaviour

Organ was the first author to use the concept of organisational citizenship behaviour to symbolise behaviours that benefit organisations without being included in job descriptions. It is claimed that although these behaviours help others, they are done for free (Bektaş, 2017; Noruzy et al., 2011). While most employees view organisational citizenship behaviour as an additional role, Jan & Gul (2016); Podsakoff et al. (2000) mentioned that organisational citizenship behaviour is distinct from in-role behaviour, but is characterised by strong communal and social relations that lead to a willingness to walk the extra mile. Organisational citizenship behaviour is mainly displayed when employees start developing a close relationship with the organisations they are employed in. Trust is crucial in nurturing employees' organisational citizenship behaviour, while its success mainly depends on how the organisation values such behaviour when crafting the organisational strategy (Jan & Gul, 2016). Organisational citizenship behaviour has been reported to be crucial in supporting innovation and development by addressing and meeting the new needs of the organisation (Khaola, 2018). Mahembe et al. (2015) stated that several citizenship behaviour dimensions depend on the type of conceptualisation selected.

Five major dimensions of organisational citizenship behaviour were identified and used by Organ (1988), including altruism, conscientiousness, sportsmanship, courtesy and civic virtue. According to Noruzy et al. (2011), these five categories of organisational citizenship behaviour are the most widely used in studies. However, Sesen et al. (2011) mentioned that numerous authors define different organisational citizenship behaviour dimensions that they claim to have relationships with one another. The assertion of this argument is found in Podsakoff et al. (2000), where almost 30 different forms of behaviour were identified in the literature and classified into seven common dimensions, namely, helping behaviour, sportsmanship, organisational loyalty, organisational compliance, individual initiative, civic virtue and self-development. In Van Dyne et al. (1994), Van Dyne and LePine (1998) and Coleman and Borman (2000), three dimensions were defined by merging some of Organ's dimensions with each other. In Williams and Anderson (1991) and Van Scotter and Motowidlo (1996), altruism and courtesy were described as indicators of organisational citizenship behaviour towards the individuals, whilst conscientiousness, civic virtue and sportsmanship were the indicators of organisational citizenship behaviour towards the organisation (Van Dyne et al., 1994; Van Dyne & LePine, 1998; Coleman & Borman, 2000; Williams & Anderson, 1991; Van Scotter & Motowidlo, 1996; Sesen et al., 2011).

Zhang et al. (2010) and Tambe and Shanker (2014) asserted that the dimensions of organisational citizenship behaviour are further categorised into organisational citizenship behaviour: individual and the organisational citizenship behaviour: organisation. This view was first introduced by Williams and Anderson (1991), who divided organisational citizenship behaviour into two types: organisational citizenship behaviour: individual and organisational citizenship behaviour: organisation. Zhang et al. (2010), Tambe and Shanker (2014) and Williams and Anderson (1991) described organisational citizenship behaviour: individual as behaviours that are directed at specific individuals in the organisation and organisational citizenship behaviour: organisation as behaviours that are directed at benefiting the entire organisation. Tambe and Shanker (2014) and Zhang, et al. (2010) elaborated that the organisational citizenship behaviour: individual includes altruism, courtesy, peacekeeping and cheerleading efforts made by their colleagues, while organisational citizenship behaviour: organisation is aimed at benefiting the organisation and includes conscientiousness, civic virtue and sportsmanship.

In acknowledging Organ's (1988) major dimensions, Podsakoff et al. (2000) further stated that there are some conceptual overlapping among concepts such as altruism and courtesy. A study conducted by Sesen et al. (2011) concluded that the organisational citizenship behaviour idea is not yet well-conceptualised and that the dimensions have not yet been agreed upon. As a result, Organ's (1988) major dimensions will be described in detail in the following subsection.

Altruism

Altruism is concerned with an individual's voluntary actions to reach out to those who encounter problems in the workplace (Jena & Goswami, 2014; Mitonga-Monga et al., 2016, Polat, 2009; Romaiha et al., 2019). Altruism is one extra-role behaviour that can contribute towards an organisation's brand image to assist with the struggle against competitors. Whilst the organisational citizenship behaviour level may be reduced by communicating clearer expectations, the altruistic organisational citizenship behaviour may be promoted by positive feedback on the formal performance. Altruistic behaviour reflects performance indices such as collective skill results, employee efforts and organisational context. Furthermore, altruistic behaviour is displayed in employees when they engage in constructive activities such as attending extra training (Jan & Gul, 2016), helping colleagues in their work (Chahal & Mehta, 2010; Jan & Gul, 2016; Polat, 2009; Romaiha et

al., 2019), accepting more duties for the organisation, wider effectiveness in sustaining competitive advantage (Chahal & Mehta, 2010; Jan & Gul, 2016), assisting new employees in getting used to their work, teaching co-workers how to use new machines and sharing the tasks with co-workers so that deadlines are met (Chahal & Mehta, 2010; Polat, 2009; Romaiha et al., 2019).

According to Asif et al. (2013), the literature on the implications of altruistic behaviour in the eastern regions of the world differs from that in the western regions. A typical example of altruism in China would include helping others with non-work-related tasks, which would not be considered altruistic behaviour in the United States, (Munir et al., 2013).

Chahal and Mehta (2010) stated that altruism is one of the organisational citizenship behaviour dimensions that has a high inclination to advance organisational efficacy, which is achieved when employees avoid unnecessary absenteeism; it helps attract and retain skilled employees and employee loyalty. These behaviours enhance organisational performance; they affect employees' sense of belonging through the positive working environment that helps to create and enhance employee satisfaction within an organisation. It also helps new employees execute their tasks efficiently through leverage by experienced employees.

Courtesy

Courtesy is concerned with individuals' attempts to avoid problems and violating the rights of others. This behaviour includes respecting colleagues and liaising with those responsible for decision making (Chahal & Mehta, 2010; Jena & Goswami, 2014; Mitonga-Monga et al., 2016; Romaiha et al., 2019). Chahal and Mehta (2010) stated that courtesy has a high propensity to advance organisational efficiency, which is attained by avoiding pointless absence from work. Courteous employees are likely to experience job satisfaction and help employees to show job commitment. There are further benefits and advantages brought to the organisation by courteous employees even though managements use formal contractual agreements to extract value from its employees (Asif et al., 2013).

Amongst others, courtesy is displayed when employees cover up for their co-workers and try to avoid occurrence of any problem (Chahal & Mehta, 2010; Polat, 2009); when one helps colleagues by notifying them in advance on how to plan properly for upcoming tasks

or work schedules (Polat, 2009; Romaiha et al., 2019); sharing suitable information with the co-workers in preparation for their work, as well as reminding them of their deadlines in advance (Romaiha et al., 2019). According to Romaiha et al. (2019), employees with high levels of courtesy do not find themselves involved in intergroup conflicts or activities that involve conflict management, and when it comes to actions that could affect their co-workers, they are wary and careful to avoid problems.

Finally, Asif et al. (2013) stated that the courtesy dimension of organisational citizenship behaviour does not emerge in the eastern society literature as it emerges in the western literature, and it was found that the employees from the eastern countries displayed courtesy as an in-role behaviour, unlike when compared to Australian and United States employees.

Civic virtue

Civic virtue is concerned with intentions of displaying constructive behaviour that is intended to engage in the life of others and the activities of the organisation (Chahal & Mehta, 2010; Jena & Goswami, 2014; Mitonga-Monga et al., 2016; Romaiha et al., 2019). According to Polat (2009) and Romaiha et al. (2019), it is contextualised when employees have high interest and loyalty towards their organisations. With civic virtue behaviour, managers are assisted in promoting job commitment among employees and thus resulting in business advancement.

This behaviour is, for example, shown by employees who display great gestures and put extra effort into completing tasks (Jan and Gul, 2016). Additional examples include employees who voluntarily attend meetings and participate effectively (Chahal & Mehta, 2010; Polat, 2009; Romaiha et al., 2019); are devoted to the company policies (Polat, 2009); contribute towards the strategic initiatives of their organisations (Polat, 2009; Romaiha et al., 2019); are part of the change management (Polat, 2009); are observant of the situation in the workplace to avoid any danger from happening to them (Polat, 2009); report unfamiliar incidences in the work environment and prepare against any danger that might happen (Polat, 2009); show coherent concern about the success of their organisation; assist with preparation for gatherings (Chahal & Mehta, 2010; Romaiha et al., 2019) and propose resolutions to organisational challenges (Romaiha et al., 2019).

Sportsmanship

Sportsmanship is concerned with intentions of demonstrating tolerant behaviour with others when things do not go according to plan and by refraining from complaining during uncomfortable events in the workplace (Jena & Goswami, 2014; Mitonga-Monga et al., 2016; Romaiha et al., 2019). According to Polat (2009), sportsmanship is displayed when employees refrain from actions that may lead to adverse pressure in the organisation whilst preserving a collaborative work environment to quell unfavourable tension. Others stated examples of sportsmanship behaviour such as avoiding to blame someone at work (Chahal & Mehta; Polat, 2009); abstaining from overstating some of the existing problems (Polat, 2009); abstaining from complaining about work (Chahal and Mehta, 2010; Polat, 2009); showing the ability to endure organisational issues (Chahal and Mehta, 2010; Polat, 2009); demonstrating the ability to avoid squabbles amongst employees at times of crises (Polat, 2009); ensuring that the time consumed on productive activities within the organisation is enhanced (Chahal and Mehta, 2010); display respect for fellow employees and the ability to preserve the brand image to the outside world (Polat, 2009). In addition, the employees with this behaviour do not work excessively; hence there is no quarrelling when executing any task (Romaiha et al., 2019).

Conscientiousness

Conscientiousness is concerned with individual actions to go beyond the minimum requirements and expectations of the organisation (Jena & Goswami, 2014; Mitonga-Monga et al., 2016). According to Romaiha et al. (2019), conscientiousness assists in providing direction to produce targeted and desired behaviour in the organisation. One of the characteristics of conscientiousness is shown when subordinates exceed their contractual agreement tasks with more universal effects, unlike altruism (Deluga, 1994). Some of the benefits that conscientiousness brings to the organisation are customer retention and increased word-of-mouth marketing, which occur when employees uphold predictable work schedules that result in increased service reliability (Jan & Gul, 2016); attracting opportunities that enhance the career; nurturing the qualities of leader-member exchange and receiving rewards from the supervisor (Lapierre & Hackett, 2007). Chahal and Mehta (2010) stated that conscientiousness may enhance the satisfaction of the workforce employed in the organisation. They further stated that the advantage of

conscientious employees is little supervision requirement and taking more responsibilities off the management.

The examples that are shown when employees have conscientious behaviour include instances where employees maintain elevated work awareness, such as little absence levels (Polat, 2009); consistently working at the office (Chahal & Mehta, 2010; Polat, 2009; Romaiha et al., 2019); being punctual (Chahal & Mehta, 2010; Polat, 2009; Romaiha et al., 2019); “using time-outs without any cheating” (Chahal & Mehta, 2010; Polat, 2009); being wary of deadlines, obeying rules (Chahal & Mehta, 2010; Polat, 2009; Romaiha et al., 2019), voluntarily working overtime to complete projects without demanding payment (Polat, 2009) and through direct task feedback by determining their job performance level without seeking feedback from supervisors or co-workers (Lapierre & Hackett, 2007; Romaiha et al., 2019).

According to Lapierre & Hackett (2007), conscientious employees are likely to experience job satisfaction and perform better than their less conscientious co-workers. These authors’ study found that more conscientious employees are more likely to show organisational citizenship behaviour as a means of replying to the experiences that are from a higher quality leader-member exchange relationship with their managers. In addition, their meta-analytic research study found that conscientiousness was the second dimension of organisational citizenship behaviour that was strongly correlated to job satisfaction. Romaiha et al. (2019) asserted that such employees remain well-versed and familiar with the current information about products and services offered by their organisations.

2.2.4 Antecedents of organisational citizenship behaviour

Researchers defined organisational citizenship behaviour and identified its main antecedents as well as its positive effects on organisations (Vázquez-Rodríguez et al., 2020). Antecedents to organisational citizenship behaviour are the factors that improve or hinder the level of employees’ performance in an organisation (Jahangir et al., 2004). Jahangir et al. (2004) suggested that practising managers should be informed of the practical implication of these antecedents to enable them to take measures to improve employee productivity and monitor sets of work behaviours that go beyond the role description, which are important contributors to the organisation's effectiveness.

In a review of the organisational citizenship behaviour literature, Podsakoff et al. (2000) mentioned four major categories of antecedents of these behaviours. These categories include individual (or employee) characteristics, task characteristics, organisational characteristics and leadership behaviours. These antecedents are vital for boosting employee morale and are the strongest determinants of organisational citizenship behaviour (Podsakoff et al., 2000). Contrary to these authors, Emami et al. (2012) asserted that the commonly studied antecedents of organisational citizenship behaviour are job satisfaction, perceptions of organisational justice, organisational commitment, personality characteristics, task characteristics and leadership behaviour. Jahangir, Akbar and Haq (2004) listed the antecedents of organisational citizenship behaviour as job satisfaction and organisational commitment, role perception, leadership behaviours and leader-member exchange, fairness perceptions, individual dispositions, motivational theories and employee age.

Podsakoff et al. (2000) mentioned that apart from the antecedents mentioned above, job attitudes, job satisfaction, perceptions of fairness, organisational commitment, task variables, and various types of leader behaviours appear to be more strongly correlated to organisational citizenship behaviour than all the other antecedents. In a review of organisational citizenship behaviour dimensions, it is suggested that, like most behaviours, organisational citizenship behaviour is also subject to multiple antecedents, and therefore, there is no single cause of organisational citizenship behaviour (Jahangir et al., 2004). Moreover, Podsakoff et al. (2000) considered job satisfaction and organisational commitment, leadership behaviours, fairness of perceptions, role perceptions and individual dispositions as various individual and organisational variables that commonly affect an employee's willingness to engage in organisational citizenship behaviour.

Job satisfaction and organisational commitment

In the research study conducted by Alotaibi (2001), job satisfaction and organisational commitment were significantly correlated to organisational citizenship behaviour. The social exchange theory suggests that when employees feel satisfied and committed, they are motivated to reciprocate effort back by engaging in organisational citizenship behaviour because of their favourable support and fair treatment (Michel, 2017).

Leadership Behaviours

Leadership Behaviour has also been found to be important predictors of organisational citizenship behaviour. These leadership behaviours are categorised into transformational leadership behaviour, transactional leadership behaviour, behaviours that have to do with the path-goal theory of leadership and behaviours that have to do with the leader-member exchange theory (Emami et al., 2012). Amongst a variety of specific leadership styles concerning organisational citizenship behaviour, transformational leadership has been found to account for a higher level of employee organisational citizenship behaviour (Mackenzie, Podsakoff et al., 2001; Tran & Choi, 2019) due to its ability to motivate employees to internalise and prioritise a larger collective cause over individual interests (Tran & Choi, 2019). Transformational leadership behaviours, including those of articulating a vision, providing an appropriate model, fostering the acceptance of group goals, high-performance expectations and intellectual stimulation, have significant positive relationships with Organ's dimensions of organisational citizenship behaviour (Emami et al., 2012).

The two types of behaviours that are representative of a transactional leadership style include contingent reward behaviour (Tran & Choi, 2019; Emami et al., 2012), and non-contingent punishment behaviour has been found to have a significant relationship with Organ's dimensions of organisational citizenship behaviour, while both the supportive leadership and leader role clarification aspects of leadership are positively related to organisational citizenship behaviour (Emami et al., 2012). In addition to the type of leadership, inclusive leaders who show support and helping behaviours based on key features such as high availability and openness can make employees feel they are receiving favourable treatment from the organisation (Tran & Choi, 2019). In a study conducted by Carmeli et al. (2010) to investigate the effects of inclusive leadership on employees, the results showed that inclusive leadership promoted psychological safety that, in turn, increased employee involvement in creative work. According to Tran and Choi (2019), leaders' active and inclusive behaviour was key to promoting followers' engagement in team-based quality improvement work. Furthermore, Tran and Choi (2019) highlighted that increased attention from inclusive leaders to employees' needs and interests may induce high levels of perceived organisational support, resulting in increased employee voluntary commitment within the organisation to promote its effective functioning.

Leadership styles that are instrumental in supporting their followers, such as ethical leadership and servant leadership, were suggested as an antecedent of fluid internal workplace relationships and group social capital (Lavy, 2019).

Fairness of perceptions

Fairness or justice perception is described as whether employees feel that decisions made in the organisation are made equitably and with the necessary employee input, and whether or not employees perceive that they are fairly rewarded given their training, tenure, responsibility or workload (Moorman, 1991). Employees who have the perception that they are treated fairly are most likely to reciprocate the relationship with the organisation by engaging in organisational citizenship behaviour (Alotaibi, 2001; Michel, 2017; Taghinezhad et al., 2015) due to the favourable support and fair treatment they receive (Michel, 2017) without having a concern whether their behaviour will be awarded (Alotaibi, 2001). Perceptions of fairness demonstrate a sense of respect for the rights and dignity of employees, which builds a sense of trust and motivates employees to reciprocate through organisational citizenship behaviour (Michel, 2017). According to Jahangir et al. (2004) and Moorman (1991), these perceptions of fairness are positively related to organisational citizenship behaviour.

