An investigation of the relationship between job satisfaction, organizational citizenship behaviour and satisfaction with life of employees in Windhoek, Namibia

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ABSTRACT

When employees are satisfied with their lives, the satisfaction spill over to their work life and help them to engage in helping behaviour. This study investigated the relationship between job satisfaction, organisation citizenship behaviour and satisfaction with life of employees in the Khomas Region. The sample consisted of n=151 secondary school teachers and n=150 NamPower employees. The questionnaire consisted of the Job Satisfaction Survey (JSS), the Organizational Citizenship Behaviour Checklist (OCB-C) and the Satisfaction with Life (SWL) scale. The findings revealed a negative relationship between job satisfaction and OCB-I (individual). A positive relationship was reported between job satisfaction and OCB-O (organisation). Job satisfaction reported a positive relationship with satisfaction with life. OCB-I and OCB-O reported positive relationships with satisfaction with life. This study recommends the need to focus on enhancing job satisfaction since it will increase satisfaction with life, OCB-I and OCB-O of employees. This can be done by implementing team building to strengthen relationships between supervisors and co-workers. Decision making, rewards, promotion and supervision should be fair and adequate. Possible interventions could focus on the increase of incentives, salaries or benefits, and recognition through employee of the month initiatives. It is further recommended that supervisors receive leadership training to enhance effective leadership at the workplace.

Introduction

Organisations focus on achieving growth, accessing new markets and improving their competitive advantage. Organisations can't achieve this without their key resources which are their employees (Rizwan et al., 2012; Sovovic, 2017). Organisations should focus on keeping their most precious resources in good conditions so as to maximise their performance. Savovic (2017) stated that organisations focusing on employee attitudes help them determine the level of commitment and performance. When employees are satisfied with the relationship they have with the organisation or the organisation is commitment to their employees' well-being, it will affect the employees' performance positively and the employees would go the extra mile in their work (Yin Ho, Gaur, Chew, & Khan, 2017). Different aspects of the job impact employees differently.

One of the factors that play a role in employees' level of satisfaction is job satisfaction. Thiruchelvi and Supriya (2009) defined job satisfaction as an evaluation of a person's job and work content. Job satisfaction is usually linked with employee work place attitudes such as organisational involvement, how co-workers, customers and managers relate, attachment, absenteeism and motivation (Tumen & Zeydanli, 2016). The different aspects of the job hold varied degrees of importance to each employee.

Job satisfaction is a factor that's part of satisfaction with life. Life satisfaction is the positive consequence of satisfaction with life domains like family, health, work and satisfaction on the effect of the environment (Rode, 2004). Most humans' priority in their lives is their careers. Career satisfaction, happiness and life satisfaction are

related to each other (Herbell & Bustis-Chaves, According to Salas-Vallina, Alegre and Fernandez (2017) organizational citizenship behaviour (OCB) is a person's voluntary or non-compulsory behaviour that goes beyond an individual's contract responsibility in an organisation. Some employees are willing to do things even if they are not expected to do them (Marques & Janik, 2016). The job attitudes an employee is experiencing about their work and work environment likely impacts on OCB.

Positive outcomes give employees satisfaction in their jobs which gives a sense of accomplishment, and employee attitudes form part of the workplace atmosphere which contributes to how employee satisfaction and performance is formed (Tumen & Zeydanli, 2016). Employee satisfaction correlates to attitudes such as life satisfaction (Rode, 2004). The manner in which employees act and behave in an organisation influences the way they view life (life satisfaction).

Organisations should invest a lot in the development of their employees to increase efficiency and effectiveness for an increase in organisational productivity (Rizwan et al., 2012). This study investigated the relationship between job satisfaction, organisational citizenship behaviour and satisfaction with life of employees in the Khomas Region, Namibia. By making use of questionnaires, this study found a positive relationship between job satisfaction, organizational citizenship behaviour, and satisfaction with life of employees. The paper will draw some conclusions based on the findings and literature before making some recommendations for the workplace.

MATERIALS AND METHODS

Research design

This study used the non-experimental research design which is a descriptive design since it will help explain the characteristics of a situation (Kothari, 2004). This study made use of a questionnaire to collect data. It is easier to administer; it is good at measuring different variables at once, and it can assess a big sample (Maree, 2016). Survey research collects information on respondents' self-evaluation of their own behaviours and attributes.

