

Effect of Job Satisfaction on Organizational Citizenship Behavior in University Teaching Hospitals in South East, Nigeria

By

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Abstract

This study explored the effect of Job satisfaction on Organizational Citizenship Behavior. The broad objective of this study was to investigate the effect of Job Satisfaction on Organizational Citizenship Behavior in University teaching hospitals in South East, Nigeria. On the basis of the cross-sectional survey performed on 372 persons employed in the University Teaching Hospitals in South Eastern part of Nigeria using structured questionnaire, It was discovered that significant relationship exist between Job satisfaction and organizational citizenship behavior in teaching hospitals in South East, Nigeria. It was also discovered that Job satisfaction is a strong predictor of organizational citizenship behavior in these teaching hospitals. It is recommended in this study that University teaching hospitals should redesign their human resources practices in a way that continuously target employees job satisfaction since this has been found to be a strong predictor of employee desire to exhibit organizational citizenship behavior in the workplace. It is also recommended that University teaching hospitals should periodically carry out job satisfaction survey with a view to taking needed action if found to be low.

Keywords: job satisfaction, organizational citizenship behavior,

Introduction

Background of the study

Globalization has its own disadvantages one of which is that it makes competition stiffer, far above what the local organizations can cope. This has pushed managers in third world countries especially in Africa to resort to finding out the most effective managerial mix that will offer them competitive advantage in the global market structure. Thus, there is need for a competent and robust combination of human resources (the only resources abundant in Africa) practices that will enhance employee job satisfaction. When staff is satisfied on his job he will inclined to performing his in role functions. However, with the increase in competition, rise in technology and sophistication of consumer tastes occasioned by globalization, it became obvious that performance of in role functions as enshrined in the contract of employment alone cannot contribute to organizational effectiveness and competitiveness in the global market structure. Organizations now as means of sustaining themselves turn to effective utilization of various bundles of human resources practices to encourage employees not only to effectively carry out the assigned duties (in- role functions) but also go extra mile to carry out beneficial extra-role activities. These extra-role activities that is voluntary, and non-remunerative in nature and outside the assigned duty of the employee but do contribute to organizational effectiveness are called Organizational citizenship behavior (OCB). Several Studies have shown that this kind of behavior from employees benefits the organization (Purcell, Kinnie, Hutchinson., Rayton& Swart (2003), services as strategic asset of the organization that increases work quality (Podsakoff, Whiting, Podsakoff&Blume (2009), employee innovativeness (Xerri & Bruetto (2013), and do influence organizational performance, level of task accomplishment and as well organizational profitability (Podsakoff, Mackenzie, Maynes, and Spoelma (2014)).

Various empirical studies in advanced countries have indicated that Job satisfaction has significant and positive relationship with organizational

citizenship behaviors (Smith et al (1983), Barman & Organ (1983), Bolton (1997), Murphy, Athanasius & King (2002), Organ (2006), Saepeng, Sikinno & Sienyhai (2015). According to Organ (2006), when an employee is satisfied on his job, he will display it in his character toward the organization including a drive to display organizational citizenship behavior toward the organization, himself, and his colleagues at work(Organ (2006). A well motivated employee is likely to be a satisfied employee and a satisfied employee may be in a better position emotionally to display organizational citizenship behaviors.

We chose the university teaching hospitals in Nigeria as context of study because of the increasing need to improve staff effectiveness there. Nigeria Health Development Plan (2009) in its preamble stated that Nigeria Health Sector is facing some human resource challenges that include: inadequate training; Poor motivation resulting in low morale; Unattractive conditions of service and remunerations; and absence of effective staff performance management 'building. All these have resulted in poor commitment to work, low productivity and high attrition of health workers (National Health Development Plan 2009).*

Research Hypotheses

Ha: Employee who has job satisfaction will display Organizational Citizenship Behavior in teaching hospital in South East, Nigeria.

Brief Literature Review

Conceptual framework

Organizational Citizenship Behavior:

In 1983, Bateman and Organ introduced the term "citizenship" as form of behaviors that socially helps the organization reaches its goal (Bateman and Organ (1983).