Role perceptions.

According to Podsakoff et al. (2000) and Chahal and Mehta (2010), role perceptions involve perceptions such as role conflict and role ambiguity. Both role conflict and role ambiguity are significantly and negatively related to organisational citizenship behaviour. While, on the other hand, role clarity and role facilitation are positively related (Podsakoff et al., 2000; Chahal & Mehta, 2010).

Individual dispositions

Personality characteristics relating to the workplace, including positive affectivity, negative affectivity, conscientiousness and agreeableness, form the purview of individual dispositions that have been found to predispose people to orientations that make them more likely to engage in organisational citizenship behaviour (Chahal & Mehta, 2010; Jahangir, Akbar & Haq, 2004; Organ & Ryan, 1995; Podsakoff et al., 2000). Organisational

citizenship behaviour does not depend on personal traits such as extraversion, introversion or openness to change (Chahal & Mehta, 2010; Jahangir et al., 2004). In terms of personality characteristics, conscientiousness, agreeableness and positive and negative affectivity garner the most support as antecedents of organisational citizenship behaviour (Podsakoff et al., 2000). On the other hand, conscientiousness has been found to have a strong relationship with the general compliance component of organisational citizenship behaviour (Organ et al., 2006; Emami et al., 2012). However, it has also been reported that personality measures are weaker predictors of organisational citizenship behaviour when compared to attitudinal predictors (Emami et al., 2012).

Task characteristics

Task characteristics such as feedback, routinisation and intrinsic satisfaction are significantly related to altruism, courtesy, conscientiousness, sportsmanship and civic virtue. Furthermore, positive relationships were found between both task feedback and intrinsic satisfaction and organisational citizenship behaviour, while a negative relationship was found between task routine and organisational citizenship behaviour. These task characteristics have been found to predict organisational citizenship behaviour (Emami et al., 2012).

2.2.5 Importance of organisational citizenship behaviours to organisations

Managers and scholars have developed an increasing interest in determining how organisational citizenship behaviour contribute indirectly to an organisation through the organisation's social system (Mohammad et al., 2011). Therefore, for the organisation to benefit from organisational citizenship behaviour, employees should be encouraged to engage in this behaviour (Prasetio et al., 2017). Amongst others, the importance of organisational citizenship behaviour includes capitalising on the throughput and efficacy of both the employee and the organisation, which results in the organisation functioning effectively (Noruzy et al., 2011; Sesen et al., 2011; Mohammad et al., 2011). Jan and Gul (2011) stated that organisational citizenship behaviour is essential in overcoming resource inconsistencies and could be unified into the strategic development of the guidelines and measures for administrative management. Jan and Gul (2011) and Jacobs and Roodt (2007) stated that employees with organisational citizenship behaviour help generate a

happy working atmosphere for their co-workers and support them with their work without complaining.

According to Mohammad et al. (2011), during the process of employee performance appraisal evaluation, managers consider organisational citizenship behaviour to determine promotions and salary increments because of the extent to which this behaviour affects the organisational effectiveness. Further stating that higher levels of job satisfaction and motivations are the expected results of employees who engage more in organisational citizenship behaviour than those who do not possess this behaviour. Additional importance includes employee performance that translates into organisational performance (Jan & Gul, 2011; Sesen et al., 2011) and, in turn, organisations gaining competitive advantage in the industry whilst improving the brand image (Sesen et al., 2011; Mohammad et al., 2011); reducing turnover and attracting new talent, which results in a stable organisation (Jan & Gul, 2011; Sesen et al., 2011); an increase in unity among the employees (Jan & Gul, 2011; Sesen et al., 2011); support culture that contributes towards organisational commitment and mutual trust (Jan & Gul, 2011; Sesen et al., 2011) and productivity that leads to higher profitability (Mohammad et al., 2011).

Through interdependence realised from the organisational citizenship behaviour, employees are assisted to cope with stressful circumstances; on the other hand, they are flexible to work through numerous unexpected eventualities (Mohammad et al., 2011). Reduced absenteeism; reduced turnover; employee satisfaction; job performance; organisational commitment; providing continuous quality improvement, which results in satisfied and loyal consumers and employee loyalty that leads to improved organisational performance, are among other benefits that organisations will gain from having employees with higher degrees of organisational citizenship behaviour (Chahal and Mehta, 2010).

2.2.6 Criticism of organisational citizenship behaviour

Organisational citizenship behaviour goes beyond an employee's job description and include helping others, taking on additional responsibilities, putting in extra hours, defending the organisation and speaking out about important organisational issues (Organ, Podsakoff, & MacKenzie 2005). Research has also demonstrated that organisational citizenship behaviour produces many positive outcomes for employees and organisations (Yam et al., 2017). However, some researchers have questioned the absolute positivity of

organisational citizenship behaviour and called for a more balanced examination of organisational citizenship behaviour, including its effects and antecedents (Bolino et al., 2004; Bolino et al., 2013).

Yam et al. (2017) and Van Dyne & Ellis (2004) highlighted that employees may not voluntarily engage in organisational citizenship behaviour. These behaviours may be encouraged by supervisors' expectations or organisational imperatives or politics (Van Dyne & Ellis, 2004), while others may engage in organisational citizenship behaviour out of fear of losing their jobs during poor economic conditions, layoffs, or other uncertainties and, therefore they engage in citizenship behaviours that provide an opportunity for these workers to stand out from their peers (Bolino et al., 2013). Bolino et al. (2010) and Bolino and Turnley (2005) argued that these "compulsory" organisational citizenship behaviour is related to job stress, intentions to quit, work-leisure conflict, burnout and decreased job satisfaction and in-role performance. These compulsory organisational citizenship behaviours are attributed to citizenship pressure resulting from circumstances in which employees feel pressured to perform citizenship behaviours. Citizenship pressure is defined as specific job demand in which an employee feels pressured to perform organisational citizenship behaviour. Citizenship pressure may negatively impact individuals' ability to balance their work obligations and their leisure or personal time and may increase the occurrence of job stress among employees (Bolino et al., 2010).

Yam et al. (2017) warned that organisational citizenship behaviour performed for external motives may not have the same positive effects on individuals and organisational functioning as the traditional organisational citizenship behaviour, further arguing that when these employees feel compelled to engage in organisational citizenship behaviour by external forces, they are likely to feel psychologically entitled to have gone above and beyond the call of duty. These employees may often feel angry and resentful when they feel compelled to take on extra duties or work extended hours because of organisational constraints, poor planning or communication, or to make up for the poor performance of their co-workers. These feelings of anger may lead to counterproductive behaviour when employees do not receive the recognition they expect due to their organisational citizenship behaviour (Bolino et al., 2013).

Over time, regular performance of organisational citizenship behaviour may have adverse consequences for employees (Bolino et al., 2013). Van Dyne & Ellis (2004) suggested that, when organisational citizenship behaviour is performed regularly over time, acts that were once considered beyond the scope of formal job requirements may gradually become part of employees' regular duties and may be viewed as in-role job performance. Van Dyne & Ellis (2004) developed a conceptual model of job creep that occurs when "employees feel ongoing pressure to do more than the requirements of their jobs", further stating that job creep makes employees feel that their freedom is threatened.

Bolino and Turnley (2003) and Watson and Ekici (2020) proposed that employees may experience escalating citizenship when engaging in organisational citizenship behaviour may become norm to them. Escalating citizenship may contribute to competition and friction among workers who must be the most committed employees (Bolino & Turnley, 2003; Bolino et al., 2013), which relates to job creep (Bolino & Turnley, 2003; Bolino et al., 2013; Watson & Ekici, 2020). According to Van Dyne and Ellis (2004), job creep occurs when employees feel ongoing pressure to do more than the requirements of their jobs.

De Geus et al. (2020) highlighted that another negative side of the organisational citizenship behaviour may be due to the organisational citizenship behaviour measurement scales and research methodologies that show that measurements are based on a small set of conventional scales and that organisational citizenship behaviours are mainly studied through quantitative surveys with only a few studies that were conducted using qualitative methods. Further arguing that many of these scales established by Smith et al. (1983), Organ (1988) and Williams and Anderson (1991) are still used to date, while the scale developed by Williams and Anderson (1991) adopted the organisational citizenship behaviour: individual and organisational citizenship behaviour: organisation distinction, with the underlying measures that are almost identical to those of Smith et al. (1983). Furthermore, stating that the scale developed by Podsakoff et al. (1990) marks a distinctive turn from the earlier scales by explicitly basing the scale on Organ's (1988) original five dimensions of organisational citizenship behaviour (altruism, sportsmanship, conscientiousness, civic virtue and courtesy) while Lee and Allen (2002) advanced earlier scales by removing items that have ambiguous relevance to the benefit of the organisation, such as time spent taking work breaks or making personal phone calls.

2.3 THEORETICAL RELATIONSHIP OF JOB SATISFACTION IN PREDICTING ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Organisational citizenship behaviours associated with self-efficacy, internality and tenure tend to be frequently adopted by satisfied employees (Pavalache-Ilie, 2014). In addition, a sensation of quality gets induced in employees who feel and have job satisfaction resulting from the appropriateness of the reward system and in turn, their organisational citizenship behaviours are affected (Sayuti et al., 2018).

Implications of job satisfaction on organisational behaviour can result in positive or negative behaviour. When employees are positively affected and satisfied, they can work beyond their regular call of duty. Hence, satisfied employees tend to demonstrate organisational citizenship behaviour when they display positive attitudes and feelings towards their jobs (Pitaloka & Sofia, 2014; Sayuti et al., 2018). In turn, these satisfied employees dedicate their energies towards overall organisational effectiveness (Pitaloka & Sofia, 2014). As a result of increased job satisfaction, employees' organisational citizenship behaviour increases significantly and then start expressing serenity (Pitaloka & Sofia, 2014; Sayuti et al., 2018).

Job satisfaction is considered one of the most vital features that shape organisational citizenship behaviour (Sayuti et al., 2018). According to Mohammad et al. (2011), several studies have found significant evidence that job satisfaction is positively related to organisational citizenship behaviour. Robbins et al. (2009) found that job satisfaction influences organisational citizenship behaviour. They further conclude that employees who are satisfied with their jobs are more likely to engage in organisational citizenship behaviour. Bektaş (2017) found a close and significant relationship between job satisfaction and organisational citizenship behaviour. He further concludes that job satisfaction positively affects the organisational citizenship behaviour of the personnel. The study by Mohammad et al. (2010) found a significant effect between organisational citizenship behaviour and extrinsic and intrinsic job satisfaction, concluding that these two categories of job satisfaction are the best predictors of organisational citizenship behaviour.

The results from the studies by Kian and Baharmi (2020); Lapierre and Hackett's (2007); Modding (2007) and Bowling's (2010) found job satisfaction has a positive and significant effect on organisational citizenship behaviour. Intaraprasong et al. (2012) found a

significant positive relationship between job satisfaction and organisational citizenship behaviour. Lapiere and Hackett's (2007) and Bowling's (2010) studies found a positive significant relationship between job satisfaction and organisational citizenship behaviour. The study by Kelana and Hara (2009) proposed that job satisfaction is the main determining factor that affects organisational citizenship behaviour. The research by Van Yperen et al. (1999) found that employees reciprocated their organisation by displaying organisational citizenship behaviour due to a perceived fair treatment from their employer. Research conducted by Prasetio et al. (2017) at a state-owned bank revealed a direct and indirect outcome in the association between job satisfaction and organisational citizenship behaviour. The research conducted by Chou and Pearson (2012) found a significant relationship between the valence of job satisfaction and organisational citizenship behaviour and between organisational citizenship behaviour and the actual job satisfaction.

Conversely, many research projects failed to establish any relationship between job satisfaction and the dimensions of organisational citizenship behaviour. Included in this research is the study conducted by Chen et al. (1998), where they did not find any significant correlation between job satisfaction and organisational citizenship behaviour; the study by Randall et al. (1999) could not establish any association between intrinsic job satisfaction and organisational citizenship behaviour. The results from Pavalache-Ilie's (2014) study between job satisfaction and organisational citizenship behaviour revealed a medium association, and concluded through regression analysis that job satisfaction was a weak predictor of organisational citizenship behaviour. The study by Mehboob and Bhutto (2012) found a weak relationship between job satisfaction and the dimensions of organisational citizenship behaviour, and they then concluded that job satisfaction is a weak predictor of organisational citizenship behaviour and only has a partial influence on the various dimensions of organisational citizenship behaviour. The research conducted by Feather and Rauter (2004) from a group of teachers found no relationship between job satisfaction and organisational citizenship behaviour. Furthermore, the study conducted by Moorman et al. (1993) could not find any relationship between job satisfaction and organisational citizenship behaviour.

However, the research was scarce on specific factors that influence organisational citizenship behaviour under different organisational contexts. Furthermore, there is not enough strong empirical evidence found by Industrial and Organisational Psychologists to back up the relationship between satisfaction and productivity, despite the interest by

researchers in examining the job satisfaction-task performance relationship (Mohammad et al., 2011). Among other challenges with the relationship between job satisfaction and organisational citizenship behaviour in South Africa, these studies were not conducted mainly within the financial organisation and the sector in general. The majority of the studies have used these variables in isolation and not as a pair. These studies include a study conducted by Wyngaard (2018) on the impact of leadership on job satisfaction at a specific bank in the Eastern Cape; a study by Ndlovu et al. (2021) on job satisfaction as a predictor for organisational commitment in various South African financial organisations that included banking, insurance and investment. In a study by Ndlovu et al. (2021) job satisfaction was found to be a predictor of affective organisational commitment. In a study conducted by Sabbagha (2016) on job satisfaction within a South African foreign exchange banking organisation, the results showed that high levels of job satisfaction are likely to create a high level of motivation among employees, resulting in lower turnover. In a study conducted by Arendse (2013) within a financial service organisation on job satisfaction, the results showed that factors such as work content, payment, work conditions, leadership/supervision, personal, general, employee benefits and recognition, influence employee levels of job satisfaction.

Hence, the design of this study was to measure the level of job satisfaction and to examine and understand the nature of the relationship between job satisfaction and organisational citizenship behaviour within the context of South African financial organisation.

This research should enhance the understanding of the relationship between job satisfaction and organisational citizenship behaviour among industrial psychologists and employers in the financial services sector in South Africa and in conceptualising these variables. The relationships between the variables provide insight that guides practices and strategies for improving job satisfaction and organisational citizenship behaviour for employees in the financial sector in South Africa and inform future research into the role that these variables play in satisfying employees from different biographical groups.

2.4 CHAPTER SUMMARY

The goal of this chapter was to address the research aims of the literature review and present a discussion of job satisfaction and organisational citizenship behaviour. This chapter conceptualised and explained the theoretical underpinnings of job satisfaction and

organisational citizenship behaviour. In other studies, theoretical relationships between factors affecting these constructs were investigated, and the nature of the relationship was identified and documented. The influence of biographical variables, such as gender, race and age was discussed theoretically. The chapter concluded by integrating the two constructs, highlighting their similarities and differences.

The following research aims of the literature review were achieved:

- Conceptualising job satisfaction behaviour from a theoretical perspective;
- Conceptualising organisational citizenship behaviour from a theoretical perspective;
and
- Explaining the theoretical relationship between job satisfaction organisational citizenship behaviour.

CHAPTER 3: RESEARCH ARTICLE

ABSTRACT

Orientation: Organisations in the 21st century face the challenges of competitive resource markets. Work environments are marked by changes in the traditional ways of working, corporate restructuring due to globalisation and the struggle to retain talent, among other challenges. These changes have led to a renewed employee job satisfaction experience, significantly influencing performance and productivity mostly on organisational citizenship behaviour (organisational citizenship behaviour).

Research purpose: The study explored the relationship between job satisfaction and organisational citizenship behaviour in the financial services organisation in South Africa following the implementation of the reset and growth strategy. The objectives of the study were as follows:

- Explore the empirical relationship between job satisfaction and organisational citizenship behaviour;
- Determine whether job satisfaction predicts organisational citizenship behaviour;
- Propose recommendations to the organisation regarding job satisfaction and organisational citizenship behaviour; and
- Highlight areas for further industrial and organisational psychology research regarding job satisfaction and organisational citizenship behaviour.

Motivation for the study: Previous international research studies have found evidence of the relationship between job satisfaction and organisational citizenship behaviour. However, research is scarce on the relationship between job satisfaction and organisational citizenship behaviour in a developing country, particularly in the context of the financial services sector in South Africa. The results could contribute to the current literature debate on these constructs (job satisfaction and organisational citizenship behaviour) and influence employees' intentions to remain in their present organisations.

Research design, approach, and method: A quantitative cross-sectional survey-based research design was used in this study. The Minnesota Satisfaction Questionnaire was used to measure job satisfaction, while the Organisational Citizenship Behavioural Scale

was used to measure organisational citizenship behaviour. The two measuring instruments were administered to a sample of 97 permanently employed salaried employees in a South African financial services organisation through a convenience sampling method. Descriptive statistics and techniques such as correlation statistics, an exploratory factor analysis and hierarchical regression methods were used for data analyses.