Population

The study considered a sample of n=151 teachers from public secondary/high schools (Acacia, Agustinium, Cosmos, Dawid Bezuidenhout, Eldorado, Ella Du Plessis and Khomastura) in the Khomasdal area (Windhoek, Namibia), and a sample of n=150 Nampower employees in Windhoek. Convenience sampling which is a non-probability sampling technique was used because of time limit, access and availability (Maree, 2016). A sample of n=151 teachers and n=150 Nampower employees responded to self-administered questionnaires. A total of 320 questionnaires were handed out, 301 questionnaires were completed and returned (response rate = 94%).

Research instruments

The survey contained four sections: the first section looked at the respondent's demographic characteristics such as age, gender, education, years in the industry, how many dependents and marital status.

Section two focused on the *Satisfaction with Life Scale* (SWL) which looked at positive feelings in the respondent's daily life, developed by Diener, Emmons, Larsen, and Griffin (1985). The SWLS has five items which are rated on a Likert scale from 1 (strongly disagree) to 7 (strongly agree). Example items include; '*In most ways my life is close to my ideal*' and *'if I could live my life over I would change almost anything'*. SWLS was developed to assess a respondent's satisfaction with his/her whole life, by using the persons own criteria (Pavot & Diener, 1993). In a study done by Lucas-Carrasco, Outdsten, Eser, and Power (2014) the SWLS reported a high internal consistency reliability ($\alpha = 0.81$), while in Galanakis, Lakioti, Pezirkianidis, Karakasidou, and Stalikas (2017) reported an internal consistency reliability of $\alpha=0.86$.

The third section included the *Job Satisfaction Survey* (JSS), which was developed by Spector (1985). It has 20 items that are rated on a Likert scale ranging from 1 (disagree very much) to 6 (agree very much). The 20 items focused on variables such as pay, promotion, rewards/benefits, co-worker and supervisor relations and workplace environment. Items like '*I feel I am being paid a fair amount for the work I do*' focusing on pay; '*there is really too little chance for promotion on my job*' which focuses on promotion; '*my supervisor is unfair to me*' focuses on relationship with supervisor; and '*I enjoy my co-workers*' relates to co-worker relations. Kim, Murrmann and Lee (2009) reported an internal consistency of $\alpha=.83$ while Astrauskaite, Vaitkevicius and Perminas (2011) reported an internal consistency of $\alpha=.75$ for pay, $\alpha=.73$ for promotion, $\alpha=.82$ for supervision and rewards $\alpha=.76$.

The forth section focused on the *Organizational*

Citizenship Behaviour Checklist (OCB-C) which was developed by Fox, Spector, Goh, Bruursema, and Kessler (2009). It has 20 items that are rated on a Likert scale from 1 (never) to 5 (everyday). Items like '*picked up a meal for others at work*', '*lent a compassionate ear when someone had a work problem*' concentrate on the organizational citizenship behaviour directed to the individual while '*Offered suggestions for improving the work environment*', '*Gave up meal and other breaks to complete work*' refer to organizational citizenship behaviour directed to the organisation. Galic, Gabovac, Gotvald and Jerneic (2016) found internal consistency reliability of α=.89, and in another study the consistency reliability was α=0.91 and α=0.86 (Krester & Stanoeva, 2013).

Data analysis

The data was analysed using SPSS (2016); the internal consistency of the instruments was measured by Cronbach alpha. Means and standard deviation was reported for each dimension and variable. A good technique to examine the relationship between job satisfaction, organizational behaviour and satisfaction with life is the Pearson correlation technique. The Pearson correlation technique helped with finding the strength and direction of the relationship (Beins & McCarthy, 2012).

Research ethics

As part of the cover letter, the questionnaire included a confidentiality clause explaining that no names will be used and that the respondents did not have to participate in the study if they did not wish to and that they could withdraw from the study at any time. The respondents were allowed time and completed the questionnaires after working hours. Ethical clearance was obtained by The University of Namibia. Permission to conduct the study was obtained from the Ministry of Education, Arts and Culture and Nampower Namibia.

RESULTS

The data collected were analysed using SPSS. This study investigated the relationship between job satisfaction, organisational citizenship behaviour and satisfaction with life of employees in the Khomas Region, Namibia. The findings are presented in the following section.