Katz (1964) while expatiating on this stated that behaviors that contributed to organizational survival are of three types; People must be induced to enter and remain within the system, People must carry out their role

assignments in a dependable fashion, People must exhibit innovative and spontaneous behaviors in achieving organizational objectives which go beyond the assigned roles if organizations are to be immune to unforeseen, Unexpected and unprepared changes in the organizational environment(Katz (1964).

Katz (1964) stated that Smith and associates (1983) were guided by this idea of innovative and spontaneous behaviors in defining this type of behaviors as “actions not specified by role prescriptions which nevertheless facilitate the accomplishment of organizational goals” (Katz (1964)). Organ (1988) put this succinctly when he defined such behaviors as “Behaviors that are discretionary, not directly recognized by the formal reward system and that in the aggregate promotes the effective and efficiency functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person’s employment construct with the organization; the behavior is rather a matter of personal choice, such that, its omission is not generally understood as punishable”(Organ (1988).

The idea of organizational citizenship behavior construct in human resources practice outcome did not go down without criticism from experts (Morrison (1994), Mackenzie, Podsakoff, and Fetter (1991). The criticisms centered on the inability to clearly distinguish in- role behaviors from extra- role behaviors in certain situations. According to Morrison (1994), employees may hold different views about their job responsibilities and may differ from each other while defining the boundary between what is in-role and extra-role behavior. Therefore, engaging in OCB depends on how the employee defines his/her job at particular situation.

Another criticism directed to the OCB construct is based on the issue of rewards. Mackenzie et al. (1991) argued that some OCBs might be confusedly rewarded as if they are in-role performance elements (Mackenzie et al. (1991)

However, researchers are not consistent with the terminology used to describe the organizational citizenship behaviors. It is described as

prosocially organizational behavior by Brief and Motowidlo (1986), O'Reilly and Chatman (1986), and George (1991); extra-role behavior by Van Dyne et al. (1995), and, Platow (2003)); contextual performance by Bormann, White and Dorsey (1995), and Bormann & Motowidlo (1997)); and organizational spontaneity by George & Brief (1992), and George & Jones (1997)). According to Katz & Kahn (1978), the above-mentioned behaviors are important because effective organizational functioning requires employees not only to perform their prescribed role (referred to as in-role behaviors), but also to engage in behaviors that go beyond these formal obligations. It is widely accepted that organizations need employees who are willing to exceed their formal job requirements since it is one of the gate way of improving organizational performance needed to survive turbulent unforeseen circumstances. For instance, Katz (1964) noted: "No organization planning can foresee all contingencies within its operations, or can anticipate with perfect accuracy all environmental changes, or control perfectly all human variability. The resources of people in innovation, in spontaneous co-operation, in protective and creative behavior are thus vital to organizational survival and effectiveness" (Katz (1964).

Smith et al. (1983) also argued that 'citizenship behaviors are important because they lubricate the social machinery of the organization. They provide the flexibility needed to work through many unforeseen contingencies; they enable participants to cope with the otherwise awesome condition of interdependence on each other' (Smith et al. (1983). Further to this George & Brief (1992) stated that OCB is essential because organizations cannot anticipate through formally stated in-role job descriptions the entire array of behaviors needed for achieving goals(George & Brief (1992). In agreement with these authors, Van Scotter, Motowidlo & Cross (2000) argue that even though organizational citizenship behaviors are not part of individuals' assigned duties, they are still beneficial to the organization, its members and the employees themselves. (Van Scotter, Motowidlo & Cross, 2000).

Podsakoff et al (2000) argue that there is a lack of consensus about the dimensionality of this construct. Keir (2016) listed different dimensions of OCB put forward by scholars such as altruism and generalized compliance (Smith et al, (1983); obedience, loyalty, advocacy participation, social participation and functional participation (Van Dyne, Graham and Dienesch (1994); helping behavior (Van Dyne et al (1995), Van Dyne and LePine, (1998)), and interpersonal helping, individual initiative, personal industry and loyal boosterism (Moorman & Blakely, (1995). Williams & Anderson (1991) gave two broad categories of OCB: OCB-O behaviors toward the organization and that benefit the organization in general (e.g., the employee gives advance notice when unable to come to work); and (b) OCB-I behaviors toward other person (i.e., employee behaviors directed at other individuals) and that immediately benefit specific individuals, and indirectly through this means contribute to the organization. Although a wide variety of specific dimensions of OCBs have been identified, Keir(2016) argued that the five-dimension framework proposed by Organ (1988) , altruism, conscientiousness, civic virtue, sportsmanship and courtesy, are the most frequently examined by researchers citing Podsakoff, Mackenzie, Moorman & Fetter (1990); Mackenzie, Podsakoff & Fetter, (1991); Moorman, (1991); Moorman et al (1993); Tansky, (1993); Konovsky& Pugh(1994); Podsakoff et al. (1996); Van Yperen, Van den Berg & Willering, (1999); Diefendroff, Brown, Kamin and Lord, (2002) . We also used them in the current research.