Main findings: The results demonstrated a significant and positive relationship showing the effect of job satisfaction on organisational citizenship behaviour. The study also revealed that the extrinsic job satisfaction of employees in the financial industry is slightly higher than their intrinsic job satisfaction.

Practical Implications and Contributions: The outcome of this study should also have interesting implications for top management and industrial psychology practitioners when implementing strategies and interventions that can create favorable working conditions to reinforce both job satisfaction and organisational citizenship behaviour, which could result in superior employee and business performance.

Contribution/Value-add: This study contributes to the expanding body of theoretical knowledge about job satisfaction and organisational citizenship behaviour, its usefulness and implications in a South African context. The findings add new and additional information to the existing research literature on the relationship between job satisfaction and organisational citizenship behaviour. The study contributes valuable insight and knowledge to the industrial and organisational psychology regarding the satisfaction of employees in the financial sector.

Keywords: job satisfaction, organisational citizenship behaviours, extrinsic satisfaction; intrinsic satisfaction; overall job satisfaction; theory of work adjustment; job attitudes.

3.1 INTRODUCTION

The section below clarifies the focus and background of the study. General trends found in the literature are highlighted, and the objectives and potential value added by the study are outlined.

3.1.1 The key focus of the study

Organisations in the 21st century are confronted with the challenges of competitive resource markets (Nasir, 2017). Talent retention remains a strategic issue for the survival of this organisation due to globalisation, skills shortage and the "talent war" (Martins & Coetzee, 2007; Munro, 2015). As a result of the competitive nature of today's business environment, organisations have to give attention to their employees' behaviours, such as employee job satisfaction and organisational citizenship behaviour (Bateman & Organ, 1983; Podsakoff, MacKenzie, Paine & Bachrach, 2000; Smith, Organ & Near, 1983; Somech & Oplatka, 2014; Cek, & Eyupoglu, 2020). The relationship between job satisfaction and organisational citizenship behaviour has seen an influx of researchers who paid attention to these constructs in recent years (LePine, Erez & Johnson, 2002; Mitonga-Monga et al., 2016; Cek, & Eyupoglu, 2020). Research has shown that organisational citizenship behaviour can significantly influence job satisfaction and organisational performance, which can be improved when job satisfaction and organisational citizenship behaviour are maintained together in the long term (Cek & Eyupoglu, 2020). The optimal functioning of an organisation depends on employees' job satisfaction levels, as their full potential is required at all levels of the organisation (Rothmann & Coetzer, (2002). Managing human resources strategies is, therefore, a critical determining factor for the success of these contemporary organisations (Gable & Haidt, 2005; Cek & Eyupoglu, 2020).

Job satisfaction is a critical indicator of employee commitment to the organisation (Yucel & Bektas, 2012; Mitonga-Monga et al., 2016). Job satisfaction influences organisational performance and productivity (Mitonga-Monga et al., 2016). Job satisfaction is considered one of organisational citizenship behaviour's most vital features (Sayuti et al., 2018). Implications of job satisfaction on organisational behaviour can result in positive or harmful behaviour. When employees are positively affected and satisfied, they can work beyond their regular call of duty. Hence, satisfied employees tend to demonstrate organisational citizenship behaviour when they display positive attitudes and feelings towards their jobs (Pitaloka & Sofia, 2014; et al., 2018).

According to Mitonga-Monga et al. (2016); Chhabra & Mohanty (2014); Vaijayanthi et al. (2014), job satisfaction predicts organisational citizenship behaviour; however, they further highlighted that it remains unclear which aspects of organisational citizenship behaviour are influenced by job satisfaction perceptions. Furthermore, the context of job satisfaction

and organisational citizenship behaviour requires in-depth research in countries with emerging economies (Mitonga-Monga et al., 2016).

This study aimed to contribute towards the literature by understanding the relationship between job satisfaction and organisational citizenship behaviour in the financial sector research both internationally and from the South African perspective. A significant contribution of this study lies in the fact that job satisfaction was measured as intrinsic and extrinsic satisfaction in a two-factor model using the Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al., 1967). The MSQ was used to measure the overall job satisfaction as well. While the organisational citizenship behaviour was measured using the Organisational Citizenship Behavioural Scale developed by Podsakoff et al. (1990). The study could contribute towards developing more insights for industrial psychologists and employers in conceptualising the factors moderating job satisfaction and organisational citizenship behaviour.

3.1.2 Background of the study

According to Nasir (2017), organisations in the 21st century are confronted with the challenges of competitive markets for resources. Martins and Coetzee (2011) emphasised that organisations in this modern era of turbulent business processes and complex environments, companies are under pressure to adapt to changes, challenges and opportunities in order to compete and survive in a dynamic business world. A changing world of work is characterised by global competition and a multicultural environment, technological advances, an increasingly diverse workforce, international competition and the rise of a global knowledge economy (Martins & Coetzee, 2011; Munro, 2015). According to Munro (2015) and Castro and Martins (2010), these factors affect all organisations, regardless of their industry, structure or size.

In the context of these modern, complex and turbulent business environments characterised by skills shortages and talent wars, appropriate resourcing, management and retention of human capital are strategic issues for an organisation's survival, adaptation and competitive advantage (Martins & Coetzee, 2007). Promoting job satisfaction and organisational citizenship behaviour is of utmost importance in creating working conditions that are efficient and effective (Mitonga-Monga et al., 2016; Aziri, 2008).

A significant relationship was found between the studies conducted in South Africa in other sectors on the relationship between job satisfaction and organisational citizenship behaviour (Cek & Eyupoglu, 2019; Motaung & Radebe, 2018). Contrary to these findings, a negative relationship between job satisfaction and organisational citizenship behaviour was found in a study by Joubert (2018). The analysis of the relationship between job satisfaction and organisational citizenship behaviour in the financial sector in the South African context is limited because these studies were not conducted within the financial services industry. This shortage, therefore, creates a need for such studies to be conducted in the financial sector within the South African context. As a result, the research findings on the relationship between job satisfaction and organisational citizenship behaviour from the studies conducted globally within the financial organisations will be extrapolated and inferred, primarily due to inadequate literature supports for similar studies within the South African context.

3.1.3 Trends from the literature research

The study was aimed at exploring the relationship between job satisfaction and organisational citizenship behaviours in the financial organisation in the South African context. The aim of the study was to provide industrial and organisational psychologists with new insights and to contribute to talent management strategies and practices.

The following section provides a brief overview of the dominant trends in the research literature on job satisfaction and organisational citizenship behaviour.

3.1.3.1 *Job satisfaction*

From a theoretical perspective, various authors defined job satisfaction in various ways. Mitonga-Monga et al. (2016) and Özturk (2010) defined job satisfaction as a feeling or affective component framed from the employee's feeling or affective response to various situation aspects. Mitonga-Monga et al. (2016) and Aziri (2008) described job satisfaction as a feeling that emanates from the perception that one's job satisfies one's material and psychological needs.

Locke (1976, p. 1304) defined job satisfaction as "a pleasant or positive emotional state resulting from the appraisal of one's job or job experiences". Chahal et al. (2013) defined job satisfaction as a positive emotional state that results from an appraisal of one's job or

job experiences. Job satisfaction results from the interaction of cognition and affect or thoughts and feelings and may therefore be viewed as the extent to which a job fulfils a person's desires or expectations (Sabbagha, 2016). Weiss (2002) defined job satisfaction as an evaluative judgement about the degree of pleasure an employee derives from his or her job that consists of both affective and cognitive components. Therefore, job satisfaction refers to the intrinsic-extrinsic definition of job satisfaction by Weiss et al. (1967).

Job satisfaction is a multifaceted concept because an employee can be satisfied with one aspect of his or her work but dissatisfied with another (Mitonga-Monga et al., 2016). Employee job satisfaction has been defined as a positive and favourable attitude towards one's job or a pleasurable and positive emotional state resulting from one's job or job experience (Mitonga-Monga et al., 2016; Top et al., 2015; Zhang & Zheng, 2009). Developing employees' job satisfaction reduces absenteeism and turnover and increases individual and organisational productivity (Mitonga-Monga et al., 2016).

According to the theory of Work Adjustment (TWA), work fit depends on the interaction between the individual skills and the reinforcements in the work environment (Weiss et al., 1967). In this regard, every employee has diverse workplace priorities, including compensation, professional development opportunities and preferable work environments, which continuously seek to improve or maintain the correspondence between person and environment through an adjustment process (Dawis & Lofquist, 1984). In the TWA, job satisfaction indicates the extent of the correspondence between a person and environment perceived by a given individual, while this correspondence between person and environment leads to more excellent job retention (Dawis, 1996; Davis & Lofquist, 1991). Davis & Lofquist (1969) suggested that satisfaction and satisfactoriness are two leading indicators of a successful work relationship. This satisfactoriness is attained when the individual's skill set matches the environment's work requirements, and satisfaction occurs when an environment supports the individual's values (Leonard, 2015; Hesketh & Griffin, 2005). Work adjustment is a product of both satisfaction and satisfactoriness, leading to the duration a worker stays in a job (Leonard, 2015). As a result, workers will continue performing their jobs when satisfied or leave if they feel dissatisfied.

The sources of job satisfaction may also result from extrinsic and intrinsic factors (Ercan, 2018; Mohammad et al., 2011). The intrinsic factors are related to the experience derived from an employee's job task (Martin & Roodt, 2008; Ercan, 2018). The extrinsic factors are

related to factors external to the task itself, which constitutes the context in which the job is performed. The intrinsic factors include autonomy, responsibility, the opportunity to use one's skills and abilities, job difficulty and exciting work (Ercan, 2018; Martin & Roodt, 2008). The person controls intrinsic factors, and they affect the professional's sense of self-efficacy and competency. Intrinsic-context factors are intangible and are influenced by outside forces (Randolph & Johnson, 2005).

The intrinsic factors improve higher satisfaction and performance, while the presence of extrinsic factors helps alleviate the impact of dissatisfaction (Goetz et al., 2012). Intrinsic sources of job satisfaction come from within a person and have a psychological value to the person (Mohammad et al., 2011). Intrinsic factors such as professional growth and a work environment that aligns with personal values are more significant in predicting career satisfaction than extrinsic factors such as pay and continuing education. Intrinsic factors are also significant in predicting the rehabilitation of a professional's desire to stay on the job (Randolph & Johnson, 2005). These intrinsic factors of job satisfaction have also been proven to influence employees' performance and productivity, reducing stress and burnout (Akhtar et al., 2015).

Extrinsic sources of satisfaction emanate from outside environmental factors mainly influenced by forces beyond the individual's control. These factors determine the frequency and magnitude of extrinsic satisfaction (Mohammad et al., 2011). The extrinsic factors include pay, promotion opportunities, the work itself, working conditions, co-workers, supervision, and matters concerning fairness (Mitonga-Monga et al., 2016; Sawar & Aburge, 2013). These extrinsic factors are, therefore, tangible (Mohammad et al., 2011). Mitonga-Monga et al. (2016), Sawar and Aburge (2013) and Swaminathan and Jawaher (2013) asserted that the most accepted and familiar facets of job satisfaction are satisfaction with pay, promotion opportunities, co-workers, supervision and the work itself. In addition, these five job facets typically account for a substantial variance in overall job satisfaction.

(i) Pay

Pay is the extent to which employees feel adequately compensated for the effort they put into their jobs; employees want to be fairly compensated for their work to meet their needs (Mitonga-Monga et al., 2016; Swaminathan & Jawaher, 2013).

(ii) Promotion

Promotion is the extent to which employees are more satisfied when there is a perception of promotion fairness and when perceived expectations match actual expectations. When employees perceive that promotion decisions are made fairly, they are likely to be more satisfied in their jobs (Mitonga-Monga et al., 2016; Swaminathan & Jawaher, 2013).

(iii) Supervision

Supervision is the extent to which employees see their supervisor as competent, fair and trustworthy. Employees also want to participate in decision making and to be recognised and rewarded for their performance (Mitonga-Monga et al., 2016; Swaminathan & Jawaher, 2013).

(iv) Co-workers

Co-workers represent the extent to which employees perceive the presence of positive working relations with co-workers. Co-workers who are supportive, helpful and who also share a standard set of values will lead to enhanced job satisfaction (Mitonga-Monga et al., 2016; Swaminathan & Jawaher, 2013).

(v) Work itself

Work itself is the extent to which an employee's perceptions of work conditions are in the form of working hours, hygienic working conditions and clear task expectations. These include an interesting job, a job presenting opportunities for success and a job free from role conflict and where managers provide consistent feedback that would appeal to most employees (Mitonga-Monga et al., 2016; Swaminathan & Jawaher, 2013).

According to Sempene et al. (2002), job satisfaction involves employees' affective reactions or feelings and has significant consequences on employees' lives. Creating an environment where employees can be satisfied with their jobs should be considered one of the primary objectives of managing any organisation, which influences the organisation's performance and the efficiency of its daily activities (Cek & Eyupoglu, 2020).

3.1.3.2 *Organisational citizenship behaviour*

Kahn (1966) mentioned the concept of organisational citizenship behaviour early in the 1960's. Organ (1988) was the first author to use the concept of "organisational citizenship behaviour" to symbolise behaviours that benefit organisations without being included in the job descriptions (Cek & Eyupoglu, 2020; Noruzy et al., 2011). organisational citizenship behaviour was defined by Organ (1988, p. 4) as "individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and in the aggregate, promotes the efficient and effective functioning of the organisation".

Organisational citizenship behaviour is also described as individual behaviour that maintains and enhances a social and psychological environment conducive to nurturing task performance (Mitonga-Monga et al., 2016). The behaviour may not be directly rewarded or formally requested. However, this positive behaviour positively impacts the organisation's effectiveness by creating a conducive environment that supports the survival of organisations (Jena & Goswami, 2014; Organ & Lingl, 1995; Tambe & Shaunker, 2014). Furthermore, Tambe & Shaunker (2014) highlighted that this behaviour is known to improve individual productivity, better utilisation of resources, group activity coordination, performance enhancement and stability, employee recruitment and the ability to adapt to environmental changes. According to Mahembe et al. (2015), Organ's (1988) conceptualisation is considered the most widely used definition of the organisational citizenship behaviour. Therefore, for this study, organisational citizenship behaviour is defined using Organ's definition (1988, p. 4) as "individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and in the aggregate, promotes the efficient and effective functioning of the organisation".

(i) *Dimensions of organisational citizenship behaviour*

Organisational citizenship behaviour has dimensions classified into organisational citizenship behaviour: individual and organisational citizenship: organisation. Organisational citizenship behaviour: individual is behaviour directed towards individuals, and the organisational citizenship behaviour: organisation is directed towards the organisation (Tambe & Shanker, 2014; Zhang et al., 2010).

The Organ theory has been accepted as the framework for organisational citizenship behaviour research and was developed by Dennis Organ (1988). Organisational citizenship behaviour can be classified into five dimensions: altruism, conscientiousness, civic virtue, sportsmanship and courtesy (Podsakoff et al., 2014). These dimensions form the underlying factor structure of the Podsakoff et al. (1990) organisational citizenship behaviour scale.

1. *Altruism*

Altruism is extra-role behaviour used to contribute towards an organisation's brand image to assist with the struggle against competitors. Altruism is concerned with an individual's voluntary actions to reach out to those who encounter problems in the workplace (Jena & Goswami, 2014; Mitonga-Monga et al., 2016; Polat, 2009; Romaiha et al., 2019). Altruistic behaviour may imitate performance indices such as collective skill results, employee efforts and organisational context. Altruistic behaviour is displayed in employees when they engage in constructive activities such as attending extra training (Jan & Gul, 2016). Altruistic behaviour includes helping colleagues in their work (Chahal & Mehta, 2010; Jan & Gul, 2016; Polat, 2009; Romaiha et al., 2019), accepting more duties for the organisation and effectiveness in sustaining competitive advantage (Chahal & Mehta, 2010; Jan & Gul, 2016). Altruistic behaviour is also displayed in employees when they engage in assisting new employees in getting used to their work, teaching co-workers how to use new machines and sharing tasks with co-workers so that deadlines are met (Chahal & Mehta, 2010; Polat, 2009; Romaiha et al., 2019).

2. *Conscientiousness*

Conscientiousness is concerned with individual actions to go beyond the minimum requirements and expectations of the organisation (Jena & Goswami, 2014; Mitonga-Monga et al., 2016). According to Romaiha et al. (2019), conscientiousness provides direction to produce targeted and desired behaviour in the organisation. The key benefits of conscientiousness to the organisation include customer retention and increased word-of-mouth marketing, which occur when employees uphold predictable work schedules that increase service reliability (Jan & Gul, 2016). The other benefit is attracting opportunities that enhance the career, nurturing the qualities of leader-member exchange and receiving rewards from the supervisor (Lapierre & Hackett, 2007). Furthermore, conscientiousness

may enhance the satisfaction of the workforce employed in the organisation, while employees with moral behaviour may require little supervision and take more responsibilities off the management's shoulders (Chahal & Mehta, 2010).

