

**An Assessment of Organizational Citizenship Behavior: The Case
of Sim Plastic Factory**

Timaj Zaidy

St. Mary's University

Abstract

The aim of this study is to assess the organizational citizenship behavior of Sim Plastic Factory and how it is executed in the existing situation. The study employed a descriptive and exploratory research methods, in doing adequate and accurate interpretation of OCB(Organizational citizenship behavior) that actually prevailed in the association as well as for defining and clarifying problems respectively. Aiming at addressing the general objective of the study that is to assess organizational citizenship behavior to the above mentioned Factory, certain research questions were formulated and discussed sufficiently. As a result most of the employees in the organization are not satisfied with their current job and the salary they have earned. In addition to this the study shows that , most of the employee aren't satisfied with the existing leadership style since it doesn't invite employee at any decision making process and help not them to reflect citizenship behavior.

Keywords: organizational citizenship, leadership style, Sim Plastic Factory

1. Introduction

The world is looking forward to high performance organizations, which would provide high job satisfaction to their employees and would also cherish excellence and effectiveness. This could be achieved if we could develop organizational citizenship. Organization citizenship behavior is an individual behavior that is discretionary, not directly or explicitly recognized by formal reward system, and that in aggregate promotes the effective functioning of the organization. (Organ, 1988, P.4)

Organization citizenship behavior is the employee's behavior excluding the assigned responsibilities so the employees will satisfy to perform from organizational benefits without any requirement from organization. OCB will make good results for employees and

organization and it's also relevant to results oriented organization. (Organ, 1988, P.4)

Organizational citizenship behavior is not a part of an employee's formal job requirement but promotes effective functioning of organization. Living in an environment that changes dramatically employees that participate in a good citizenship behavior are becoming essential. The seven dimensions of organizational citizenship behavior categorized by (Podsakoff, 2000:516- 526) are:

- Helping behavior involves voluntarily helping others with, or preventing the occurrence of work-related problems
- Sportsmanship defined as a willingness to tolerate the inevitable Inconveniences and impositions of work without complaining
- Organizational loyalty involves promoting the organization to outsiders, protecting and defending it against external threats, and remaining committed to it even under adverse conditions.
- Organizational compliance internalization and acceptance of the rules, regulations and procedures which results in a scrupulous adherence to them, even when no one observes or monitors compliance.
- Individual initiative is voluntary acts of creativity and innovation designed to improve one's task or the organization's performance persisting with extra enthusiasm and effort to accomplish one's job.
- Civic virtue is willingness to participate actively in governance of organization.
- Self-development includes voluntary behaviors employees engage into Improve their knowledge, skills and abilities.

SIM Plastic Factory was established in 2002 .the Company's head quarter is located at Gerji (Addis Ababa).SIM produces a wide range of plastic products including: shopping bag, packing bags and other plastic products. It had 3 employees when it was first established, now it have 65 employees. In organizational hierarchy structure may be flatter, or less emphasized, especially in small or medium sized businesses, it is important to have good relationship among co-workers being helpful and supportive of colleague in a way that benefits the organization. It is important that the employees of SIM show organizational citizenship behavior. SIM plastic factory has made amendments in salaries and other benefits; this may motivate employees to work more but it not guarantee that OCB will be widely seen amongst the workforce because money is not an only motivating factor. (Company brochure)

1.1 Statement of the Problem

Organizational citizenship behavior in organization theory context appears as a cooperation system and people willingness to contribute and work to a cooperation system and an absolute requirement in organization. OCB is individual's extra-role behavior. Main principle of OCB is used for some period of time and if many people do it behaviors, it can improve organizational effectiveness. It is because OCB plays an important role in social process of reciprocal exchange at organization (Organ, 1988, 2006:P3). Moreover other authors also defined Organizational Citizenship Behaviors as those extra work-related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations. Since these efforts are made beyond the requirements specified in the job description, their presence cannot be enforced. Good organizational citizens work hard for their Organization and its mission. (Podsacoff and Mackenzie: P45)

The vast majority of organizational citizenship behavior research since has focused on the effects of organizational citizenship behavior on individual and organizational performance. One of the difficulties of organizational behavior is that, it is difficult to be measured in a structured manner, like many organizations there are some people who show organizational citizenship but the goals should be to see this behavior in most if not all of the employees. It's no wonder that organizations want to see this behavior in their employees but organizational citizenship behavior is not something to be gained simply by desire various authors have tried to identify what makes employees feel a sense of belongingness. Achieving OCB is easier said than done. Making an employee feel belongingness to a company takes great amount management commitment and new corporate culture because changing the behavior of work force is in other words changing the culture of the organization.

