**THE INFLUENCE OF JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIORS OF LECTURERS OF HIGHER INSTITUTIONS IN KATSINA STATE NIGERIA**

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**ABSTRACT**

*This study is aimed at examining the relationship between Job Satisfaction (JS) and Organizational Citizenship Behaviors (OCB) of lecturers of higher institutions in Katsina State Nigeria. Four hundred and three participants were used in the study. The study used job satisfactions and organizational citizenship behavior questionnaires to get the needed data. All the questionnaires were adopted and adapted. To analyze the data gathered descriptive statistics and multiple regression analyses were used using Special Package for Social Science Research (SPSS) version 20.0. The findings indicate that Job Satisfaction statistically and significantly predict Organizational Citizenship Behaviors of lecturers of higher institutions in Katsina State Nigeria (R2 .49). The findings stress the need for heads of higher institutions to come up with means of enhancing satisfaction of their followers in order to motivate and encourage them to exhibit Citizenship Behaviors in their respective institutions. The findings add to the existing literature especially in Nigeria where little was written on the area.*

**Keywords:**  **Job Satisfaction, Organizational Citizenship Behavior, Higher Institutions, Katsina State, Nigeria.**

**Introduction**

Higher education is the type of education students received after successful completion of secondary schools. It is provided in monotechnics, polytechnics, colleges of education and universities. Higher education is aimed at availing the recipients with good values, skills and knowledge for their development and society at large. In addition, it is intended to promote national unity and cohesion (FGN, 2004).

In Nigeria, tertiary education like other levels of education is bedeviled with a lot of challenges. These challenges include lecturer’s turnover, poor remuneration, and industrial disharmony among others. To minimize some of these challenges there is need for the stakeholders; e.g. head teachers, ministry of education officials etc. to ensure that good working environment is put in place in order to enhance the lecturers’ commitment and satisfaction which will encourage them to exhibit citizenship behaviors for the overall benefits of their respective institutions.

Organizational Citizenship Behaviors have been described by different authors in different ways. They are defined as behaviors which cannot be formally prescribed in advance but powerful in enhancing the organization’s effectiveness (Paramasivan, 2015). Behaviors that are not rewarded but contribute immensely to the smooth running of the organization (Nadim, . Hassan, Abbas,. & Naveed, 2016), discretional behaviors that differ from the formal roles employees perform that uplift the organizational effectiveness (Sesan, & Basin, 2012)

Oplatka, (2009) argues that organizational citizenship behavior is performed in order to enhance the welfare of individual, group and organization. Additionally, employees who exhibit organizational citizenship behaviors endure reasonable inconveniences, readily offer useful suggestions, assist colleagues, and significantly contribute towards the smooth running of their place of work (Dipaola, & Costa-Neves, 2009).

The objective of this study therefore is to examine the influence of job satisfaction on lecturers’ organizational citizenship behaviors in higher institutions in Katsina state Nigeria.

**Job Satisfaction and Organizational Citizenship Behaviors**

Job satisfaction is regarded as how contented a worker is with his present job. It is also regarded as a feeling by an employee that the job meets his material, social and psychological needs (Olawale, Ilesanmi,. & Olarewaju, 2016) .According to Zeinabadi, (2010) job satisfaction is a two dimensional concepts. The dimensions are; intrinsic job satisfaction which is linked to the satisfaction an employee receives from the work itself and extrinsic job satisfaction which relates to the satisfaction an employee exhibit because of work conditions, policies and praise which are not related to the job itself.

Several studies reveal that job satisfaction predicts organizational citizenship behaviors of organizational employees. Cek, & Eyupoglu, (2020) in their study of high school teachers in Cyprus found that there is significant and positive relationship between job satisfaction and organizational citizenship behaviors. In addition they discovered that intrinsic job satisfaction is the best predictor of OCB. Similarly, Zeinabadi, (2010) in her study on job satisfaction as antecedents of OCB of teachers in Iran found that job satisfaction statistically and positively predicts OCB. She also found that intrinsic job satisfaction relates well with OCB compared to extrinsic job satisfaction. Other studies that established relationship between job satisfaction and OCB include, Mitonga-monga, Flotman, & Cilliers, (2016), Motalebi & Marşap, (2020), among others. Base on the above, this study hypothesized that

H1. Job satisfaction significantly and statistically predicts organizational citizenship behaviors of lecturers of higher institutions in Katsina State.