Dimensions of organizational citizenship

Altruism refers to behaviors that help others with existing job-related problems. This behavior is directly intended to help a specific person in face-to-face situations. Examples of this behavior include: helping others; performing a task or solving a problem for others; standing in for others who are absent; helping others who have heavy workloads; and orienting new people even though it is not officially required (Organ, 1988; Podsakoff

et al, (1990)). While these behaviors may be intended to benefit an individual, organization also benefits (Keir (2016).

Conscientiousness refers to behavior which benefits the organization. It is performing one's role in the organization in a manner that is far above the norm of the organization.

Civic virtue refers to the extent to which one contributes to political issues in organizations in a responsible manner. Civic virtue is defined as 'responsible participation in the affairs of the organization' (Graham (1986), Podsakoff et al, (1990). Examples include Keeping up with matters that affect the organization, attending meetings, participating in organizationally sponsored community development, and expressing positive emotions about one's organization to outsiders {Organ (1988), Keir (2016)}.

Sportsmanship refers to the willingness of an employee to tolerate less than ideal circumstances and temporary personal inconveniences without making a fuss, 'to avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes' (Organ, 1988). Being a good sport includes not only the absence of complaint when faced with unfavorable conditions or behaviors from others, but also maintaining a positive attitude and tolerance of the rejection of one's ideas (Podsakoff et al, (2000). Examples include not consuming a lot of time complaining about trivial matters and not always finding fault with what the organization is doing (Keir (2016).

Courtesy refers to actions taken to help prevent problems of work. It involves preventing problems by keeping others informed of your decisions and actions which may affect them, and passing on information to those who find it useful. Examples include consulting with others before taking action, not abusing the rights of others, giving advance notice,

reminders, passing along information, and being mindful of how one's behavior affects other peoples' jobs (Organ 1988, Podsakoff et al 1990). These behaviors are important in several ways including: enhancing individual and group productivity; freeing up resources for more productive purposes; increasing coordination; enhancing the stability of organizational performance; and assisting in the maintenance of a favorable work climate. (Podsakoff et al (2000).

Organ's (1988) five-dimension framework described above has been the subject of vigorous empirical research (Keir (2016). We used Organ's five dimensions of organizational citizenship behavior in our research study for the basic reasons that it is often being used in most organizational citizenship Behavioral research.

Job satisfaction

Job satisfaction is defined as pleasing and positive emotional state which comes out of the person's evaluation of his job (Locke (1976), Nurul, Tahlil, & Akhter (2010). Robbins (1999) said that job satisfaction is an individual's general disposition (attitude) regarding his or her job. He also stated that it is the employees feeling about the different dimensions of their job Robbins (2003). Job satisfaction is a function of how satisfied or dissatisfied an employee is with his or her job (Spector (1997)

Researchers have indicated a lot of dimensions of job satisfaction (Snepung et al (2011). They are motivators and hygienic factors otherwise called Herzberg two factors theory of motivation (Herzberg, Mausner & synderman (1957), Five dimensions of job satisfaction was proposed by (Smith, Kendal & Hulin (1968). They are the work itself (challenges, opportunities etc), pay system (appropriateness of rewards/financial remuneration received in services for sacrifices made and in comparison with colleagues in similar firms), promotional opportunities (advancement opportunities and fairness associated in determining promotability), supervision (level of support received by subordinates from supervisors), co-workers (how cooperative and socially supportive are the co-workers in

the same organization). Some authors agree with the above but added that employees' needs and desires, social relationships, job design, compensation system, promotional opportunities, and level of work-life balance affected employee job satisfaction (Javed et al 2012, Byers & Bue 1998), Moorhead & Griffin 1999, Keir 2016).