This study assessed organizational citizenship behavior of Sim Plastic Factory and how it is performed in the existing situation. The student researcher was interested in the concept and conducted this research to further understand about organizational citizenship behavior in the organization.

1.2 Research Questions

- What is the level of employee satisfaction with their jobs?
- What is the leadership style of the organization and how does it affect the citizenship behavior?
- What is the level of organizational citizenship behavior in Sim Plastic Factory?

1.3 Objective of the Study

This research has general and specific objective as follows

1.3.1 General Objectives

The general objective of the study is to assess organizational citizenship behavior in SIM Plastic Factory

1.3.2 Specific Objectives

- To investigate level of employee satisfaction with their jobs.
- To identify the leadership style of the organization and how it affect the citizenship behavior
- To explore the level of organizational citizenship behavior in Sim Plastic Factory.

1.4 Significance of the Study

This study is important for different parties in different perspectives. The researcher assumes that this paper may contribute a lot to the company [SIM] by managing properly so as to achieving organizational citizenship behavior objective. It creates good opportunity for student researcher to get more knowledge on the topic and to have experience in conducting research. It can serve as input for other researcher who is interested to do future study on the same topic.

1.5 Scope/ Delimitation of the Study

The research focused on the motivation of employees towards showing Organizational citizenship behavior. The researcher used the employees of SIM which is located at head quarter because the company does not have branches. The period of data for this study was from 2010-2015.

2. Research Design and Methodology

2.1 Research Design

Descriptive research design and exploratory research design was used in this study. Descriptive research design was used as it is a fact finding

research which give adequate and accurate interpretation. It describes the current situation of OCB actually exists in the association and exploratory research design was used as it aims at defining or clarifying problems.

2.2 Population and Sampling Technique

The unit of analysis for this research was the manager and all employees of Sim Plastic Factory. The population size of manager and employees for this study is 65.as the population is below 100 census was used considered as a frame work the primary data. Therefore, all employees and manager of Sim were considered to collect the primary data.

2.3 Types of Data Collected

In order to get sufficient and relevant information about the study the researcher was using both primary and secondary data. For the primary source it includes employees, supervisors and manager while to get secondary data like books, publications and other resources reviewed.

2.4 Methods of data collection

Primary data was collected by conducting interview and distributing questionnaire. The interview was conducted with HR Manager and questionnaires were distributed to the employees. Secondary data was collected by using the company's document and books.

2.5 Data Analysis Method

Both quantitative and qualitative data analysis was used by the student researcher. Quantitative data analysis was used to summarize findings, percentage was computed to get total picture of data was presented in the form of table. Qualitative data analysis was used for answer collected from interview.

2.6 Limitation of the Study

There were some factors that affected the study not to be continued as expected. Among these factors the following are mentioned

- Questionnaires were not fully returned
- Some of employees were not willing to fill the questionnaires

3. Data Presentation, Analysis and Interpretation

This section contains the analysis and interpretation of the result obtained from the questionnaires and interview from respondents of Sim Plastic Factory. The student researcher had distributed 65 questionnaires and 57 of them were collected or returned which means a responsive rate of 88% was achieved data gathered were organized and analyzed. The main purpose of this research is to study the relationship between organizational citizenship behavior as independent variable, job satisfaction and leadership. This study aims to achieve the research objective as well as answers the research questions highlighted in chapter one.

Table 1: General Characteristic of the Respondents

No	Variables	No of respondents	Percentage [%]
1) sex	• Male	34	59.65%
	• Female	23	40.35%
	Total	57	100%
2) age	• 18-25	7	12.28%
	• 26-30	14	24.56%
	• 31-35	19	33.33%
	• 36-40	10	17.54%
	• Above 40	7	12.28%
	Total	57	100%
3) educational level	• Primary school	5	8.77%
	• Certificate	20	35.09%
	• Diploma	26	45.61%
	• degree	7	8.77%
	• above first degree	1	1.75%
	Total	57	100%
4) position in the company	• Manager	0	0%
	• Sales person	4	7.02%
	• Secretary	1	1.75%
	• Other	52	91.23%
	Total	57	100%
5) Year of service in the company	• less than a year	37	64.91%
	• 1-5 years	9	15.79%
	• 5-10	7	12.28%
	• Above 10 years	4	7.02%
	Total	57	100%

As indicated in question 1 of table 1, a total of 57 employees respondents were given questionnaires and these employees are of 34(59.65%) were male and 23(40.35%) were female, from this we can infer that, the majority of sample respondents are male. In question 2 of table 1 implies that 19(33.33%) of them are in between 31-35, 15(26.32%) of them are in between 36-40, 14(24.56%) of them between in 26-30, 7(12.28%) of them are between in 18-25 and the rest 2(3.51%) are above 40. This shows that the majority of respondents are on age group between in 31-35. From this fact we can deduce that most of the employees are well experienced for their work. This helps the organization to operate adequate work force.