3. Sportsmanship

Sportsmanship is concerned with intentions of demonstrating tolerant behaviour with others when things do not go according to plan and by refraining from complaining or displaying a positive attitude in the face of uncomfortable operational scenarios (Jena & Goswami, 2014; Mitonga-Monga et al., 2016; Romaiha et al., 2019). Polat (2009) alluded that sportsmanship behaviour is displayed when employees refrain from actions that may lead to adverse pressure in the organisation whilst preserving a collaborative work environment to quell unfavourable tension.

4. Courtesy

Courtesy is concerned with individuals' attempts to avoid problems and violating the rights of others. Courtesy includes respecting colleagues and liaising with those responsible for decision making (Chahal & Mehta, 2010; Jena & Goswami, 2014; Mitonga-Monga et al., 2016; Romaiha et al., 2019). According to Chahal and Mehta (2010) and Polat (2009), courtesy is displayed when employees cover up for their co-workers and try to avoid problems. Furthermore, it is displayed when employees help their colleagues by notifying them in advance about how to plan appropriately for the upcoming task or work schedule (Polat, 2009; Romaiha et al., 2019); and sharing suitable information with co-workers in preparation for their work as well as reminding them of their deadlines in advance (Romaiha et al., 2019).

5. Civic virtue

Civic virtue is concerned with displaying constructive behaviour intended to engage in the life of others and the activities of the organisation (Chahal & Mehta, 2010; Jena & Goswami, 2014; Mitonga-Monga et al., 2016; Romaiha et al., 2019). According to Jan and Gul (2016), these behaviours are shown by employees who display grand gestures and put extra effort into completing tasks. Civic virtue includes employees who voluntarily attend meetings and participate effectively (Chahal & Mehta, 2010; Polat, 2009; Romaiha et al., 2019). Civic

virtue includes employees who show devotion to company policies (Polat, 2009); contribute towards the strategic initiatives of their organisations (Polat, 2009; Romaiha et al., 2019) and are part of change management (Polat, 2009). Civic virtue includes employees who are observant of the situation in the workplace to avoid any danger from happening to them (Polat, 2009).

Civic virtue includes employees who report unfamiliar incidences in the work environment, prepare against any danger that might happen (Polat, 2009) and show coherent concern about the success of their organisation. Civic virtue includes employees who propose resolutions to organisational challenges (Romaiha et al., 2019) and assist with preparation for gatherings (Chahal & Mehta, 2010; Romaiha et al., 2019).

3.1.3.1. Theoretical Integration: The relationship between job satisfaction and organisational citizenship behaviour

According to Cek and Eyupoglu (2020), the role played by job satisfaction and organisational citizenship behaviour in the organisation's competitive position is essential. Employees who show organisational citizenship behaviour are perceived by their managers to perform better, and consequently, managers perceive the employees who engage in organisational citizenship behaviour to be more effective in performance (Podsakoff et al., 2009). These rewards from job performance motivate workers to show organisational citizenship behaviour and achieve higher performance levels (Podsakoff et al., 2009).

Numerous studies have yet to establish any relationship between job satisfaction and the dimensions of organisational citizenship behaviour. A study by Chen et al. (1998) did not find a significant correlation between job satisfaction and organisational citizenship behaviour. A study by Randall et al. (1999) could not establish any association between intrinsic job satisfaction and organisational citizenship behaviour (Mohammad et al., 2011). Contrary to these findings, Bateman and Organ (1983) and Smith et al. (1983) reported positive and moderate correlations between job satisfaction and organisational citizenship behaviour. The study also found that job satisfaction may have implications on organisational behaviour that may be either positive or harmful. In a case where employees are affected positively and are then satisfied, they can work beyond their regular call of duty. As a result, satisfied employees may demonstrate organisational citizenship

behaviour when they display positive attitudes and feelings towards their jobs (Pitaloka & Sofia, 2014; Sayuti et al., 2018). Satisfied employees may dedicate their energies towards overall organisational effectiveness (Pitaloka & Sofia, 2014), which may result in a significant increase in job satisfaction and employee organisational citizenship behaviour that may prompt employees to start expressing serenity (Pitaloka & Sofia, 2014; Sayuti et al., 2018).

Further studies by Emami et al. (2012) and Swaminathan and Jawaher (2013) found a significant relationship between job satisfaction and organisational citizenship behaviour. In a study by Swaminathan and Jawaher (2013) in a higher institution for learning, a moderately positive relationship was established between job satisfaction and organisational citizenship behaviour. Their studies also found that higher job satisfaction leads to organisational citizenship behaviour.

A study by Perumalsami (2014) investigated the relationship between organisational citizenship behaviour and job satisfaction in a South African context, and established a significant relationship between job satisfaction and organisational citizenship behaviour. The study by Joubert (2018) on perceived organisational support, job satisfaction and organisational citizenship of South African Police Service Officials found a negative relationship between job satisfaction and organisational citizenship behaviour. Chibowa et al.'s (2011) study found that surveyed employees had experienced intrinsic job satisfaction more than extrinsic job satisfaction. In addition, their study found that employees engaged more in altruism than in other dimensions of organisational citizenship behaviour. Moreover, they found a substantive correlation between job satisfaction and organisational citizenship behaviour. In the study on job satisfaction, organisational commitment and organisational citizenship behaviour at a Gauteng water utility, Motaung and Radebe (2018) found a positive correlation between job satisfaction and organisational citizenship behaviour. It was, therefore, acknowledged that the maintenance of job satisfaction is necessary to experience positive behaviours (Bateman & Organ, 1983; Werner, 2007). Based on the initial literature review, the following hypotheses were empirically tested:

- H1: There is a significant relationship between intrinsic job satisfaction and organisational citizenship behaviour.
- H2: There is a significant relationship between extrinsic job satisfaction and organisational citizenship behaviour.

- H3: There is a significant relationship between the demographic variables (gender, age, race, marital status, educational level, and number of years working for the organisation) and job satisfaction.
- H4: There is significant relationship between the overall job satisfaction and organisational citizenship behaviour.
- H5: The overall job satisfaction predicts organisational citizenship behaviour.
- H5a: The overall job satisfaction does not predict organisational citizenship behaviour.

3.1.4 Research objectives.

The objectives of the study were as follows:

- Research aim 1: To determine the relationship between Intrinsic job satisfaction and organisational citizenship behaviour
- Research aim 2: To determine the relationship between extrinsic job satisfaction and organisational citizenship behaviour
- Research aim 3: To determine the relationship between the demographic variables (gender, age, race, marital status, educational level and number of years working for the organisation) job satisfaction and organisational citizenship behaviour
- Research aim 4: To determine the relationship between overall job satisfaction and organisational citizenship behaviour
- Research aim 5: To determine whether job satisfaction predicts organisational citizenship behaviour
- Research aim 6: To propose recommendations to the organisation regarding job satisfaction and organisational citizenship behaviour
- Research aim 7: To highlight areas for further research regarding job satisfaction and organisational citizenship behaviour in the Industrial and Organisational Psychology field.

3.1.5 The potential value-add of the study

Although several studies investigated the relationship between job satisfaction and organisational citizenship behaviour, the researcher found research that linked these concepts. Research studies associated with job satisfaction and organisational citizenship behaviour were mostly conducted internationally. Considering a gap in research between these from a South African perspective, this study contributes to the theoretical, empirical, and practical knowledge base.

3.1.5.1 Potential value-add at a theoretical level.

The study offers empirical evidence supporting theoretical views of the body of research that enhances the understanding of industrial and organisational psychologists in the financial service sector and other sectors in conceptualising the relationship between job satisfaction and organisational citizenship behaviour. The relationships between these variables provide insight that guides employee satisfaction strategies for employees in the financial service sector and other sectors within the South African context and informs future research into these variables' role in creating employee satisfaction for different demographical groups. This relationship means potential value-add at a practical level. The outcomes of the study contribute at a practical level by adding knowledge to the nature of the relationships between these constructs that will enable industrial and organisational psychologists to provide valuable information and insight, diagnose and solve problems and plan and assess job satisfaction programmes to enhance satisfaction levels and create an environment conducive to organisational citizenship behaviour.

3.2 RESEARCH DESIGN

This section presents and discusses the research design in terms of the research approach and method.

3.2.1 Research approach

A quantitative cross-sectional survey-based research design was applied in this study. The study is descriptive, as it strived to describe the relationship between job satisfaction and organisational citizenship behaviour. Descriptive studies aim to accurately describe

phenomena through narratively describing, classifying or measuring relationships (Durrheim, 2010). The research investigated the empirical relationships between the variables using correlational statistical analyses.

3.2.2 Research method

This section presents and discusses the research method in terms of the research participants, the measuring instruments, the research procedure, the ethical considerations and the statistical analyses.

3.2.2.1 Research participants

The population of the survey comprised employees within the human capital department. The population comprised three hundred and twenty-five (325) employees employed in the human capital department in a financial organisation in South Africa from the total of sixteen thousand eight hundred and twelve (16,812) employees employed by the organisation. The final sample of (n=97) respondents completed the electronic questionnaires. The defining characteristics of the sample size were only targeted at employees who were permanently employed by the organisation working within the human capital department. The selected employees were accessed through the gatekeeper from the organisation who works within the human capital department. Each participant received an email and an information leaflet informing them of the nature of, reason for, confidentiality, ethical procedures and voluntary nature of the study. The electronic leaflet provided each participant with a URL link that directed them to the survey. The secure electronic survey consisted of an informed consent document, a biographical questionnaire, Minnesota Satisfaction Questionnaire (MSQ) short-form, an Organisational Citizenship Behavioural Scale (OCBS) and information on how to complete the survey. Due to the sensitive nature of the study, participants were requested to complete the survey anonymously. The data was collected and stored electronically, only accessible to the researcher and the statistician.

Convenience sampling is a non-random or non-probability sampling method that becomes of great use when the participants of the target population that meets a certain practical criterion' are contained within the purpose of the study. The criteria used included ease of access, geographical closeness, availability at a specified period and readiness to participate in the study (Etikan et al., 2016). Table 3.1 provides a summary of the

demographic profile of the respondents. In terms of the demographic profile of the respondents, the sample as shown in Table 3.1 had more females participating in the study than males with a female participation rate of 86.6% (84) and male participation of 13.4% (13). A total of 36 participants were aged between 26 and 35 years (37.1 %), 31 participants between 36 and 45 years (32.0 %), 24 participants between 46 and 55 years (24.7 %), 3 participants between 56 and 65 years (3.1 %) and 3 participants younger than 25 years (3.1%). In terms of race, Africans represented 35.1% (34); Asians represented 13.4% (13); Coloureds represented 15.5 % (15); Whites 33.0 % (32); and others 3.1% (3) of the sample. In terms of the marital statuses, 5,2 % of participants were divorced (5), 49,5% were married (48), and 45,4% participants were single (44). In terms of the educational level, 2% of participants had 12 years of schooling (2), 24.7% of participants held a Bachelor degree (24), 25.8% of participants held (a) certificates/national diploma(s) (25), 27.8% of participants held a honours degree (27), and 19.6% of participants held a master's and/or doctorate degree. In terms of the numbers of years that people worked for the organisation, the representation was as follows; between 0 – 5 years (38), 25.8% worked for 6 – 10 years (25), 22,7% worked for 11-20 years (22) and 12.4% worked for 21 years and more (12).

Table 3.1
Demographic profile of respondents

Demographic Variable		Frequency	Percentage
Gender	Female	84	86.6
	Male	13	13.4
	Total	97	100
Age	26 to 35 years	36	37.1
	36 to 45 years	31	32.0
	46 to 55 years	24	24.7
	56 to 65 years	3	3.1
	Younger than 25 years	3	3.1
	Total	97	100
Race	African	34	35.1
	Asian	13	13.4
	Coloured	15	15.5
	Other	3	3.1
	White	32	33.0
	Total	97	100

Demographic Variable		Frequency	Percentage
Marital Status	Divorced	5	5.2
	Married	48	49.5
	Single	44	45.4
	Total	97	100
Educational Level	12 years schooling	2	2.1
	Bachelor	24	24.7
	Certificates/National diploma	25	25.8
	Honours degree	27	27.8
	Master's and doctorate	19	19.6
	Total	97	100
Number of years working for the organisation	0 - 5 years	38	39.2
	6–10 years	25	25.8
	11–20 years	22	22.7
	21 years and more	12	12.4
	Total	97	100

3.2.2.2 *Measuring instruments*

(a) *Biographical questionnaire*

A biographical questionnaire was compiled to gather information about the participants' age, gender, ethnicity, marital status, qualifications and tenure. The questionnaire consisted of multiple-choice options, where the respondents ticked the answer boxes that were appropriate for them. The biographical data provided valuable information for analysing job satisfaction and organisational citizenship behaviour amongst the various biographical groups.

(b) *Minnesota Satisfaction Questionnaire (MSQ20)*

The short-form MSQ20 (Weiss et al., 1967) was used to measure job satisfaction. The MSQ20 measures job satisfaction's intrinsic and extrinsic dimensions (Foxcroft & Roodt, 2010). The MSQ20 consists of 20 items that measure two subscales: intrinsic and extrinsic satisfaction. The instrument uses a five-point Likert-type response format with ranges

between “definitely disagree” (1) to “definitely agree (5). The intrinsic job satisfaction items measure feelings about the nature of the job task (e.g., “The freedom to use my judgement”) while the extrinsic job satisfaction items measure feelings about situational job aspects external to the job (e.g., “My pay, and the amount of work I do”). The reliabilities within the South African context have been reported with alphas ranging from 0.79 to 0.85 (Buitendach & Rothmann, 2009; Maloba, & Pillay-Naidoo, 2022).

(c) *Organisational Citizenship Behavioural Scale (OCBS)*

For this study, organisational citizenship behaviour was investigated as the dependent variable of this research. The organisational citizenship behaviour score is the aggregate score of the five factors of the organisational citizenship behaviour dimensions, namely, (1) conscientiousness, (2) altruism, (3) courtesy, (4) civic virtue and (5) sportsmanship. The organisational citizenship behaviour scale developed by Podsakoff et al. (1990) was based on Organ's (1988) five dimensions of organisational citizenship behaviour. Items include “I help others who have heavy workloads” and “I take steps to try to prevent problems with other workers”. Respondents were asked to rate each of the 24 items on a five-point Likert scale ranging from “very dissatisfied” (1) to “very satisfied” (5). The Organisational Citizenship Behavioural Scale has demonstrated good psychometric properties in previous studies (Mahembe et al., 2015; Hui et al., 1999; Moorman, 1991; Niehoff & Moorman, 1993) with the reliability coefficients for the subscales ranging from 0.70 for civic virtue to 0.85 for altruism.

3.2.3 Research procedure and ethical considerations

Prior to commencing with the research, ethical clearance and permission were obtained in writing from the directors of the organisation and the supervising academic institution, the College of Economic and Management Sciences (CEMS) Research Ethics Review Committee (RERC) Unisa (Addendum A).

All the participants received an electronic information leaflet from the researcher informing them of the nature of and the reason for confidentiality, ethical procedures and voluntary nature of the study, together with an email from the organisation's gatekeepers informing participants of the request and value of the study for the organisation and encouraging participation. The electronic leaflet gave each participant a URL link directing them to the

survey. The secure electronic survey for each participant consisted of an informed consent document, a biographical questionnaire, the MSQ20 and Organisational Citizenship Behavioral Scale instruments, and comprehensive instructions from the researcher on completing the survey. Due to the sensitive nature of the study, participants were requested to complete the survey anonymously. The data was collected over three months. The electronic survey was constructed to ensure that only participants who consented to participate in the study could proceed to complete the questionnaires.

To ensure the honesty and integrity of the results, participants were asked to complete the survey in their own time. The researcher maintained confidentiality to protect the participants' privacy, while the completed questionnaires were kept secure. Feedback would be provided to the organisation and the participants who showed interest in getting the feedback once the results had been compiled and the findings finalised. No harm was done to the participants during the study.

Confidentiality clause documents were signed to ensure that participants' confidentiality and privacy were maintained with integrity. The ethical guidelines and principles stipulated by the HPCSA and Unisa's Department of Industrial and Organisational Psychology formed the ethical basis of the study.

3.2.4 Statistical analysis

The data was analysed by means of the Statistical Program for Social Science (SPSS) Version 25.0. The statistical techniques employed were a reliability analysis, a descriptive statistical analysis, correlation statistics and inferences statistics.

Stage 1: Reliability and validity analysis

Cronbach's coefficient alpha is a way of assessing and describing the reliability of the multi-item scale by comparing the amount of shared variance or covariance among the items, which makes up an instrument to the amount of overall variance (Taber, 2018).

Stage 2: Descriptive statistics

Descriptive statistics summarised the means, deviations and Cronbach alphas.

Stage 3: Correlation statistics

Correlation statistics were used to determine the direction and strength of the relationships between the constructs. Pearson product-moment correlation coefficients were calculated to indicate the association and strength of the relationship between the variables. Spearman correlation coefficients were calculated to indicate the correlations between the different demographic groups and between the variables. It was decided to set the significance value at a 95% confidence interval level ($p \leq 0.05$) in order to counter the probability of a Type I error (Tredoux & Durrheim, 2009). For the purposes of this study, r values larger than 0.30 (medium effect) were regarded as practically significant (Cohen, 1988). The correlations between the dimensions were calculated using Spearman's rho correlation coefficient to measure the nature and strength of the relationship between the variables. The correlations between values of $r(n) = 0.1$ and < 0.3 pose a small practical effect, $r(n) > 0.3$ to < 0.5 poses a medium practical effect, and those greater than $r(n) = 0.5$ pose a large effect size, as stated by Cohen (1988). Any value less than $r(n) = 0.1$ is not statistically significant.