Descriptive statistics

The sample consisted of 151 teachers and 150 Nampower employees from the Khomas region. The majority of the sample were females (56.1%, n=169) and aged between 36-40 years (21.3%, n=64). The majority of the sample obtained an Honours degree (40.5%, n=122) and 40.9% (n=123) of them had 1-2 dependents. The rest of the biographical information can be obtained from Table 1 below.

Table 1: *Biographical Details of Sample*

Category:	Item:	Frequency:	Percentage:
SEX:	Male:	132	43.9
	Female:	169	56.1
AGE:	Below 24:	18	6.0

		24-28	52	17.3
		29-31	33	11.0
		32-35	56	18.6
		36-40	64	21.3
		41-45	42	14.0
		46-50	26	8.6
		51 and older	10	3.3
TENURE:		Less than 1 year	14	4.7
		1-2	30	10.0
		3-4	40	13.3
		5-6	46	15.3
		7-8	26	8.6
		9-11	43	14.3
		12-15	52	17.3
		16 and more	48	15.9
		Missing responses	2	0.7
QUALIFICATIONS:		Grade 12	5	1.7
		Certificate	2	0.7
		Diploma	28	9.3
		Degree	105	34.9
		Honours Degree	122	40.5
		Master's Degree	37	12.3
		PHD	2	0.7
NUMBER OF DEPENDENTS (children):		None	86	28.6
		1-2	123	40.9
		3-4	75	24.9
		5-6	12	4.0

	7-9	3	1.0
	Missing responses	2	0.7
MARITAL STATUS:	Single	139	46.2
	Married	139	46.2
	Divorced	17	5.6
	Widowed	4	1.3
	Missing responses	2	0.7
ORGANISATION	Schools	151	50.2
	Nampower	150	49.8
TOTAL:		**301**	**100.0**

Table 2 indicate that a mean score of 40.47 were reported for the job satisfaction scale, standard deviation of 17.77 and a Cronbach alpha of .71. The OCB-I scale reported a mean of 20.40, SD=5.34 and Cronbach alpha of .75. The OCB-O scale reported a mean of 12.82, SD=3.38 and Cronbach alpha of .70. The SWL scale reported a mean of 23.20, SD=6.46 and Cronbach alpha of .81.

Inferential statistical

Job Satisfaction reported a negative relationship with OCB-I ($r = -0.01$, $p < 0.05$; small effect);

Item:	Mean	SD	α	1	2	3	4
JS	40.47	17.77	.71	-			
OCB_I	20.40	5.34	.75	-.01	-		
OCB_O	12.82	3.38	.70	.05*	.68++	-	
SWL	23.20	6.46	.81	.18*	.17*	.12*	-

a positive relationship with OCB-O ($r = 05$, $p < 0.05$; small effect) and with SWL ($r = .18$, $p < 0.05$; small effect). OCB-I reported a positive relationship with OCB-O ($r = .68$, $p < 0.05$; large effect), and OCB-I reported a

positive relationship with SWL (r = .17, p < 0.05; small effect). OCB-O reported a positive relationship with SWL (r = .12, p < 0.05; small effect).

Table 2: *Descriptive statistics and Pearson rank order correlation*

Statistically significant: $p \leq 0,05$

[+] Practically significant correlation (medium effect): $0,30 \leq r \leq 0,49$

[++] Practically significant correlation (large effect): $r \geq 0,50$

DISCUSSION

This study confirmed that there is a negative relationship between job satisfaction and organizational citizenship behaviour (individual). This means that when an employee's job satisfaction increases, the employee is likely to engage less in organizational citizenship behaviour (individual). Considering the weak relationship reported, this finding should be interpreted with caution. Research shows that the job satisfaction is positively related with organizational citizenship behaviour (Mohammad, Seturch, & Hossien, 2014). When employees are satisfied with their jobs, they engage in extra-role behaviour (Chinomona & Dhurup, 2016).

A positive relationship between job satisfaction and organizational citizenship behaviour (organisation) was reported in this study. When an employee is satisfied with their supervisor, the work itself, interaction with co-workers, pay, and promotion opportunities, their citizenship behaviour (organisation) will increase. When there are good

similar and showed that when the citizenship behaviour increases, the satisfaction with work also increases.

Job satisfaction reported a positive relationship with satisfaction with life. This explains that when employees are satisfied with the aspects of their work, it will affect their overall life satisfaction. If an employee experiences life satisfaction or satisfaction in some domains of their life, this will affect their job satisfaction, how they view their work, supervisor relationship, and intrinsic benefits (Mishra, Nielsen, Smyth, & Newman, 2014).