In question 3 of table 1 the education level of employees explained detail 5(8.77%) of employees are high school complete, 20(35.09%) of employees have certificate, 26(45.61%) of employees are in diploma level, 7(8.77%) of employees are degree level and 1(1.75%) Of employees are masters level. As a result most of employees are (45.61%) diploma level. This implies that the organization have educated workforce.

With respect to years of experience the majority, 37(64.91%) reported that they have worked in their current job in the range of less than 5 years. the rest responded 9(15.79%) of them 6-10 years, 7(7.28%) of them 11-15 years and 4(7.02%) of them above 15. this deduce that the organization doesn't properly retain its workers. This implies that there is a turnover in the organization.

3.1 Analysis of Major Finding on Employees Assessment Questions

3.2 Organizational Citizenship Behaviors

3.2.1: Conscientiousness and Sportsmanship

Sportsmanship is exhibiting no negative behavior when something does not go as planned. Also maintain a positive attitude even when things do not go their way (Podsakoff, 1997).

Conscientiousness is as behavior that suggests a reasonable level of self-control and discipline which extends beyond the minimum requirements expected in that situation. This behavior indicates that employees accept and adhere to the rules, regulation, and procedures of the organization (Organ, 1998)

Table 2: Conscientiousness and Sportsmanship

Conscientiousness	No of respondents	Percentage
1) I voluntarily work for long hours		
Strongly disagree	4	7.02%
Disagree	23	40.35%
Neutral	11	19.29%
Agree	12	21.05%
Strongly agree	7	12.28%
Total	57	100%
Sportsmanship		
2) I consume a lot of time complaining about trivial matters		
Strongly disagree	3	5.26%
Disagree	22	38.59%
Neutral	19	33.33%
Agree	6	10.53%
Strongly agree	7	12.28%
Total	57	100%
3) I often feel like there is too much work to do		
Strongly disagree	3	5.26%
Disagree	1	1.75%
Neutral	8	14.04%
Agree	31	54.39%
Strongly agree	14	24.56%
Total	57	100%

Source: questionnaire

As can be seen in the above table for question 1, from the total respondent 4(7.02%) strongly disagree, 23(40.35%) disagree, 11(19.29%) neutral, 12(21.05%) agree and 7(12.25%) of them strongly agree that they voluntarily work long hours. This shows that majority of employees 47.37% do not volunteer to work for long hours. From this we can deduce that “Conscientiousness” is low in the company.

Distribution of respondents from the above table indicates for question 2 that, on average of 19(33.33%) of the employees neither agree or disagree on consuming a lot of time complaining about trivial matters while 7(12.28%) strongly agree, 3(5.26%) of them strongly disagree, 22(38.59%) of them disagree and 6(10.53%) of the employees agree, majority of employees 43.56% disagreed. This deduces that

“Sportsmanship” is high in the organization so it implies that employees have positive attitude even when things do not go the right way. From the response portrayed in the above table the employees responded on having too work to do 3(5.26%) of the employees strongly disagree, 1(1.75%) of them disagree, 8(14.04%) of them neither agree nor disagree, 14(24.56%) strongly agree and 31(54.39%) agree. This deduces that most of the employees feel like there is work overload.

3.2.2 Civic virtue and Organizational Loyalty

Civic virtue is how well a person represents an organization with which they are associated. Employees who feel strong connection with their work place are more likely to be productive and effective workers Organizational loyalty is spreading goodwill and protecting the organization. Entails promoting the organization to outsiders, protecting and defending it against external treats and remaining committed to it even under adverse conditions (Borman & Motowidlo, 1997)

Table 3: Civic Virtue and Organizational Loyalty

Civic virtue	No of respondents	Percentage
1) I attend meeting that are not mandatory but considered important		
Strongly disagree	4	7.02%
Disagree	9	15.79%
Neutral	12	21.05%
Agree	24	42.10%
Strongly agree	8	14.03%
Total	57	100%
Organizational loyalty		
2) I am willing to stand up and protect the reputation of the company		
Strongly disagree	2	3.51%
Disagree	5	8.77%
Neutral	12	21.05%
Agree	27	47.37%
Strongly agree	11	19.29%
Total	57	100%
3) I am willing to put a great deal of effort beyond normally is expected in order to help this organization to be successful		