Stage 4: Inferential statistics

A regression analysis was conducted (1) to determine the relationship between the demographic variables (gender, age, race, marital status, education level and number of years worked in the organisation) and job satisfaction; (2) To determine the relationship between Intrinsic job satisfaction and organisational citizenship behavior; (3) To determine the relationship between extrinsic job satisfaction and organisational citizenship behaviour and (4) To determine the relationship between overall job satisfaction and organisational citizenship behaviour. The level of significance was used to test the hypothesis. The level of significance is a measure used in testing the hypothesis to help indicate how to confidently reject the null hypothesis (Van Zyl, 2013). Regarding statistical significance, a cut-off value was set at the 95% confidence interval ($p \leq 0.005$). The sub-scores were calculated according to the theoretical dimensions and were correlated later. The regression analysis determined whether the MSQ variables were significantly related to organisational citizenship behaviour. In this research, R^2 values larger than 0.25 were regarded as practically significant at $p \leq 0.05$ (Millsap & Maydeu-Olivares, 2009, p. 292). The value of the adjusted R^2 was used to interpret the results. The significance value for interpreting the results was set at $p \leq 0.05$ (Cohen, 1992).

3.3 RESULTS

This section reviews the reliability and validity descriptive, correlational and inferential statistics of significant value for each scale applied. This section unpacks the research survey outcomes. The exploratory factor analysis of the measurement instruments is discussed first, followed by a discussion on the reliability analysis, descriptive statistics of the variables, correlation statistics on how the variables relate to each other, and finally followed by testing significant mean differences between the demographic of the variables. There were four stages in the statistical procedures, as explained below:

3.3.1 Reliability and validity data analysis

For the purposes of this study, both the Cronbach's Alpha values were used to analyse the reliability and the validity of the data. The Cronbach alpha coefficients for the two measuring instruments and their sub scales were used to assess the internal consistency reliability of the measuring instruments and are presented in the Tables 3.2.

Table 3.2

Cronbach's Alpha for the job satisfaction and organisational citizenship behaviour

Scale	N of Items	Cronbach Alpha	Reliability
Overall Job satisfaction	20	0.921	Excellent
Intrinsic satisfaction	12	0.888	Very Good
Extrinsic satisfaction	8	0.812	Very Good
Organisational Citizenship Behaviour	20	0.823	Very Good

Sources: Hair et. al (2019); Essentials of Business Research Methods: Cronbach alpha coefficients for the MSQ20 and its dimensions and the organisational citizenship behaviour

In Table 3.1 the cumulative Cronbach's alpha for the scales for job satisfaction ($\alpha = 0.921$) and organisational citizenship behaviour ($\alpha = 0.823$) respectively, which exceeded the suggested threshold ($\alpha > 0.7$), can be seen.

3.3.2 Descriptive statistics

According to Kaur et al. (2018) and Van Zyl (2013), descriptive statistics is a method used to summarise and organise data to describe the relationship between variables in a sample or population. The data was analysed using the Statistical Package for Social Sciences (SPSS) (Bryman, 2012). The calculations included determining the means, standard deviations and Cronbach's coefficients.

The mean is the calculated average of the given set of values (Van Zyl, 2013). According to Van Zyl (2013), standard deviations measure the variation or disparities between values. The descriptive statistics for the mean and standard deviations for all the constructs, intrinsic, extrinsic, overall job satisfaction and organisational citizenship behaviour are presented in Table 3.3.

Table 3.3
Descriptive statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
Intrinsic Job Satisfaction	97	3.9622	.62105
Extrinsic Job Satisfaction	97	3.9936	.58139
Job Satisfaction	97	3.8308	.67207
OCB	97	5.8952	.51584
Valid N (listwise)	97		

Table 3.3 shows that the extrinsic job satisfaction of employees in the financial organisation were slightly higher than their intrinsic job satisfaction. The highest mean scores are observed on organisational citizenship behaviour and extrinsic job satisfaction. The mean scores were M=5.89 and M=3.99, respectively. However, the mean score for overall job satisfaction was M=3.83, and intrinsic satisfaction was M=3.96. Standard deviation scores were all distributed within the 0-1 interval.

3.3.2.1 *Descriptive statistics: Job satisfaction (MSQ20)*

In terms of means and standard deviations, Table 3.3 shows that the total mean average score of the MSQ20 was ($M = 3.83$; $SD = 0.67$), indicating a relatively moderate level of job satisfaction. The sample participants obtained the moderate mean score on the intrinsic satisfaction sub-scale ($M = 3.96$; $SD = 0.62$) and the highest mean score on the extrinsic satisfaction sub-scale ($M = 3.99$; $SD = 0.58$).

3.3.2.2 *Descriptive statistics: Organisational citizenship behaviour (OCBS)*

In terms of means and standard deviations, Table 3.3 shows that the total mean score of the organisational citizenship behaviour was ($M = 5.89$; $SD = 0.51$), indicating a relatively moderate level of organisational citizenship behaviour.

3.3.3 Correlation statistics

For the purpose of this study, both the Pearsons and Spearman's correlation statistics were conducted. Pearson product-moment correlation were used to measure the degree of correlation or relationship between two variables (Van Zyl, 2013). In this study, the Pearson correlation was used to measure the relationship between two variables (job satisfaction and organisational citizenship behaviour). Spearman's correlations were also used to measure the relationship between the job satisfaction subscale of job satisfaction (extrinsic and intrinsic job satisfaction).

3.3.3.1 *Pearson correlation coefficients analysis between overall job satisfaction and organisational citizenship behaviour*

Table 3.4
Pearson correlation coefficients analysis between overall job satisfaction and organisational citizenship behaviour

Correlations		Job Satisfaction	Organisational citizenship behaviour
Job satisfaction	Pearson correlation	1	.218
	Sig. (2 tailed)		0.032
Organisational citizenship behaviour	Pearson correlation	.218	1
	Sig. (2 tailed)	0.032	

* Correlation is significant at the 0.05 level (2 tailed)

*** $p \leq .001$; ** $p \leq .01$; * $p \leq .05$ (two-tailed)

+ r 0.1 to < 0.3 (small practical effect size); ++ r >0.3 to <0.5 (medium practical effect size); +++ $r \geq .50$ (large practical effect size)

From Table 3.4, we have observed a low significant positive relationship between overall job satisfaction and overall organisational citizenship behaviour ($r = 0.218$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05. Therefore, it was also concluded that there was a low significant relationship between overall job satisfaction and overall organisational citizenship behaviour.

3.3.3.2 Spearman correlation coefficients analysis subscales of job satisfaction and organisational citizenship behaviour

Table 3.5
Spearman correlation coefficients analysis between overall job satisfaction and organisational citizenship behaviour

		Intrinsic Job Satisfaction	Extrinsic Job Satisfaction	Job Satisfaction	Organizational Citizenship Behaviour
Intrinsic Job Satisfaction	Correlation Coefficient Sig. (2-tailed)	1			
Extrinsic Job Satisfaction	Correlation Coefficient Sig. (2-tailed)	.816** < .001	1		
Job Satisfaction	Correlation Coefficient Sig. (2-tailed)	.959** < .001	.920** < .001	1	
Organizational Citizenship Behaviour	Correlation Coefficient Sig. (2-tailed)	.314** 0.002	.304** 0.002	.295** 0.003	1
* Correlation is significant at the 0.05 level (2-tailed).					
** Correlation is significant at the 0.01 level (2-tailed).					

*** $p \leq .001$; ** $p \leq .01$; * $p \leq .05$ (two-tailed)

+ r 0.1 to < 0.3 (small practical effect size); ++ r >0.3 to <0.5 (medium practical effect size); +++ r \geq .50 (large practical effect size)

In Table 3.5, intrinsic job satisfaction showed a significantly large positive relationship with overall job satisfaction ($r = 0.96$; $p \leq 0.05$; large practical effect size) at a significance level of 0.05, intrinsic job satisfaction showed a significantly large positive relationship with extrinsic job satisfaction ($r = 0.81$; $p \leq 0.05$; large practical effect size) at a significance level of 0.05 and intrinsic satisfaction showed a significantly medium positive relationship with organisational citizenship behaviour ($r = 0.31$; $p \leq 0.05$; medium practical effect size) at a significance level of 0.05.

The extrinsic job satisfaction showed a significantly large positive relationship with overall job satisfaction ($r = 0.92$; $p \leq 0.05$; large practical effect size) at a significance level of 0.05. and extrinsic satisfaction showed a significantly medium positive relationship with organisational citizenship behaviour ($r = 0.30$; $p \leq 0.05$; medium practical effect size) at a significance level of 0.05. Organisational citizenship behaviour showed a significantly low

positive relationship with overall job satisfaction ($r= 0.29$; $p \leq 0.05$; low practical effect size) at a significance level of 0.05.

The results in Table 3.5 further showed that there is a significantly positive relationship between extrinsic and intrinsic job satisfaction and organisational citizenship behaviour. There is also a positive significant relationship between overall job satisfaction and organisational citizenship behaviour.

3.3.3.3 *Correlation analysis between demographic variables, and job satisfaction (MSQ20)*

Correlations (r) allowed the researcher to identify the direction of the relationship between each of the variables. A cut-off of $p \leq 0.05$ was used for interpreting the significance of the findings (Cohen, 1988). A Bivariate Pearson Correlation in SPSS was used to test the relationship between the demographic variables and job satisfaction.

3.3.3.3.1 *Pearsons' Correlation Analysis between job satisfaction and the demographics variables*

Table 3.6
Pearsons' Correlation Analysis between job satisfaction and the demographics variables

		Intrinsic Satisfaction	Job	Extrinsic-Job-Satisfaction
Gender	Pearson Correlation	-0.119		-0.041
	Sig. (2-tailed)	0.247		0.687
Age	Pearson Correlation	0.001		0.059
	Sig. (2-tailed)	0.989		0.563
Race	Pearson Correlation	0.163		.254*
	Sig. (2-tailed)	0.112		0.012
Marital status	Pearson Correlation	-0.072		-0.08
	Sig. (2-tailed)	0.484		0.437
Education level	Pearson Correlation	0.144		0.114
	Sig. (2-tailed)	0.159		0.268

		Intrinsic Satisfaction	Job	Extrinsic-Job- Satisfaction
Number of years spent working for the organisation	Pearson Correlation	-0.019		0.016
	Sig. (2-tailed)	0.853		0.879
Intrinsic Job Satisfaction	Pearson Correlation	1		.818**
	Sig. (2-tailed)			0
<i>Extrinsic Job Satisfaction</i>	Pearson Correlation	.818**		1
	Sig. (2-tailed)	0		

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

*** $p \leq .001$; ** $p \leq .01$; * $p \leq .05$ (two-tailed)

+ $r 0.1$ to < 0.3 (small practical effect size); ++ $r > 0.3$ to < 0.5 (medium practical effect size); +++ $r \geq .50$ (large practical effect size)

Table 3.6 shows a significantly low positive relationship between race and extrinsic job satisfaction ($r=0.254$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05. The table further shows a significantly large positive relationship between extrinsic job satisfaction and intrinsic job satisfaction ($r=0.818$; $p \leq 0.05$; large practical effect size) at a significance level of 0.05. Therefore, it was concluded that the relationship only exists between race and extrinsic job satisfaction and between intrinsic job satisfaction and extrinsic job satisfaction while there was no further relationship between other demographic variables and job satisfaction.

3.3.3.3.2 Spearman correlation coefficients analysis between job satisfaction and the demographics variables.

Spearman's correlation is a nonparametric measure of rank correlation that assesses how well the relationship between two variables can be described using a monotonic function (De Winter et al., 2016). To measure the level of significance between the demographic variables and job satisfaction and its constructs Spearman correlation coefficients was used.

Table 3.7

Spearman correlation coefficients analysis between job satisfaction and the demographics variables

Demographics		Intrinsic Job Satisfaction	Extrinsic-Job-Satisfaction
Gender	Spearman correlation	-0.085	-0.034
	Sig. (2 tailed)	0.408	0.739
Age	Spearman Correlation	0.058	0.111
	Sig. (2-tailed)	0.574	0.28
Race	Spearman Correlation	0.197	0.275**
	Sig. (2-tailed)	0.053	0.006
Marital status	Spearman Correlation	-0.132	-0.12
	Sig. (2-tailed)	0.199	0.243
Education level	Spearman Correlation	0.094	0.088
	Sig. (2-tailed)	0.362	0.391
Number of years spent working for the organisation	Spearman Correlation	0.094	0.088
	Sig. (2-tailed)	0.923	0.808

* Correlation is significant at the 0.05 level (2 tailed)

** Correlation is significant at the 0.01 level (2-tailed).

*** $p \leq .001$; ** $p \leq .01$; * $p \leq .05$ (two-tailed)

+ $r 0.1$ to < 0.3 (small practical effect size); ++ $r > 0.3$ to < 0.5 (medium practical effect size); +++ $r \geq .50$ (large practical effect size)

From Table 3.7 above a significant low positive relationship between race and extrinsic job satisfaction ($r=0.275$; $p \leq 0.05$; small practical effect size) can be observed at a significance level of 0.05. It was also concluded that there was no further relationship between other demographic variables and job satisfaction. Therefore, it was concluded that the relationship only existed between race and extrinsic job satisfaction.

3.3.4 Inferential Statistics

Inferential statistics were used to explore the proportion of variance in the dependent variable (organisational citizenship behaviour) that is explained by the independent variables (job satisfaction). Inferential statistics is a branch of statistics that makes use of various analytical tools to draw inferences about the population data from sample data to help develop a good understanding of the population data by analysing the samples obtained in generalising the population using various analytical tests and tools (Van Zyl,

2013). The inferential statistical techniques that were used in this research study are listed below:

3.3.4.1 Regression Analysis

Regression analysis was conducted using the overall job satisfaction and organisational citizenship behaviour.

a. *Regression analysis for testing whether overall job satisfaction predicts organisational citizenship behaviour.*

Tables 3.8 and 3.9 below summarise the regression model, *regression analysis for testing whether overall job satisfaction predicts organisational citizenship behaviour.*

Table 3.8

Regression analysis between overall Job Satisfaction and organisational citizenship behaviour

Coefficients						
Model	Unstandardised coefficients	Standardised coefficients				
		B	Std Error	Beta	t	Sig
1	(Constant)	5.108	0.346		14.767	p<.001
	Job satisfaction	0.206	0.087	0.235	2.357	0.02

(a) Dependent Variable: Organisational citizenship behaviour

*** $p \leq .001$; ** $p \leq .01$; * $p \leq .05$

+ $R^2 \leq .25$ (small practical size effect); ++ $R^2 \geq .13 \leq .25$ (medium practical size effect); +++ $R^2 \geq .26$ (large practical size effect)

Table 3.9

Model summary of regression analysis between the overall job satisfaction and organisational citizenship.

R	R-sq	Adjusted R Square	MSE	F	df1	df2	P
.235a	0.055	0.045	1.403	5.557	1	95	0.02

(a) Dependent Variable: Organisational citizenship behaviour

(b) Predictors: Overall job satisfaction

*** $p \leq .001$; ** $p \leq .01$; * $p \leq .05$

+ $R^2 \leq .12$ (small practical size effect); ++ $R^2 \geq .13 \leq .25$ (medium practical size effect); +++ $R^2 \geq .26$ (large practical size effect)

In this section, the researcher tested the following hypotheses:

H5: The overall job satisfaction predicts organisational citizenship behaviour.

H5a: The overall job satisfaction does not predict organisational citizenship behaviour.

Tables 3.8 and 3.9 above show the regression analysis results for the prediction between the independent and dependent variables. A bivariate regression analysis was conducted to test the effect of the overall job satisfaction on organisational citizenship behaviour. The model summary table contains the coefficient of determination (R^2) that measures the independent variables' ability to explain the variance in the dependent variable. A F-statistic value was also used to prove the effectiveness of the regression model in explaining the variation in both the independent and the dependent variables.

According to Tables 3.8 and 3.9, the regression analysis results revealed a low positive linear relationship between job satisfaction and organisational citizenship behaviour (Multiple R = 0.235, $R^2 = 0.055$), which explained 5.5% of the variance in organisational citizenship behaviour. This finding was confirmed by the significance of the F-value ($F = 5.557$, $p < 0.02$) in the model calculation. Job satisfaction made a low statically positive contribution in predicting organisational citizenship behaviour with a positive (Beta=0.206) and p value ($p = 0.02$), which shows the effect of job satisfaction on organisational citizenship behaviour. Since the p-value is less than the significance level $p=0.05$, we can conclude that job satisfaction can predict the organisational citizenship behaviour.

However, since the correlations results showed a low significant positive relationship between overall job satisfaction and overall organisational citizenship behaviour ($r= 0.218$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05, these suggest that the presence of job satisfaction may not always be associated with significant positive changes in organisational citizenship behaviour. It can be concluded that these findings showed a low positive linear relationship between job satisfaction and organisational citizenship behaviour, but, nonetheless, a statistically positive contribution in predicting organisational citizenship behaviour. Therefore, the results suggest that H5 that suggests that job satisfaction predicts organisational citizenship behaviour can be accepted, and we can reject H5a which suggests that job satisfaction does not predict organisational citizenship behaviour.