H2. All the sub-scales of job satisfaction (extrinsic and intrinsic) are good predictors of organizational citizenship behaviors of lecturers of higher institutions in Katsina State.

**Methods**

**Design**

In this study cross-sectional survey design was used. The design was used because of its popularity especially in social sciences, humanities and education studies. Additionally, cross-sectional design is useful when relationship between two or more variables is to be established (Creswell, 2014).

**Participants**

Four hundred and fifty questionnaires were distributed to lecturers of tertiary institutions in Katsina State, out of which 420 equivalent to 93% were returned.. After sorting questionnaires with much missing information 403 questionnaires were finally used in the study. As argued by scholars if a quite number of questions were left unanswered by the participants it is better to remove them from the data set (Creswell, 2014).

Out of the 403 participants 246 or 61% were males and 137 or 39% were female. With regard to marital status 244 or 60.5% were married while 159 equivalents to 39.5% were single. On working experience 78%, 16% and 06% have 1-10 years, 11-20 years and 21-35 years working experience respectively. The ages of the participants ranges from 18 to 65 years.

**Instruments used in the study**

In order to get the data needed for the study two questionnaires were used. The questionnaires are Job Satisfaction questionnaire (JSQ and Organizational Citizenship Behavior Questionnaire (OCBQ)). The questionnaires were adopted and adapted. The Job Satisfaction Questionnaire (JSQ) has two dimensions, namely, intrinsic and extrinsic job satisfaction. Some of the items of the questionnaire are; employees received adequate training to do their job well and the payment of salary is very close to our expectations for intrinsic and extrinsic job satisfaction respectively. The questionnaire was adopted from Yeh, (2010).

Organizational Citizenship Behavior questionnaire was adopted from Smith,, Organ, & Near, (1983). The questionnaire has three dimensions. The dimensions are OCB towards the school, OCB towards team (colleagues) and OCB towards the students. Some of the items of the questionnaire are; I attend functions which help the school image, I help other staff who have heavy work load and I stay in the class during break to listen to the students for OCB towards school, OCB towards colleagues and OCB towards school respectively.

**Findings**

The table below reveals the mean, standard deviation and correlations of the sub-scales of job satisfaction (independent variables) and organizational citizenship behavior (dependant variable). Of all the sub-scales of job satisfaction extrinsic job satisfaction has the highest mean (5.764) closely followed by intrinsic job satisfaction (5.763). In addition, the correlation matrix reveals that the sub-scales of job satisfaction correlate positively and significantly with organizational citizenship behavior (dependant variable). The correlation ranges from .545- .661

**Table 1 Descriptive Statistics and Correlations**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Variable** | **Mean** | **S.D** | **2** | **3** |
| 1.TOCB | 5.660 | .4128 | .545 | .661 |
| 2.TJSINTRINSIC | 5.763 | .5276 |  | .505 |
| 3.TJBEXTRINSIC | 5. 764 | .5634 |  |  |

Variables 2 &3 Are independent Variables

All correlations are statistically significant p < 0. 001

The result of the standard multiple regression analysis as depicted in Table.2 indicates that all the two sub-scales of job satisfaction predict organizational citizenship behaviors of lecturers of higher institutions in Katsina State Nigeria. They explained 49% of the variance of organizational citizenship behavior (F. 197. 457) = 2.401 P = .000). This supports hypothesis one which says:

H1. Job satisfaction significantly and statistically predicts organizational citizenship behaviors of lecturers of higher institutions in Katsina State.