This study reported a positive relationship between organizational citizenship behaviour (individual and organisation) and satisfaction with life. When employees engage in helping behaviour, they tend to experience higher levels of satisfaction (Mohammad et al., 2014). This study also showed that there is a link between job satisfaction, organizational citizenship behaviour

and satisfaction with life. When an employee is satisfied with their supervisor, have a supportive environment and see fairness with the opportunities and rewards given in the organisation, they will behave in a citizenship manner, and they are more likely to be happy or satisfied in their overall life.

CONCLUSION

This study found a positive correlation between job satisfaction, organizational citizenship behaviour and satisfaction with life. For employees to provide quality and effective work, they have to be satisfied with their work, engage in organizational citizenship behaviour and feel satisfied with their lives. This is achieved through having good relationship with supervisors, amongst colleagues, good rewards and opportunities for development. This will increase helping behaviour directed to the individual, the organisation and will in the end affect the employees' overall satisfaction with life positively.

RECOMENDATIONS

This study recommends that the relationship between employees, colleagues and supervisors be strengthened through team building (Aga, Noorderhaven, & Vallejo, 2016) and through language that is motivating (Mayfiled, Mayfiled, & Sharbrough III, 2015). Good relationships help with reducing employees' feelings of uncertainty and them feeling vulnerable (Elstad et al., 2012).

Policy makers should look into increasing incentives/bonus. A study done by Shikalepo and Van der Merwe (2018) found that financial incentives for employees will influence their performance. Merit pay (pay for performance) is one way to encourage employee performance

because employers will be able to know their best and worst performing employees so as to provide motivation to employees and also help those that need to improve (Rehman & Ali, 2013). It also helps when employees are paid competitive wages and when there is internal competitiveness and industry competitiveness. This will ensure that talented employees are attracted to the organisation and want to remain at the organisation because they experience job satisfaction. When employees are paid fairly, they would also be able to pay for their living expenses, support their families, and pay for entertainment and leisure, increasing life satisfaction and job satisfaction. If organisations are able to provide employees with competitive benefits such as medical aid, social security, healthy pension packages, employees would experience job satisfaction and work towards the goals and objectives of the organisation (organizational citizenship behaviour).

Another recommendation relates to focusing on opportunities, recognition and career development opportunities in the workplace like having *employee of the month* reward programmes and establishing a learning environment by making sure there is continuous learning and development of skills for an employee (Yan, 2018). Organisations need to establish clear paths for development and promotion. Once employees join an organisation, it's the responsibility of the organisation (immediate supervisor) and employee to set up a career development path. This will ensure that employees know what is expected from them to advance within the organisation and know what they are working towards (five year plan).

Organisations may also assess the working environment to identify the factors that cause employee stress but also identify the factors about the organisation that encourage employees, and promote these factors. Efforts to enhance the meaningfulness of work performed may also influence job satisfaction. When employees are provided with feedback, allowed to engage in decision-making, engage interesting, exciting and challenging tasks, they may experience higher levels of psychological meaning. Employees would experience job satisfaction, engage in organizational citizenship behaviour, experience higher levels of life satisfaction and are likely to offer higher levels of organisational performance.

Leaders need to go for effective leadership training because effective leaders experience a higher level of self-perception, foster collaboration, build collective capacity, encourage joint problem solving and develop healthy interrelationships (Naicker & Mestry, 2016). Knowing how to encourage employees in terms of their skills and capabilities will increase the quality and number of effective organisational outcomes (Rehman & Ali, 2013). This can be increased by focusing on the antecedents of job satisfaction (a supportive, fair and good environment) to increase organizational citizenship behaviour (individual and organisational) and satisfaction with life.

The on-boarding or induction process of organisations should also be conducted effectively for new employees. Once employees know what to expect; what will lead to promotion and development; what is expected from his/her job role, and what organisational policies and procedures entail, they would be better prepared when joining an organisation. Regular information sessions about organisational policies may also help to educate and inform employees. This may help to clarify doubts, provide new information and ensure that employees don't have unrealistic or mismanaged expectations from the organisation; together, these could lead to job dissatisfaction or reduced levels of organizational citizenship behaviour (Pieters, 2018).

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