According to Smith, Kendall & Hulin (1968), all sources of job satisfaction fall into two categories: intrinsic and extrinsic satisfaction. Intrinsic sources originate from within the individual and have psychological value. Such satisfactions are essentially self-administered. In contrast, extrinsic sources of satisfaction originate from the environment (outside the individual). Forces beyond the individual's control (e.g., job security and fringe benefits) determine the frequency and magnitude of extrinsic satisfaction. In addition, some sources of satisfaction serve a dual purpose; that is, they can be extrinsic or tangible in nature while having intrinsic or psychological value because of what they symbolize. (Keir (2016), Smith et al. (1968),

Control variables

Control variables are variables that may also influence the dependent variables. In a research it has to be controlled to avoid exaggerating the influence of the independent variables on the dependent variables. In the current study, the following control variables were taken into consideration: age and job tenure since these variables could affect organizational citizenship behavior. Holding these variables constant was necessary in order to see whether there is a relationship between employees' perception of the HR practices and extra-role performance towards the organization. It is expected that older employees and employees working longer in a firm are more likely to engage in OCBs. These variables were chosen based on earlier research which investigated extra-role performance. Organ and Konovsky (1989) proved in their research that the older the employees are and the longer the job tenure in an organization the more positive behaviors they will demonstrate towards their organization.

Theoretical framework

In this study we proposed that job satisfaction is significantly related with organizational citizenship behavior. Theories abound that supported this. They are the motivation theories, Social Exchange Theory, and The Ability, Motivation and Opportunity (AMO) theory.

Herzberg Two Factor Theory of Motivation.

Berelson & Steiner in Koontz, 'Donnell & welheriah (1964) defined the term motive as "an inner state that energizes, activates and moves (hence motivation), and that directs or channels behavior toward goals". This therefore means that a manager motivates his subordinates by engaging in those things that satisfy them on the job especially in the areas of meeting their needs, wants and desires Koontz et al (1964) presented this motivation satisfaction chain as a chain reaction that starts with felt needs resulting in wants or goals sought which leads to desires for satisfaction of wants, and ends with eventual satisfaction of wants or goals (Koontz et al (1964).

This leads to the phenomenon of motivator which Koontz et al (1964) defined as some things that influences an individual to behave in certain way. Herzberg and colleagues succinctly explained how motivation leads to satisfaction with the so called Two-Factor theory where they came up with what was classified as maintenance or dissatisfiers, and satisfiers or motivators. The two-factor model of satisfiers and dis-satisfiers was developed by Herzberg, Mausner & Synderman (1957) following an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers in an organization. In their study, participants were asked to state the times during which they felt exceptionally good and exceptionally bad about their jobs and how long their feelings persisted. These groups form the two factors in Herzberg's model: one consists of the satisfiers or motivators and the other consists of dissatisfies. The dissatisfies include those factors he also christened hygienic factors (company policy and administration, supervision, working conditions, inter personal, status,

salary, job security and personal life)whose presence is necessary in the organization since its absence will lead to employee dissatisfaction with his job. The other group he calls the motivators or satisfiers whose presence in the organization will ultimately lead to job satisfaction. These factors include achievement, recognition, challenging work, advancement and growth in the job (Armstrong (2006), Herzberg et al (1957)

Social Exchange Theory

According to Organ (1990), the basis of the relationship between job satisfaction and OCB is social exchange theory. This theory states that the existence of certain conditions in an organization predisposes people to reciprocate those who benefit them. Belau (1964) argued that the relationship between employee and organization is based on exchange relationship that is both social and economic in form. The key to social exchange theory lies with the norms of reciprocity according to Shapiro (2002) to which people feel obligated to respond positively when treated favorably by others. Social exchange theory emphasizes the socio-emotional aspects of the Relationship between employee and organization, including feelings of obligation while economic aspect of this exchange dwelt on tangible means of exchange such as pay and benefits (Shore, Tetrick, Lynch & Barksdale, 2006; Song, Tsui, & Law 2009). Reciprocity is seen as the key component of this exchange. At high level of social exchange relationships employees are motivated to engage in behaviors that have favorable consequences for their organizations by feeling obligated to support their organization's wellbeing (Lavelle, Rupp, & Bruckner, (2007). The norms of reciprocity manifest in employees behavior when he or she feels satisfied on the job. When people are satisfied with their jobs, they will reciprocate with positive behaviors to benefit the organization in return ,most times ,far beyond their in -role activities and engage in extra role behaviors(organizational citizenship behavior) . This theory supported our finding that job satisfaction mediates the relationship between Human resources practices and organizational citizenship behavior.