3.4 Integration and discussion

In the introduction it was highlighted that organisations in the 21st century are confronted with work environments that are characterised by changes in the traditional ways of working, corporate restructuring due to globalisation, and the struggle to retain talent, among other challenges (Nasir, 2017). This, together with the organisational need to place emphasis on understanding employees' behaviours, such as employee job satisfaction and organisational citizenship behaviours (Bateman & Organ, 1983; Podsakoff et al., 2000; Smith et al., 1983; Somech & Oplatka, 2014, Cek & Eyupoglu 2020), provided an opportunity to conduct a study, plays a considerable role in studying human behaviour within the organisation, which aims to improve the productivity and efficiency of the employees (Al-Abri et al., 2021). The objective of the study was therefore firstly aimed at exploring the level of the relationship between job satisfaction and organisational citizenship behaviour, secondly, to determine whether job satisfaction predicts organisational citizenship behaviour among employees within a South African financial organisation.

This section incorporates and examines the results with reference to each of the listed empirical research aims. The discussion will first present the demographic profile and test each of the five research hypotheses through a discussion.

3.4.1 Biographical profile of the sample

The sample participants mainly comprised employees between the ages of 25 and 65 years from a financial organisation within South Africa. The majority of participants were female (86.6%). African participants represented the largest ethnic group (36%) from the total of 97 participants. The majority of participants were married (49.5%), the highest number of participants had honours degrees (27.8%) and the majority of participants had an average of five years working for the employer (39.2%).

3.4.2 The research aims of the study.

3.4.2.1 Research aim 1: To determine the relationship between intrinsic job satisfaction and organisational citizenship behaviour.

Hypothesis 1: *“There is a significant relationship between intrinsic job satisfaction and organisational citizenship behaviour”.*

The study explored the relationship between intrinsic job satisfaction and organisational citizenship behaviour within a South African financial organisation. To test this hypothesis, the Spearman correlation coefficient was used to investigate the relationship between intrinsic job satisfaction and organisational citizenship behaviour. From a Spearman's correlation that was conducted, intrinsic satisfaction showed a significantly medium positive relationship with organisational citizenship behaviour ($r = 0.31$; $p \leq 0.05$; medium practical effect size) at a significance level of 0.05. The findings of this study established a medium level significant relationship between intrinsic job satisfaction and organisational citizenship behaviour. Consistent to these findings, a study by Amro et al. (2023) found a medium positive relation between intrinsic job satisfaction and organisational citizenship behaviour. Studies conducted by Chiboiwa et al., (2011), and Cek and Eyupoglu (2020) found that intrinsic job satisfaction had a positive significant relationship with organisational citizenship behaviour. These results were partially supported by a study conducted by Mohammad et al., (2011) that found that intrinsic job satisfaction is significantly and positively associated with organisational citizenship behaviour: organisation but not with organisational citizenship behaviour: individual. Contrary to these findings, the study by Randall et al. (1999) could not establish any association between intrinsic job satisfaction and organisational citizenship behaviour. According to Goetz (2012) the presence of intrinsic factors promotes higher job performance and job satisfaction subsequently leading to

organisational citizenship behaviour. Therefore, intrinsic job satisfaction plays a huge role in influencing organisational citizenship behaviour (Mohammad et al., 2011).

Conclusion: Hypothesis 1 is supported. There was a medium positive correlation between intrinsic job satisfaction and organisational citizenship behaviour ($r = 0.31$; $p \leq 0.05$; medium practical effect size) at a significance level of 0.05. From these findings, it was concluded that hypothesis H1 can be accepted, which suggests that there is a significant relationship between intrinsic job satisfaction and organisational citizenship behaviour.

3.4.2.2 *Research aim 2: To determine the relationship between extrinsic job satisfaction and organisational citizenship behaviour*

Hypothesis 2: *“There is a significant relationship between extrinsic job satisfaction and organisational citizenship behaviour”.*

The study explored the relationship between extrinsic job satisfaction and organisational citizenship behaviour within a South African financial organisation. To test this hypothesis, the Spearman correlation coefficient was used to investigate the relationship between extrinsic job satisfaction and organisational citizenship behaviour. The findings of this study established that extrinsic satisfaction showed a significantly medium positive relationship with organisational citizenship behaviour ($r = 0.30$; $p \leq 0.05$; medium practical effect size) at a significance level of 0.05. The positive correlation between extrinsic job satisfaction and OCB was further supported by a study conducted by Swaminathan and Jawahar (2013); Finkelstein (2011); Cek and Eyupoglu (2020) and Mohammad et al., (2011) who found that extrinsic job satisfaction had a positive correlation with organisational citizenship behaviour. Contrary to these findings, Ariani (2014) found no significant relationship between extrinsic job satisfaction and organisational citizenship behaviour.

Individuals who are extrinsically satisfied are inclined to engage in additional behaviours enhancing the overall organisational environment (Amro et al., 2023). Therefore, the presence of extrinsic factors helps to mitigate dissatisfaction (Goetz et al., 2012) leading to high levels of job satisfaction, which plays a huge role in the prediction of organisational citizenship behaviour (Mohammad et al., 2011).

Conclusion: Hypothesis 2 is supported. There was a medium positive correlation between extrinsic job satisfaction and organisational citizenship behaviour ($r = 0.30$, $p \leq 0.05$). Therefore, from these findings, it was concluded that hypothesis H2 can be accepted, which suggests that there is a significant relationship between extrinsic job satisfaction and organisational citizenship behaviour.

3.4.2.3 Research aim 3: To determine the relationship between the demographic variables (gender, age, race, marital status, education level and number of years worked in the organisation) and job satisfaction.

Hypothesis 3: There is a significant relationship between the demographic variables (gender, age, race, marital status, educational level and number of years working for the organisation) and job satisfaction.

The study explored the relationship between demographic variables (gender, age, race, marital status, educational level and number of years working for the organisation) and job satisfaction within a South African financial organisation. To test this hypothesis, both the Pearsons' Correlation Analysis and the Spearman correlation coefficient were used to investigate the relationship between demographic variables (gender, age, race, marital status, educational level and number of years working for the organisation) and job satisfaction.

From the Pearsons' Correlation analysis, the study observed a significantly low positive correlation between race and extrinsic job satisfaction ($r=0.254$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05. From the Spearman correlation coefficient analysis, a significant low positive relationship was found between race and extrinsic job satisfaction ($r=0.275$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05. It was also concluded that there was no further relationship found between other demographic variables and the overall job satisfaction. Therefore, it can be concluded that the relationship only exists between race and extrinsic job satisfaction. The results between race and extrinsic job satisfaction were supported by studies conducted by Stoermer et al. (2019) and Leigh-Anne (2016) who found a significant difference in racial groups and extrinsic job satisfaction. Contrary to these findings, a study by Beekhan (2012) found no relationship between race and extrinsic job satisfaction.

Stoermer et al. (2019) and Oosthuizen et al. (2016) reported that black people reported lower degrees of satisfaction. Contrary to these findings, this current study that was conducted within the South African financial organisation, African participants represented the largest ethnic group with a representative of 35.1% (34); Asians represented 13.4% (13); Coloureds represented 15.5 % (15); Whites 33.0 % (32); and others 3.1% (3) of the total sample of 97 participants found a significant low positive relationship between race and extrinsic job satisfaction. These findings are supported by the study conducted by Leigh-Anne (2016) that showed that black people displayed greater satisfaction than their white counterparts. However, this study did not provide a clear breakdown of the satisfaction levels for each racial group.

Conclusion: Hypothesis 3 is not supported. From the Pearsons' Correlation analysis, the study observed a significantly low positive relationship between race and extrinsic job satisfaction ($r=0.254$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05. From the Spearman correlation coefficient analysis, a significant low positive relationship was found between race and extrinsic job satisfaction ($r=0.275$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05. It was concluded that there was no relationship between gender, age, marital status, educational level and number of years working for the organisation and job satisfaction within a South African financial organisation. From these findings, the relationship only existed between race and job satisfaction.

3.4.2.4 *Research aim 4: To determine the relationship between overall job satisfaction and organisational citizenship behaviour.*

Hypothesis 4: *"There is significant relationship between the overall job satisfaction and organisational citizenship behaviour".*

The study explored the relationship between overall job satisfaction and organisational citizenship behaviour within a South African financial organisation. To test this hypothesis, both the Pearsons' Correlation analysis and the Spearman correlation coefficient were used to investigate the relationship between the overall job satisfaction and organisational citizenship behaviour. From the Pearsons' correlation analysis, a low significant positive relationship was observed between overall job satisfaction and organisational citizenship behaviour ($r= 0.218$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05. From the Spearman correlation coefficient, organisational citizenship behaviour showed a significantly low positive relationship with the overall job satisfaction ($r= 0.29$; $p \leq 0.05$; low

practical effect size) at a significance level of 0.05. In summary, this study found a low positive relationship between the overall job satisfaction and organisational citizenship behaviour using both the Pearsons' correlation analysis and Spearman correlation coefficient. These findings were similar to Mohammad et al.'s (2011) observation of the trend that found the significant evidence that job satisfaction was positively related to organisational citizenship behaviour. This was supported by studies conducted by Robbins et al. (2009) and Bektaş (2017) who found that job satisfaction has a relationship with organisational citizenship behaviour. Contrary to these findings, a study conducted by Chen et al. (1998) and Moorman et al. (1993) did not find any significant correlation between job satisfaction and organisational citizenship behaviour.

Conclusion: Hypothesis 4 is supported. There was a low positive correlation between the overall job satisfaction and organisational citizenship behaviour. Therefore, from these findings it was concluded that hypothesis H4 can be accepted, which suggests that there is a significant relationship between the overall job satisfaction and organisational citizenship behaviour.

3.4.2.5 *Research aim 5: To determine whether job satisfaction predicts organisational citizenship behaviour.*

Hypothesis 5: *"The overall job satisfaction predicts organisational citizenship behaviour".*

Hypothesis 5a: *"The overall job satisfaction does not predict organisational citizenship behaviour".*

The study was aimed at determining whether job satisfaction predicts organisational citizenship behaviour within a South African financial organisation. First, we explored the relationship between job satisfaction and organisational citizenship behaviour. The results showed that there is a low positive relationship between the overall job satisfaction and organisational citizenship behaviour. A regression analysis was then conducted to determine whether job satisfaction predicts organisational citizenship behaviour. The regression results revealed a low positive linear relationship between job satisfaction and organisational citizenship behaviour ($R = 0.235$, $R^2 = 0.055$). This finding was confirmed by the significance of the F-value ($F = 5,557$, $p < 0.02$) in the model calculation. Job satisfaction made a low statically positive contribution in predicting organisational citizenship behaviour with a positive (Beta=0.206) and p value ($p = 0.02$), which shows the

effect of job satisfaction on organisational citizenship behaviour. Since the p-value is less than the significance level $p=0.05$, we can conclude that job satisfaction can predict organisational citizenship behaviour.

However, since the correlation results showed a low significant positive relationship between overall job satisfaction and overall organisational citizenship behaviour ($r= 0.218$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05, it suggests that the presence of job satisfaction may not always be associated with significant positive changes in organisational citizenship behaviour. We can conclude that these findings showed a low positive linear relationship between job satisfaction and organisational citizenship behaviour, but nonetheless a statistically positive contribution in predicting organisational citizenship behaviour. Therefore, the results suggest that H5 can be accepted, which suggests that job satisfaction predicts organisational citizenship behaviour, and H5a can be rejected, which suggests that job satisfaction does not predict organisational citizenship behaviour.

Similar to this study, the study by Mehboob and Bhutto (2012) found a weak relationship between job satisfaction and the dimensions of organisational citizenship behaviour and concluded that job satisfaction is a weak predictor of organisational citizenship behaviour and only has a partial influence on the various dimensions of organisational citizenship behaviour. The study conducted by Moorman et al. (1993) and Feather and Rauter (2004) found no relationship between job satisfaction and organisational citizenship behaviour and concluded that job satisfaction did not predict organisational citizenship behaviour.

Contrary to these findings, the studies conducted by Swaminathan and Jawaher (2013); Mitonga-Monga et al. (2016); Kian and Baharmi (2020); Lapierre and Hackett's (2007); Modding (2007); Intaraprasong et al. (2012) and Bowling's (2010) found that job satisfaction had a positive and significant effect on organisational citizenship behaviour. According to Finkelstein (2011) the presence of satisfied employees leads to better perceptions and a greater sense of belonging to the organisation, thus leading to organisational citizenship behaviour, where employees would engage in activities that go beyond the standard job requirements. According to Sayuti et al. (2018), job satisfaction is considered one of the most vital features that shape organisational citizenship behaviour. Employees who are satisfied with their jobs tend to dedicate their energies towards overall organisational effectiveness (Pitaloka & Sofia, 2014) and are likely to engage in

organisational citizenship behaviour (Robbins et al., 2009). As a result of increased job satisfaction, employees' organisational citizenship behaviour increases significantly and they start expressing serenity (Pitaloka & Sofia, 2014; Sayuti et al., 2018).

3.4.2.6 *Research aim 6: To propose recommendations to the organisation regarding the relationship between job satisfaction and organisational citizenship behaviour.*

The core recommendations are presented in this section with a comprehensive overview of all the recommendations made in Chapter 4. Developing employees' level of positive affective orientation towards their employers will likely enhance their affective response and, most importantly, their involvement with organisational goals, values, loyalty and attachment. Furthermore, employee satisfaction enhances the intention to stay in the organisation together with the level of performance and reduces the rate of absenteeism. This research thus builds on and contributes to the current debate and pool of knowledge on the relationship between job satisfaction and organisational citizenship behaviour.

3.4.2.7 *Research aim 7: To highlight areas for further research regarding job satisfaction and organisational citizenship behaviour in the industrial and organisational psychology field.*

The core recommendations are presented in this section with a comprehensive overview of all the recommendations made in Chapter 4. It is recommended that future researchers replicate this study with the focus to obtain a larger representative sample and to conduct similar studies in various financial organisations and other sectors to address the scarcity that was highlighted in the problem statement. To improve the representativeness of the sample, it is also recommended that the study be conducted in various teams within the organisation with a bigger sample. This will serve to improve external validity and ensure that the findings can be inferred to the South African population. Future research on this topic could be expanded to other industries, sectors as well as other geographical locations. The empirical findings of this study confirm the existence of a relationship between job satisfaction and organisational citizenship behaviour within the organisation. However, it is also recommended that a longitudinal study may be conducted to understand the trends on the relationship between job satisfaction and organisational citizenship behaviour as the organisation evolves over time. It is further recommended that when similar studies are

conducted, they should also include the dimensions of organisational citizenship behaviour (altruism, civic, virtue, courtesy, sportsmanship and conscientiousness).

3.4.3 Additional trends observed in the study.

Whilst the research analysis focused on answering the seven (7) research objectives, some notable trends emerged that did not fit the seven research questions. The first trend was on the relationship between intrinsic job satisfaction with the overall job satisfaction, followed by the relationship between intrinsic job satisfaction with the extrinsic job satisfaction, and the relationship between extrinsic job satisfaction and overall job satisfaction.

In a study conducted by Cek and Eyupoglu (2020), they highlighted the importance of analysing job satisfaction by separating both intrinsic and extrinsic job satisfaction and analysing their effects on organisational citizenship behaviour. In this study, a similar approach used by Cek and Eyupoglu (2020) was followed. Both the intrinsic and extrinsic job satisfaction of employees in the financial organisation were analysed, and in the results on the sample participants showed that their extrinsic job satisfaction was slightly higher than their intrinsic job satisfaction. The highest mean scores were observed on extrinsic job satisfaction with the mean scores of $M=3.99$ while the intrinsic satisfaction was $M=3.96$ and the overall job satisfaction had a mean score of $M=3.83$. These results were similar to the findings on the study conducted by Van Schalkwyk and Rothmann (2010). Contrary to these findings, Cek and Eyupoglu (2020) and João and Coetzee (2011) found that the intrinsic factors of job satisfaction outweighed the extrinsic factors of the studied population when the mean scores were considered. In a study conducted by Abdullah et al. (2023) the results indicated that there was no mean difference between the intrinsic factors of job satisfaction and the extrinsic factors of job satisfaction.

In Table 3.5, the Spearman correlation coefficient analysis showed that the intrinsic job satisfaction has a significantly large positive relationship with overall job satisfaction ($r = 0.96$; $p \leq 0.05$; large practical effect size) at a significance level of 0.05. These results were supported by a study conducted by Sujatha (2023) who found that intrinsic job satisfaction has a relationship with the overall job satisfaction. Contrary to these findings, the study by Randall et al. (1999) could not establish any association between intrinsic job satisfaction and overall job satisfaction.