Additionally, among the sub-scales of job satisfaction (independent variables) Extrinsic job satisfaction makes the strongest, unique and statistically significant contribution in predicting organizational citizenship behaviors of lecturers of higher institutions in Katsina State β .517 closely followed by intrinsic job satisfaction β .284. It is worth noting that all the sub-scales of job satisfaction made statistically significant and positive contribution in predicting organizational citizenship behaviors of lecturers of higher institutions in Katsina State. The finding supports hypothesis two which says:

H2. All the sub-scales of job satisfaction (extrinsic and intrinsic) are good predictors of organizational citizenship behaviors of lecturers of higher institutions in Katsina State.

**Table 2 F-test value and Regression coefficients for Lecturers Citizenship Behavior (OCB)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **VARIABLE** | **B** | **SE** | **β** | **Sig.** | **F** | **R2** |
| 1.TOCB | 2.19 | .179 |  | .000 | 197.457, (2, 401) | .49 |
| 2.TJBINTRINSIC | .222 | .032 | .284 | .000 |  |  |
| 3.TJBEXTRINSIC | .379 | .030 | .517 | .000 |  |  |

**Discussion of Findings**

In this study relationship between job satisfaction and organizational citizenship behavior of lecturers of tertiary institutions in Katsina State was examined. As a guide two research hypotheses were postulated. These are:

**H1.** **Job satisfaction positively and significantly predicts organizational citizenship behaviors of lecturers of higher institutions in Katsina State**

**H2, All the sub scales of job satisfaction are predictors of organizational citizenship behaviors of lecturers of higher institutions in Katsina State Nigeria.**

The study uses job satisfaction and organizational citizenship behavior questionnaires to get the needed data. The questionnaires were adopted from Yeh, (2010) and Smith, Organ, & Near, (1983) respectively. The job satisfaction questionnaire has two dimensions while organizational citizenship behavior questionnaire has three dimensions.

Descriptive statistics and multiple regression analyses were used to analyze the information gathered with the assistance of Special Package for Social Science research (SPSS) version 20.0. Personal information of the participants was analyzed using descriptive statistics while relationship between job satisfaction and organizational citizenship behavior was analyzed using multiple regression analysis.

Findings show that job satisfaction (independent variable) statistically and positively influences organizational citizenship behaviors of lecturers of tertiary institutions in Katsina State in Nigeria (R2 .49). Similarly, all the sub-scales of job satisfaction positively and statistically predict the organizational citizenship behaviors of lecturers of tertiary institutions in Katsina State Nigeria.

However, extrinsic job satisfaction makes unique contribution towards prediction of lecturers’ organizational citizenship behaviors. This shows that the lecturers are relatively satisfied with their wages and the lecturers have relatively good working relationship with the management of their respective institutions and have good working environment.

The finding concur with similar findings obtained from different studies conducted in different environment, e.g. Zeinabadi, (2010), Mitonga-monga, Flotman, & Cilliers, (2016), Cek, & Eyupoglu, (2020), Motalebi & Marşap, (2020).

This study bring to the fore the need for heads of tertiary institutions and other stake holders like federal and state ministries of education, National Universities Commission (NUC), National Board for Technical Education (NBTE), National Commission for Colleges of Education (NCCE) among others, to ensure the provision of good climate and environment to encourage the lecturers to exhibit more organizational citizenship behaviors toward the students, their colleagues and school at large.

**Conclusion**

The study examines the relationship between job satisfaction and organizational citizenship behaviors of lecturers of tertiary institutions of Katsina State Nigeria. Additionally, the study examines the sub-scales of job satisfaction that best predict the organizational citizenship behavior of tertiary institutions lecturers in Katsina State. The findings indicate that job satisfaction predicts OCB lecturers of tertiary institutions in Katsina State. Moreover, extrinsic job satisfaction (good working conditions and environment) best predict organizational citizenship behaviors of the lecturers of the tertiary institutions in Katsina State.

The study was conducted in federal and state governments tertiary institutions in Katsina State, as such more research could be conducted in private higher institutions in Katsina State to ascertain whether similar results could be obtained or not. Therefore there is need for caution in generalizing the findings to all tertiary institutions in Katsina State.

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