Empirical Review.

A number of empirical studies abound linking job satisfaction and organizational citizenship behavior around the world.

In Nigeria, empirically study of the impact of organizational citizenship on job satisfaction among administrative staff of Osun state owned tertiary institutions by Itiola, Adebayo & Alabi in 2014 showed that all dimensions of OCB have significant impact on job satisfaction with stronger relationship exhibited by the dimensions of sportsmanship and civic virtue. However, findings from the study showed that all dimensions of OCB as predictor variable accounted for 86.9% variance of job satisfaction (Itiola et al. (2014).

A study by Sunaryor & Suyono that examined a model of the relationship between public service motivation, job satisfaction and organizational citizenship behavior in Indonesia involving public servants showed that motivation has a positive and significance impact on job satisfaction and that job satisfaction has relationship with organizational citizenship behavior. This means therefore that employee motivation can mediate the relationship between job satisfaction and organizational citizenship behavior (Sunaryo and Suyono (2013). This means that employee who is motivated on his job can also have job satisfaction.

An exploratory survey study by Tabatabael, Takapoo & Leilaeyoun on the relationship between job satisfaction and organizational citizenship among nursing staff of social security hospitals in Isfahan province of Iran disclosed that if job satisfaction is increased, organizational citizenship behavior is enhanced significantly (Tabatabael et al.2014). This gives credence to assertions that a satisfied employee in a better position to go beyond the norms in performing his duties.

Empirical study of group of companies in Turkey by FarukUnal on the relationship between dimensions of organizational citizenship behavior and the facets of job satisfaction showed that the facets of job satisfaction have various impact on dimensions of organizational citizenship behavior. Facets of job satisfaction used were job itself, co-workers, supervision,

company policy, pay and promotion while dimensions of organizational citizenship behavior used in the study were altruism, courtesy, civic virtue, conscientiousness and sportsmanship. (Unal (2013).

Arif & Chohanin in 2012 studied the relationship between job satisfaction and organizational citizenship behavior among employees working in banking sector of Pakistan economy based on Herzberg's two factor theory of job satisfaction and dimensions of organizational citizenship behavior comprising interpersonal help , individual initiative, personal industry and loyal boosterism . They discovered that both variables are highly correlated and that job satisfaction accounted for 57.2% of organizational citizenship behavior among bank employees (Arif & Chohan (2012).

Gaps in the literature

Organizational citizenship behavior has not been well studied as shown by few published work on it in Africa and in Nigeria in spite of the need for it if organizations in Africa are to survive intense competition in the global market structure.

There are preponderance of published works on human resources practices and the relationship with organizational outcomes in advanced countries and third world countries of Asia. The same cannot be said of Africa **continent** which have so far recorded few published research works on them. That means organizations in Africa either are adapting their human resources practices from developed nations that invariably is unsuitable in African environment or utilizing a very poor form of human resources practices that is not enabling enough if organizations in Africa are to stand out of the crowd and survive the effect of globalization and increasing sophistication in consumer taste. Again, it goes to demonstrate the reason why the knowledge and understanding of Human resources practices and organizational citizenship behavior in Africa is yet to be deepened enough to create an impact on individual performance and organizational profitability.

Most of the published researched works on human resources management practices have been on its relationship with organizational performance. However, few works have been done on investigating the relationship between various organizational outcomes with each other.

There is glaring dearth of research works on job satisfaction and employees 'organizational citizenship behavior in Nigerian university teaching hospitals needed to improve the performance of these hospitals and engender public trust and patronage while diminishing the human capital flight overseas

Methodology

This study was a survey study, using a structured questionnaire survey administered on employees of three teaching hospitals in South East, Nigeria (the University of Nigeria Teaching Hospital at Ituku Ozalla, ESUTH Teaching Hospitals at Parklane, Enugu, and Imo State Teaching Hospital AT Orlu, Imo State Respectively). Our main source of data collection was the primary source. The population for this study was the employees of University Teaching Hospital in Ituku Ozalla, ESUT university teaching hospital, Park lane, Enugu and Imo State Teaching Hospital, Orlu in Imo State, Nigeria. These populations were 12000

Cochran (1963) method of determining sample size was used to determine the appropriate sample size for this study ($n = z^2 Npq / (Nex + z^2 pq)$). A total of 372 copies of Questionnaires were produced and administered on the respondents proportionally according to population of each case organizations. we purposively selected respondents based on their ability to understand and respond to the questionnaire items. Educational level, nature and length of service of employees were among the criteria for selecting purposively.