In Table 3.5, the Spearman correlation coefficient analysis showed that the intrinsic job satisfaction has a significantly large positive relationship with extrinsic job satisfaction ($r = 0.81$; $p \leq 0.05$; large practical effect size) at a significance level of 0.05. The results further showed that the extrinsic job satisfaction has a significantly large positive relationship with overall job satisfaction ($r = 0.92$; $p \leq 0.05$; large practical effect size) at a significance level of 0.05. These results were supported by a study conducted by Sujatha (2023) who found that extrinsic job satisfaction has a relationship with the overall job satisfaction.

Furthermore, this study found that both the intrinsic and extrinsic job satisfaction yielded a significantly large positive relationship with overall job satisfaction. On the other hand, the intrinsic satisfaction showed a significantly medium positive relationship with organisational citizenship behaviour while the extrinsic job satisfaction showed a significantly large positive relationship with organisational citizenship behaviour. In summary, Mohammad et al. (2010) found that a significant effect of both the extrinsic and intrinsic job satisfaction plays a huge role in the overall job satisfaction ability to predict organisational citizenship behaviour.

3.5 Limitations and recommendations for future research

This study had several limitations. Firstly, the research was conducted in a single organisation using a sample from one department, although this approach enabled a deeper understanding of the constructs and the dynamics under investigation. Therefore, it is not recommended to generalise the findings of this study to other similar organisations, sectors and regions. It is suggested that future studies investigate the same relationships across similar organisations, sectors and regions.

Secondly, a cross-sectional design was used, which provided only a picture of the relationship between the job satisfaction and organisational citizenship behaviour variables at a given time. These limitations, therefore, limited the ability of the researcher to explore how the constructs under investigation might evolve over time. The findings in this study may not be generalised to the financial sector since the study was only conducted in a single financial organisation using a population that comprised of three hundred twenty-five (325) employees employed in the human capital department of a financial institution in South Africa, out of a total of 16,812 employees employed by the organisation. The findings

may only guide future research studies by contributing to the already available data generated from the studies conducted both locally and globally.

3.6 CONCLUSIONS

The key aim of this study was to investigate the relationship between job satisfaction and organisational citizenship behaviour in a South African financial service organisation. This study examined the effect of the factors of job satisfaction on organisational citizenship behaviour. The study examined the effects demographical factors of the sampled participants on job satisfaction. The study further examined the effects of the overall job satisfaction on organisational citizenship behaviour. The results revealed that the extrinsic job satisfaction of employees in the financial organisation was slightly higher than their intrinsic job satisfaction. The study only revealed correlation between race and job satisfaction from all the demographic variables. This is contrary to findings stated in the literature. The study further revealed a low significant relationship between job satisfaction and organisational citizenship behaviour. The recommendation for further research is to extract the factors of both job satisfaction and organisational citizenship behaviour using both the Confirmatory Factor Analysis (CFA) and the Exploratory Factor Analysis (EFA) to test the structure of the model.

3.7 CHAPTER SUMMARY

This chapter provided an in-depth discussion of the findings of the empirical research. A descriptive, reliability analysis and inferential statistics were used to determine the relationship between each of the dimensions of job satisfaction and organisational citizenship behaviour. The results were analysed, interpreted and integrated to reveal important observations relating to the relationship between the variables examined in the study. Chapter 4 discusses the conclusions and limitations of the study in detail. Furthermore, recommendations for future research were also made.

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CHAPTER 4: CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

This chapter shows the conclusions drawn from this research study and the limitations of both the literature review and the study's empirical results. The chapter further formulates recommendations for the future practical application of the findings and research studies.

4.1 CONCLUSIONS

The following section discusses the conclusions drawn based on the literature review and the empirical findings of this study.

4.1.1 Conclusions relating to the literature review

The study had the following specific theoretical aims:

- **Research aim 1:** To conceptualise job satisfaction from a theoretical perspective;
- **Research aim 2:** To conceptualise organisational citizenship behaviour from a theoretical perspective and
- **Research aim 3:** To conceptualise the theoretical relationship between job satisfaction and organisational citizenship behaviour.

4.1.1.1 *Specific aim 1: Conceptualise job satisfaction from a theoretical perspective*

The first theoretical aim was achieved in Chapter 2 of this study, and the following conclusions can be made:

A literature review was conducted in Chapter 2 to study the conceptual foundations of job satisfaction. The literature review indicated that job satisfaction is a noteworthy variable central to human resource development and is crucial for the organisation's success.

- Job satisfaction is a multi-faceted, complicated construct due to individuals' different perceptions (Aziri, 2008; Sawar & Aburge, 2013). Due to complexity and multidimensionality, a common definition for job satisfaction has not been reached (Kola, 2018; Munro, 2015; Sabbagha, 2016).

- Job satisfaction has been defined as an evaluation and one's judgement about the degree of pleasure an employee derives from his or her job that consists of both affective and cognitive components (Weiss, 2002).
- The two most common sources of job satisfaction are extrinsic and intrinsic factors (Ercan, 2018; Mohammad et al., 2011). The intrinsic factors are related to the experience derived from an employee's job task, while the extrinsic factors are related to factors external to the task itself, constituting the context in which the job is performed (Spector, 1997).
- Various theories of job satisfaction have been presented. These theories emphasise the different aspects of the job and they all have the potential to measure the construct accurately (Locke, 1969; Weiss, 2002). Moreover, these theories capture workers' reactions and attitudes towards an array of job characteristics associated with each type of employment contract (Dawson et al., 2014). However, the Theory of Work Adjustment (TWA) developed by Weiss et al. (1967) was acceptable for the purposes of this research. The TWA assumes that work fit depends on the interaction between the individual skills and the reinforcements in the work environment (Weiss et al., 1967).
- The Theory of Work Adjustment (TWA) developed by Weiss et al. (1967) played a huge role in developing the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967).
- The MSQ measures workers' satisfaction with various aspects of their work and work environment by identifying individual differences in satisfaction concerning the characteristics of the work itself and the work environment (Weiss et al., 1967).
- The MSQ measures three satisfaction sub-scales, namely, general satisfaction, extrinsic satisfaction and intrinsic satisfaction (Weiss et al., 1967). Spector (1997) referred to intrinsic job satisfaction as how people feel about actual job tasks.
- Extrinsic job satisfaction is based on how people feel about aspects of the work situation that are external to the job tasks or work itself.
- The intrinsic elements of job satisfaction are related to the experience derived from an employee's job task (Weiss et al., 1967).

4.1.1.2 *Specific aim 2: Conceptualise organisational citizenship behaviour from a theoretical perspective.*

This theoretical aim was also achieved in Chapter 2, and the following conclusions can be made:

- The organisational citizenship behaviour concept has been defined and conceptualised differently over the years (Mahembe et al., 2015). Organisational citizenship behaviour has a long history and has undergone slight amendments to its definition since its conception in the late 1980s (Emami et al., 2012; Perumalsami, 2014).
- The most common definition included in the literature indicated organisational citizenship behaviour had been defined by Organ (1988, p. 4) as “individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and in the aggregate, promotes the efficient and effective functioning of the organisation”.
- Organisational citizenship behaviour has five major dimensions that were identified and first used by Organ (1988), including altruism, conscientiousness, sportsmanship, courtesy and civic virtue that form the underlying factor structure of the Podsakoff et al. (1990) organisational citizenship behaviour scale (OCBS).

4.1.1.3 *Specific aim 3: To conceptualise the theoretical relationship between job satisfaction and organisational citizenship behaviour.*

This theoretical aim was also achieved in Chapter 2, and these were the highlights from the literature:

- The organisation’s efforts to improve the level of job satisfaction may result in employees displaying organisational citizenship behaviour, which happens when employees have positive attitudes and feelings towards their jobs (Pitaloka & Sofia, 2014; Sayuti et al., 2018), which results in employees expressing serenity (Pitaloka & Sofia, 2014; Sayuti et al., 2018).
- Job satisfaction's positive and significant effect on organisational citizenship behaviour was found (Bowling, 2010; Intaraprasong et al., 2012; Lapierre & Hackett, 2007; Modding, 2007).

- The relationship between the construct of job satisfaction and organisational citizenship behaviour is statistically significant (Mohammad et al., 2011; Cek & Eyupoglu, 2020; Shrestha & Bhattarai, 2022) resulting in employees who are satisfied with their jobs engaging in organisational citizenship behaviour (Robbins et al., 2009).
- A significant effect was found between organisational citizenship behaviour and the extrinsic and intrinsic job satisfaction, concluding that these two job satisfaction categories are the best organisational citizenship behaviour predictors (Mohammad et al. 2010; Cek & Eyupoglu, 2020).

4.1.2 Conclusions regarding the empirical aims of the study

The study had the following empirical aims:

- Research aim 1: To determine the relationship between Intrinsic job satisfaction and organisational citizenship behaviour
- Research aim 2: To determine the relationship between extrinsic job satisfaction and organisational citizenship behaviour
- Research aim 3: To determine the relationship between the demographic variables (gender, age, race, marital status, educational level and number of years working for the organisation) job satisfaction
- Research aim 4: To determine the relationship between overall job satisfaction and organisational citizenship behaviour
- Research aim 5: To determine whether job satisfaction predicts organisational citizenship behaviour
- Research aim 6: To propose recommendations to the organisation regarding job satisfaction and organisational citizenship behaviour
- Research aim 7: To highlight areas for further research regarding job satisfaction and organisational citizenship behaviour in the Industrial and Organisational Psychology field

4.1.2.1 The first empirical aim: To determine the relationship between Intrinsic job satisfaction and organisational citizenship behaviour

The statistical evidence of this study supports H1: *“There is a significant relationship between intrinsic job satisfaction and organisational citizenship behaviour”*. The statistical evidence suggested a significantly medium positive relationship between intrinsic job

satisfaction and organisational citizenship behaviour ($r = 0.31$; $p \leq 0.05$; medium practical effect size) at a significance level of 0.05. This correlation was consistent to these findings. A study by Amro et al., (2023) found a medium positive relation between intrinsic job satisfaction and organisational citizenship behaviour. Goetz (2012) demonstrated that the presence of intrinsic factors promotes higher job performance and job satisfaction subsequently leading to organisational citizenship behaviour. Mohammad et al. (2011) found that intrinsic job satisfaction plays a huge role in influencing organisational citizenship behaviour.

4.1.2.2 *The second empirical aim: To determine the relationship between extrinsic job satisfaction and organisational citizenship behaviour.*

The statistical evidence of this study supports H2: *“There is a significant relationship between extrinsic job satisfaction and organisational citizenship behaviour”*. The statistical evidence suggested a significantly medium positive relationship between extrinsic satisfaction and organisational citizenship behaviour ($r = 0.30$; $p \leq 0.05$; medium practical effect size) at a significance level of 0.05. This correlation was consistent to these findings by Swaminathan and Jawahar (2013); Finkelstein (2011); Cek and Eyupoglu (2020) and Mohammad et al., (2011). Amro et al. (2023) found that individuals who are extrinsically satisfied are inclined to engage in additional behaviours, which enhances the overall organisational environment. Goetz et al. (2012) found that the presence of extrinsic factors helps to mitigate dissatisfaction. According to Mohammad et al. (2011) high levels of job satisfaction play a huge role in the prediction of organisational citizenship behaviour.

4.1.2.3 *The third empirical aim: To determine the relationship between the demographic variables (gender, age, race, marital status, educational level and number of years working for the organisation) and job satisfaction.*

The results from this study only showed partial evidence that partly supports H3: *“There is a significant relationship between the demographic variables (gender, age, race, marital status, educational level and number of years working for the organisation) and job satisfaction”*. This study could not ascertain a statistically significant difference between the demographic variables (gender, age, marital status, educational level and number of years working for the organisation) and job satisfaction. The statistical analysis, however, partly supports the relationship between race and job satisfaction. The statistical evidence

showed that when using the Pearsons' Correlation analysis, a significantly low positive relationship between race and extrinsic job satisfaction ($r=0.254$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05 was evident. From the Spearman correlation coefficient analysis, a significant low positive relationship between race and extrinsic job satisfaction ($r=0.275$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05 was also evident. It was also concluded that there was no further relationship found between other demographic variables and the overall job satisfaction. The results between race and extrinsic job satisfaction were supported by studies conducted by Stoermer et al. (2019) and Leigh-Anne (2016) who found a significant difference in racial groups and extrinsic job satisfaction. Stoermer et al. (2019) and Oosthuizen et al. (2016) found that black people reported lower degrees of satisfaction. Contrary to these findings, this study that was conducted within a South African financial organisation showed that African participants represented the largest ethnic group with a representative of 35.1% (34); Asians represented 13.4% (13); Coloureds represented 15.5 % (15); Whites 33.0 % (32); and others 3.1% (3) of the total sample of 97 participants. These findings are supported by the study conducted by Leigh-Anne (2016) that showed that black people displayed greater satisfaction than their white counterparts. However, this study did not provide a clear breakdown of the satisfaction levels for all racial groups.

4.1.2.4 *The fourth empirical aim: To determine the relationship between overall job satisfaction and organisational citizenship behaviour.*

The statistical evidence of this study supports H4: *"There is a significant relationship between overall job satisfaction and organisational citizenship behaviour"*. The statistical evidence suggested a significantly low positive relationship with overall job satisfaction using both the Pearsons' and Spearman's correlations. The Pearsons' showed a $r= 0.29$; $p \leq 0.05$; low practical effect size at a significance level of 0.05. This correlation was consistent to these findings by Pearsons' correlation analysis that showed a low significant positive relationship between overall job satisfaction and overall organisational citizenship behaviour ($r= 0.218$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05 and, the Spearman correlation coefficient showed a significantly low positive relationship between the overall job satisfaction and overall organisational citizenship behaviour ($r= 0.29$; $p \leq 0.05$; low practical effect size) at a significance level of 0.05. These findings were supported by Mohammad et al. (2011), Robbins et al. (2009) and Bektaş (2017) who found the significant evidence that job satisfaction was positively related to organisational

citizenship behaviour. The research conducted by Feather and Rauter (2004) and Moorman et al. (1993) could not find any relationship between job satisfaction and organisational citizenship behaviour.

4.1.2.5 The fifth empirical aim: To determine whether job satisfaction predicts organisational citizenship behaviour.

The statistical evidence of this study supports H5: "The overall job satisfaction predicts organisational citizenship behaviour". A regression analysis was conducted to determine whether job satisfaction predicts organisational citizenship behaviour. The regression results revealed a low positive linear relationship between job satisfaction and organisational citizenship behaviour ($R = 0.235$, $R^2 = 0.055$). This finding was confirmed by the significance of the F-value ($F = 5,557$, $p < 0.02$) in the model calculation. Job satisfaction made a low statically positive contribution in predicting organisational citizenship behaviour with a positive (Beta=0.206) and p value ($p = 0.02$), which shows the effect of job satisfaction on organisational citizenship behaviour. Since the p-value is less than the significance level, $p=0.05$, it can be concluded that job satisfaction can predict the organisational citizenship behaviour. However, since the correlation results showed a low significant positive relationship between overall job satisfaction and overall organisational citizenship behaviour ($r = 0.218$; $p \leq 0.05$; small practical effect size) at a significance level of 0.05, these suggest that the presence of job satisfaction may not always be associated with significant positive changes in organisational citizenship behaviour. We can conclude that these findings showed a low positive linear relationship between job satisfaction and organisational citizenship behaviour, but nonetheless a statistically positive contribution in predicting organisational citizenship behaviour. Therefore, the results suggest that we can accept H5 which suggest that job satisfaction predicts organisational citizenship behaviour, and we can reject H5a which suggests that job satisfaction does not predict organisational citizenship behaviour.

These findings suggested that the presence of job satisfaction may be associated with significant positive changes in the organisational citizenship behaviour. However, the presence of job satisfaction may not always translate into employee's willingness to portray organisational citizenship behaviour. These results were supported by the study conducted by Mehboob and Bhutto (2012) who found a weak relationship between job satisfaction and the dimensions of organisational citizenship behaviour and concluded that job

satisfaction is a weak predictor of organisational citizenship behaviour and only has a partial influence on the various dimensions of organisational citizenship behaviour. These findings are contrary to findings on studies conducted by Swaminathan and Jawaher (2013); Mitonga-Monga et al. (2016); Kian and Baharmi (2020); Lapierre and Hackett's (2007); Modding (2007); Intaraprasong et al. (2) and, Bowling's (2010) who found that job satisfaction had a positive and significant effect on organisational citizenship behaviour. According to Finkelstein (2011) the presence of satisfied employees leads to better perceptions and a greater sense of belonging to the organisation, thus leading to organisational citizenship behaviour, where employees would engage in activities that go beyond the standard job requirements. According to Sayuti et al., (2018), job satisfaction is considered one of the most vital features that shape organisational citizenship behaviour. Employees who are satisfied with their jobs tend to dedicate their energies towards overall organisational effectiveness (Pitaloka & Sofia, 2014) and are likely to engage in organisational citizenship behaviour (Robbins et al., 2009). As a result of increased job satisfaction, employees' organisational citizenship behaviour increases significantly and then start expressing serenity (Pitaloka & Sofia, 2014; Sayuti et al., 2018).