Job satisfaction was measured as compound word using the short form Minnesota Job satisfaction Questionnaire (MSQ). This instrument was developed by Weiss, Devis, England & Lofquist (1967). Respondents were asked to respond to question items according to their level of satisfaction

with the job ranging from very satisfied (5) to very unsatisfied (1). The overall satisfaction of each respondent was measured by calculating the mean scores of all items in the questionnaire. The total items in Minnesota Job satisfaction Questionnaire were 20.

Organizational citizenship behavior measuring instrument used was adapted from the work of Podsakoff & colleagues (1990) based on the original measurement from Organ (1988) that comprised the five dimension of organizational citizenship behavior of altruism, conscientiousness, sportsmanship, courtesy and civic virtue. The scale contains 24 questions covering all the five dimensions of OCB thus; conscientiousness 5, sportsmanship 5, civic virtue 4, courtesy 5, altruism 5. Respondents responded to question items in likert scale of 5 ranging from very strongly agree (5) to strongly disagree (1)..

The use of measuring instruments that have been widely used by others and have been acclaimed internationally as valid in terms of validity and reliability assured the validity and reliability of our measuring instruments. We also tested for compliance to the assumptions of regressions.

Hypotheses testing

HA : Employees who has job satisfaction will display organizational citizenship behavior in teaching hospitals in South East Nigeria

We tested the hypothesis using hierarchical/sequential multiple regression analysis. Organizational citizenship behavior is the dependent variable and job satisfaction was the independent variables. Age and organizational tenure were the control variables. To establish relationship and power of each independent variable in predicting the dependent variable, we used R², R² change and Beta value. Beta value explains how the independent variables predict the dependent variable while R²change shows the contribution of each independent variable to changes or variances in the dependent variable.

The first step in the regression is the entry of the control variables. Organizational citizenship behavior was entered as the dependent variable

and control variables entered as independent variables. This step was necessary to avoid exaggerating the effect of independent variable on the dependent variable since control variables may also affect or predict the dependent variable. Their effect has to be first determined and controlled before moving to the next step in the regression analysis.

The second step is the entry of job satisfaction as one of the independent variables while OCB still remained the dependent variable. The results are shown in table below

Independent Variable	R	R2	R2 change	β	DF	F	SIG	Dependent variable
Age Tenure	.286	.082	-	.280 .053	2.258	11.488	.000 .000 .376	OCB
Age Tenure JS	.306	.094	.012	.269 .034 .112	3.257	8.861	.000 .000 .568 .067	OCB

Multiple regression analysis was used to test if there is significant relationship between the control variables (age and tenure) and OCB. The results of this first regression indicated that the two control variables (age and tenure) explained 8.2% of the variance in OCB ($R^2=.082$, $F(2,58)=11.488$), $p \leq 0.001$). It was found that age significantly predicted OCB ($\beta=.280$, $p \leq 0.001$). The results also showed that tenure is not a strong predictor of OCB ($\beta=.053$, $p \geq 0.376$).

The result of the second regression indicated that job satisfaction together with age and tenure explained 9.4% of the variance in JS ($R^2=.094$, $F(3,257)=8.861$, $p=0.000$). The entry of JS contributed in improving the model ($R^2\text{change}=.012$). The results also showed that JS is a strong predictor of OCB ($\beta=.112$, $p=0.067$). Thus, the hypothesis that **employee who has job satisfaction will display organizational citizenship behavior in teaching hospitals in South East Nigeria is accepted.**

Discussion of Results

A key finding from this study is that when employee has job satisfaction, he will display organizational citizenship behavior at workplace. This finding is in line with previous research findings in literature which indicated that significant relationship existed between job satisfaction and organizational citizenship behavior: (Funda, Orzurki (2010), Wanne Saepung, Sunnnta (2011), Reno-Jao (2011), Intaraprsoonet. al(2012) , Amna& Aisha(2012), Sunaryo and Suyono(2013), Tabatabael et al(2014), and Itiola & Alabi(2014). These results can be explained by the fact that when an employee is motivated, he is bound to be satisfied, and in that positive state of mind will display it in his character toward the organization including a drive to display organizational citizenship behavior toward the organization, himself, and his colleagues at work. Put in another way, a well-motivated employee is likely to be a satisfied employee and a satisfied employee may be in a better position emotionally to display organizational citizenship behaviors. Motivational theory such as the one from Herzberg et al (1957) also backed and explained our

findings. The theory of motivation- hygienic factors calls for managers to engage in human resources practices that improve on job satisfaction especially the ones that improve on job contents, recognizes employee contributions ,better compensation system, and fair and un-jaundiced appraisal system. Etc.

Summary of Findings, Conclusion, Recommendation, Contribution to Knowledge and Suggestion for Further Studies

Summary of Findings

There is significant positive relationship between Job satisfaction and organizational citizenship behavior. Job satisfaction accounted to the variance in organizational citizenship behavior by 1.2% and significantly predicted it too (β -value .112)

The study showed that employee who has job satisfaction will display organizational citizenship behavior in University Teaching hospitals in South East Nigeria. Job satisfaction significantly predicted organizational citizenship behavior (β -value .112)

Conclusion.

Organizational citizenship being a new concept in human resources management has not been well investigated even when it is crystal clear that such behavior is urgently needed by organizations, both public and private. The increasing globalization with its attendant stiffer competition makes this kind of behavior imperative. The teaching hospitals highly needed these to wriggle out of the brain drain problem facing them and to improve performance. Statutory in-role functions alone can no longer lead organizations to greater productivity. Extra-role functions that are mostly spontaneous, voluntary and non-remunerative but do contribute to organizational effectiveness are complementarily in dare need if organizations are to survive the negative effect of globalization, stiffer competition and increasing sophistication in consumer taste, and for

teaching hospitals, the increasing menace of human capital flight overseas by doctors and nurses.

Recommendation.

We recommend for University Teaching Hospitals new HR practices that make employees display OCB. Statutory duties alone cannot help organizations improve in their performance. OCB is needed as a powerful lever for shaping and improving organizational performance. Therefore, to foster Teaching hospitals performance in a sustained manner, there is need to review the current HR practices and upgrade them to the level that will foster organizational citizenship behavior.

The results showed that job satisfaction have significant positive relationship with employee organizational citizenship behavior. We recommend a human resources practices that continuously invest in programs, processes, and systems, which target job satisfaction in a way that will elicit organizational citizenship behavior from its employees.

Contribution to Knowledge.

The study broadened the knowledge of the term Organizational citizenship behavior construct in Human Resources Management and laid the foundation for further research studies on it in Africa.

Study of the relationship between human resources practices and organizational outcomes were done more in the developed countries than in Africa. This study closed this gap by contributing to the literature on the relationship between human resources management practices (HRP) and organizational citizenship behavior (OCB) in Africa. This will further awaken research interest on them in the continent.

Suggestion for Further Studies.

The current study was a cross sectional survey. This type of survey collects data in a single point in time. Due to its cross sectional nature, causality cannot be determined. We therefore recommend that future study of this

type should be longitudinal so that causality can be inferred. The impact of changes in time and environmental changes for instance, can be factored in. The present study has the limitation of methodical bias in that data collection involved self-reporting by the respondents on their perception of job satisfaction and OCB. The choice of collecting data with self-reported measures may lead to the common method variance and thus inflation of the reported relationships between independent and dependent variables. The respondents may distort the results to maintain consistency in their responses to the questions or to present themselves in a favorable light, regardless of their true feelings or to avoid being punished by the authority (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003). This researcher is recommending that future research of this type should source for data through multiple ways such as from supervisors or secondarily from preexisting data from establishments to increase its reliability.

The researcher obtained data from all segments of the employees of the case organizations by considering the perceptions of both the lower and managerial level staff. Because the perceptions of managerial staff might differ substantially from those of lower level non-managerial employees on various dimension of OCB and Job satisfaction constructs we recommend that future research of this type should consider perceptions by rank and status of University teaching hospitals staff

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