4.1.2.6 *The sixth empirical aim: To propose recommendations to the organisation regarding the relationship between job satisfaction and organisational citizenship behaviour.*

Developing employees' level of positive affective orientation towards their employers will likely enhance their affective response and, most importantly, their involvement with organisational goals, values, loyalty and attachment. Furthermore, job satisfaction enhances the intention to stay in the organisation together with the level of performance, which also reduces the rate of absenteeism. This research thus builds on and contributes to the current debate and pool of knowledge on the relationship between job satisfaction and organisational citizenship behaviour.

4.1.2.7 *The seventh empirical aim: To highlight areas for further research regarding job satisfaction and organisational citizenship behaviour in the industrial and organisational psychology field.*

The core recommendations are presented in section 4.3 of Chapter 4 below.

4.1.3 Conclusions on the general aim of the study

The study's general primary aims were to explore the level of job satisfaction and, secondly, to determine whether job satisfaction predicts organisational citizenship behaviour in the financial services sector in South Africa. The general aim of the study was achieved, as the study's empirical findings have shown a statistically significant relationship between job satisfaction and organisational citizenship behaviour. The study also showed that job satisfaction predicts organisational citizenship behaviour. Therefore, the conclusion can be made that the general aim of the study was achieved.

4.2 LIMITATIONS OF THE STUDY

Several theoretical and empirical limitations of the study were found.

4.2.1 Limitations of the literature review

- From the South African perspective, original research on the relationship between job satisfaction and organisational citizenship behaviour in the financial industry could not be found. This lack of research resulted in more of the literature review being supported by research that was conducted internationally, such as Baharmi (2020), Bektaş (2017), Pitaloka and Sofia (2014) and Sayutiet al. (2018).
- Studies conducted in South Africa found a significant relationship between job satisfaction and organisational citizenship behaviour (Joubert, 2018; Motaung & Radebe, 2018; Perumalsami, 2014). However, these studies were conducted in sectors different from the financial sector. The financial services sector falls under the services sector or industry. Therefore, these research findings on how employees behave, could not be extrapolated, inferred or generalised to other sectors primarily due to inadequate literature supporting similar financial sector studies from a South African perspective.

- Research on the theoretical relationship between job satisfaction and organisational citizenship behaviour in the financial industry was primarily found in the Middle East and India, such as a study in Faisalabad conducted by Kappagoda and Kulathunga (2018), in Lucknow conducted by Gheitani et al. (2019) and the United Arab Emirates conducted by Prasetyo et al. (2017). The lack of research from this perspective limited the researcher's understanding of this specific theoretical relationship and how this study fared against other studies of a similar nature that have been conducted internationally and in countries that are different from the Middle East, India and South Africa.
- In summary, there is limited research on the relationship between job satisfaction and organisational citizenship behaviour in the financial industry from a South African perspective, which made it difficult to compare the empirical results of the current study with other similar studies from a South African perspective using organisations similar to the one used in this study.

4.2.2 Limitations of the empirical study

- The study was conducted in one financial industry organisation in South Africa, using a department of 325 employees in an organisation of approximately 16,812 employees.
- Despite the use of a convenience sampling technique, the sample was not fully representative of the organisation's demographics or the South African population. The total number of respondents in this study was 97; of which 84 (86.6%) participants were females and 13 (13.4%) were male respondents. The majority, 69.1%, of the respondents belonged to the 26 – 45 age categories, with 35.1% and 33% being African and Whites, respectively. This was because of the high response rate of black and white respondents compared to that of colored and Indian respondents. Therefore, the results cannot be generalised to all South African organisations and their employees.
- According to research findings, participants show high levels of job satisfaction and organisational citizenship behaviour. The above results only showed a relationship between the race and the job satisfaction and did not find the relationship with other demographics (gender, age, marital status, educational level and number of years working for the organisation) and job satisfaction. This was contrary to what is stated in the literature. This could be because of the limitations of the study. A

recommendation would be to expand the research across multiple industries and different departments and to focus on other industries or companies for diversity reasons.

- The Minnesota Satisfaction Questionnaire (Weiss et al., 1967) used to measure job satisfaction is frequently used in job satisfaction research. One added advantage feature of the MSQ short-form is that it measures two distinct components: intrinsic and extrinsic job satisfaction and a 5-point Likert-type response format (Spector, 1997). A more comprehensive measure of job satisfaction that measures other aspects of job satisfaction could have been utilised.

4.3 RECOMMENDATIONS

4.3.1 Recommendations for further research

The following recommendations are made for future research:

- The current study should have been conducted in more business departments and in similar and different organisations in South Africa with a larger sample to obtain generalisable results. Implementation of this recommendation would enable various industries to understand the relationship between job satisfaction and organisational citizenship behaviour in the financial industry and other industries from a South African perspective.
- Further research should be conducted to better understand the relationship between the intrinsic job satisfaction and organisational citizenship behaviour and its dimensions in the financial industry.
- Further research should be conducted to better understand the relationship between the extrinsic job satisfaction and organisational citizenship behaviour and its dimensions in the financial industry.
- Further research should be conducted to better understand the relationship between the overall job satisfaction and organisational citizenship behaviour and its dimensions in the financial industry.
- The moderating effect of the demographic variables used in the current study (gender, age, race, marital status, education level and number of years working for the organisation) on the strength of the relationship between job satisfaction and organisational citizenship behaviour and its dimensions in the financial industry should be further investigated.

- It is recommended that a longitudinal study be conducted to understand the trends on the relationship between job satisfaction and organisational citizenship behaviour as the organisation evolves over time. It is further recommended that when similar studies are conducted, they should also include the dimensions of organisational citizenship behaviour (altruism, civic, virtue, courtesy, sportsmanship and conscientiousness).

4.3.2 Recommendations for the participating organisation

The following recommendations are made to the participating organisation:

- The organisation is encouraged to create a conducive environment to facilitate employee satisfaction that leads to organisational citizenship behaviour and to consider its impacts on individual employees, departments and the organisation.
- The organisation should provide employees with the opportunity to provide insight into their perceptions of job satisfaction through surveys. This could be achieved by conducting longitudinal studies that could employ both the qualitative and quantitative approach for gathering data, which should be useful in tracking the levels of job satisfaction over a lengthy period of time and in between organisational interventions aimed at improving job satisfaction.
- Based on the outcome(s) of the study, educational programmes for business leaders are suggested to help them consider incorporating the importance of this information to help the organisation understand the various ways in which it can address job satisfaction and organisational citizenship behaviour. Management should ensure that steps are taken to increase the job satisfaction of its employees, which in turn creates a conducive environment to facilitate employee satisfaction that will lead to organisational citizenship behaviour, which will result in the organisation's effectiveness.
- Job satisfaction is a very easy variable to measure. However, one challenge in measuring this variable is that it is based on people's perception that can vary from person to person over time. What may be considered a fair practice for one person may also be considered an unfair practice for another person. As a result, the organisation may benefit from policies that thrive for transparency in the management of organisational processes such as remuneration and reward systems, employee development, inclusivity and managing matters of employee

relations. This will lead to employees' understanding of the overall organisational culture and fairness of how matters are handled and dealt with.

4.3.3 Recommendations for Industrial and Organisational Psychology practices

The following recommendations pertain to the field of IOP:

- Further research should be conducted on the implications of job satisfaction and organisational citizenship behaviour on both the employees and the organisation. Further research should be conducted to expand on this research, its conclusions and its implications.
- Practical interventions that address job satisfaction should be developed to assist organisations in creating a conducive environment to facilitate employee satisfaction that will lead to organisational citizenship behaviour.
- The implications of failure to address practical interventions that are aimed at improving job satisfaction should also be studied to gain insight from both perspectives.

4.4 INTEGRATION OF THE RESEARCH

At the onset of this research, it was noted that organisations in the 21st century are confronted with the challenges of competitive resource markets, which makes talent retention the most strategic approach to ensure the survival of this organisation during the globalisation, skills shortage and the "talent war" era. This study explored and investigated the existence of a relationship between job satisfaction and organisational citizenship behaviour amongst employees of a financial organisation who are external strategic partners and an internal source of competitive advantage. The results showed that job satisfaction and organisational citizenship behaviour had a statistically significant relationship. The relationship between these variables may provide insight into organisational interventions that are aimed at improving employee satisfaction, retention and both employee and organisational performance. The literature review suggests that job satisfaction is positively related to organisational citizenship behaviour. According to literature, job satisfaction is key determinants and the significant predictors of organisational citizenship behaviour, with some studies confirming their role on organisational performance. Studies have also provided evidence for the predictive relationship between job satisfaction and organisational citizenship behaviour. These

behaviours are crucial to improving an individual's internal resources and willingness to work towards the success of the organisation, which would lead to the employer's likeliness to reward good performance and behaviours that create positive organisational performance. Employees who show high levels of job satisfaction are highly likely to show high levels of organisational citizenship behaviour, which are aimed at both the individuals and the organisation leading to high performance and resilience to organisational demands and expectations. The empirical study provided statistically significant support for the central hypothesis. The empirical study provided evidence to support the relationship job satisfaction and organisational citizenship behaviour as well as the relationship between the factors of job satisfaction and organisational citizenship behaviour. In addition, significant differences were found between the biographical groups in relation to race and extrinsic job satisfaction. In conclusion, the findings of the study reveal that insight into the nature of and relationships between job satisfaction and organisational citizenship behaviour may have practical significance on the knowledge of these relationships that may inform organisational effectiveness practices. It is trusted that this study successfully provides insight into the nature of the relationships between the variables, and that it described the role of both the intrinsic and extrinsic job satisfaction on the overall job satisfaction and its impact on organisational citizenship behaviour. This is of particular importance, given the lack of research that supports the relationship between these variables in the financial organisational field from the South African financial sector perspective.

4.5 CHAPTER SUMMARY

This final chapter discussed the study's conclusions, limitations and recommendations. The chapter started with a discussion of the conclusions regarding the research aims, after which the study's limitations were discussed. The chapter concluded with recommendations for the participating organisation and the field of Industrial and Organisational Psychology (IOP). This chapter concluded with an integration of the research findings.

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ADDENDUM A: ETHICS COMMITTEE CERTIFICATES



UNISA CEMS/IOP RESEARCH ETHICS REVIEW COMMITTEE

08 November 2021

Dear Mrs Mohlago Maria Rammutla,

**Decision: Ethics approval from
09 November 2021 to 09
November 2024**

NHREC Registration # : (if applicable)
ERC Reference # : **2021/CEMS/IOP/031**
Name : Mrs Mohlago Maria Rammutla
Student # : 36667056
Staff # : N/a

Researcher(s): Name: Name: Mrs Mohlago Maria Rammutla
Address: Unit 18, Rocky Rivers, Corlett Gardens, 2090
E-mail address, telephone: 36667056@mylife.unisa.ac.za, 0817159229

Supervisor (s): Name: Dr Portia Maphala
Address: Unisa, Muckleneuk Campus, Pretter Street, Pretoria, 0003
E-mail address, telephone: maphabpm@unisa.ac.za, 0124298355

Investigating the relationship between job satisfaction and organizational citizenship behaviour in the financial services sector in South Africa.

Qualification: Masters (MCom)- Post graduate degree

Thank you for the application for research ethics clearance by the Unisa CEMS/IOP Research Ethics Review Committee for the above-mentioned research. Ethics approval is granted for **Three** years.

*The **low risk application** was **reviewed** by the CEMS/IOP Research Ethics Review Committee on the **26th October 2021** in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The decision was approved on **5th November 2021**.*

The proposed research may only commence with the provision that:

- 1. The researcher will ensure that the research project adheres to the relevant guidelines set out in the Unisa COVID-19 Position Statement on research ethics dated 26 June 2020 which is attached.**



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2. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the Unisa Policy on Research Ethics.
3. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the Unisa CEMS/IOP Research Ethics Review Committee.
4. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
5. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
6. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
7. No field work activities may continue after the expiry date **(09 November 2024)**
8. Submission of a complete research ethics progress report will constitute an application for the renewal of Ethics Research Committee approval.

Note:

The reference number **2021_CEMS/IOP_031** should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,



Signature

Chair of IOP ERC

E-mail : vnjeka2@unisa.ac.za

Tel: (012) 429-8231



Signature

Acting Executive Dean : CEMS

E-mail: Mpofurt@unisa.ac.za

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ADDENDUM B: CONFIDENTIALITY AGREEMENT: PRIMARY RESEARCHER

DATA SECURITY AND CONFIDENTIALITY AGREEMENT

Title of the study: Investigating the relationship between Job Satisfaction and Organisational Citizenship Behaviour in the financial sector in South Africa

As the primary researcher of the above mentioned research project:

I Mohlago Maria Rammutla confirm that I will maintain the highest level of confidentiality and security with regard to all project data that I will have access to.

I understand that participants in the project are provided a guarantee that their data and personal information will be maintained securely and treated confidentially at all times and that the data that they provide as individuals in completing the questionnaires will not be disclosed or made available to any person outside of the core research team and its support staff (statistician and transcriber).

Primary Researcher: Mohlago Maria Rammutla

Rammutla

Signature

Date : 19 July 2021

ADDENDUM C: CONFIDENTIALITY AGREEMENT WITH THE GATE KEEPER

momentum

METROPOLITAN

288 West Ave,
Die Hoewes, Centurion,
0157
18 July 2021

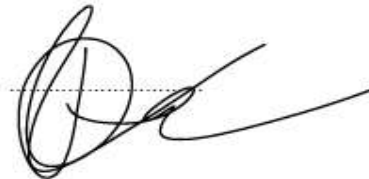
To whom it may concern,

This letter is to confirm that permission to conduct a study entitled: *Investigating the relationship between job satisfaction and organizational citizenship behaviour in the financial services sector in South Africa* has been granted to Mhlagi Maria Rammutla who is currently supervised by Dr Betty Portia Maphala.

We will provide the student with the required access to perform the study whilst honouring the ethical guidelines and principles set out by the university and our internal code of conduct. As the organization we request to receive feedback/report of the outcome of the study before submission of the thesis. We also give permission for the outcome of this study to be made available through publications and shared through other platforms where they will contribute towards generation of knowledge whilst respecting the anonymity of the organisation and participants.

Kind regards,
Dr Dieter Veldsman
Group Human Capital Executive

Signature:



Date:

19 July 2021

Momentum Metropolitan Holdings Limited 288 West Avenue, Centurion, Gauteng, 0157 | PO Box 7400, Centurion, 0048, South Africa
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Refer to the Momentum Metropolitan website for directors and company secretary details. Reg. No. 2006/021756/06

momentum

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METROPOLITAN

GUARDRISK

ERIS

ADDENDUM D: CONFIDENTIALITY AGREEMENT STATISTICIAN



Confidentiality Agreement: Statistician

This is to certify that I Mamashomo Martina (Ntina) Mauke the statistician of the research project 'Investigating the relationship between job satisfaction and organizational citizenship behaviour in the financial services sector in South Africa' agrees to the responsibilities of the statistical analysis of the data obtained from participants (and additional tasks the researcher(s) may require in my capacity as statistician/transcriber).

I acknowledge that the research project is/are conducted by:

Name of researcher: Mohlago Maria Rammutla

Institution: University Of South Africa

College: College of Economic and Management Sciences (CESM)

I understand that any information (written, verbal or any other form) obtained during the performance of my duties must remain confidential and in line with the UNISA Policy on Research Ethics.

This includes all information about participants, their employees/their employers/their organisation, as well as any other information.

I undertake to comply with the provisions of the POPI Act (2013), as well as all applicable legislation as amended or substituted from time to time. This include treating all Personal Information strictly as defined within the parameters of POPI, and to process Personal Information only in accordance with the consent it was obtained for and for the purpose agreed to.

I agree to:

- i. Keep all the research information shared with me confidential by not discussing or sharing the research information in any form or format with anyone other than the researcher(s).



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-
- ii. Keep all research information in any form or format (e.g., documents, tapes, transcripts) secure while it is in my possession.
 - iii. Return all research information in any form or format to the researcher(s) when I have completed the research tasks.
 - iv. After consulting with the researcher(s), erase or destroy all research information in any form or format regarding this research project that is not returnable to the researcher(s) (e.g., information stored on computer hard drive).

I understand that any unauthorised release or carelessness in the handling of this confidential information is considered a breach of the duty to maintain confidentiality.

I further understand that any breach of the duty to maintain confidentiality could be grounds for immediate dismissal and/or possible liability in any legal action arising from such breach.

Full name of statistician: Mamashomo Martina (Ntina) Mauke

Signature of statistician: *M.M. Mauke*

Date: 2021-06-28

Address of statistician: La ~~Comores~~, Bernini ~~Crescent~~, ~~Lyttelton~~, 0157

Statistical Company: ~~Mnitia~~ Consulting

Any Job/reference number: MHSC Analysis and Reporting of the milestones of the Mining Health and Safety Council

Full Name of Primary Researcher: Mohlago Maria Rammutla

Signature of Primary Researcher: *Rammutla* Date: 10 Jun. 2021



ADDENDUM E: CERTIFICATE OF EDITING WORK

DECLARATION OF LANGUAGE EDITING

14 Kapokbos Crescent
Fynbos Lifestyle Estate
Still Bay
6674

27 January 2023

Dear Sir/Madam,

I, Liezel de Vries, hereby declare that I have personally read through the full thesis of **Mohlago Maria Rammutla** and have highlighted language errors.

Yours sincerely

E de Vries

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