Strongly disagree	-	-
Disagree	1	1.75%
Neutral	7	12.28%
Agree	29	50.88%
Strongly agree	20	35.09%
Total	57	100%

Source: questionnaire

As indicated in question 1 of table 3 above employees were asked if they attend meeting that are not mandatory but considered important. 4(7.02%) strongly disagree, 9(15.79%) of the employees disagree, 24(42.10%) of the employees agree, 8(14.03%) of the employees strongly agree and 12(21.05%) of the employees neither agree nor disagree this deduce that majority of employees 38.04% agree but there are employees who disagreed so the company should push and motivate its employees to attend this meetings because it will be beneficiary for their work. From the interview conducted with the HR manager the response was that civic virtue is being highly practiced in the company. Distribution of respondents from above table 3 indicates that, on average from total of 57 respondents 5(8.77%) of employees disagree on willing to stand up and protect the reputation of the company, 2(3.15%) of them strongly disagree, 12(21.05%) neither agree or disagree, 27(47.37%) of them agree and 11(19.29%) of them strongly agree from this we can deduce that most the employees 46.29% are willing to stand up to protect the reputation of the company. Also implies that employees are loyal to the organization.

According to table 3 question 3, employees response to willing to put a great deal of effort beyond normally is expected in order to help this organization to be successful on average from 57 respondents 1(1.75%) of them disagree, 7(12.28%) of them neutral, 20(35.09%) of them strongly agree, while 29(50.88%) agree. this deduce that the employees are willing to put a great effort for the organization to be successful. This shows that most of the employees 64.09% consider themselves as a citizen of the company. This implies that it helps the organization to be successful.

From the response we can determine that employees are loyal to the company and “organizational loyalty” is being practiced in the company. From the interview conducted with the HR Manager, the HR Manager responded that employees are loyal to the company and they make effort to make the organization successful and also the company

tries to maintain their employee's loyalty by providing good working condition, by providing compensation and by making they feel free to give their opinion.

3.2.3 Altruism

Altruism is a desire to help or other-wise assist another individual, while not expecting a reward in compensation for that assistance. Altruism in a work place leads to productivity and effectiveness because it encourages good inter-employee relations (Organ, 1990)

Table -4 Altruism

Altruism	No of respondents	Percentage
1) I help others who have been absent		
Strongly disagree	2	3.15%
Disagree	9	15.79%
Neutral	11	19.29%
Agree	27	47.37%
Strongly agree	8	14.03%
Total	57	100%
2) I help others who have heavy workload		
Strongly disagree	-	-
Disagree	5	8.77%
Neutral	1	1.75%
Agree	32	56.14%
Strongly agree	19	33.33%
Total	57	100%
3) I help orient new people even though it is not required		
Strongly disagree	-	-
Disagree	7	12.28%
Neutral	-	-
Agree	17	29.82%
Strongly agree	33	57.89%
Total	57	100%
4) I am willing to help others who have work related problems		
Strongly disagree	-	-
Disagree	1	1.75%
Neutral	17	29.82%
Agree	16	28.07%
Strongly agree	23	40.35%
Total	57	100%

Source: questionnaire

As it is revealed in table 4, 2(3.15%) strongly disagree on helping others who have been absent and 9(15.79%) of them disagree, 11(19.29%) of them neither agree nor disagree, 27(47.37%) of them agree and 8(14.03%) strongly agree. From this fact we can deduce that employees help each other when a colleague is absent. As shown in above table 4, employees response to helping others who have workload 5(8.77%) of them disagree, 1(1.75%) of them neither agree nor disagree, 32(56.12%) of them agree and 19(33.33%) of them strongly agree. From this we can deduce that most of the employees 65.33% help each other when they have work overload.

According to the result organized in question 3 of table 4, employees response to helping orient new people even though it is not required 7(12.28%) of employees disagree, 17(29.82%) of employees agree and 33(57.89%) of employees strongly agree. This deduces that majority of employee 74.89% help orient new employees. The other result shown on the table is concerning willing to help others who have work related problems, 1(1.75%) of them disagree, 17(29.82%) of them neither agree nor disagree, 16(28.07%) of them agree and 23(40.32%) of them strongly agree. From this we can deduce that employees are willing to help employees who have work related problem. From the above analysis one can deduce that the employee's help each other and this leads to productivity and effectiveness because it encourages good inter-employee relations. This shows "helping behavior" is high in this organization. From the interview conducted with the HR Manager, the HR Manger responded that the employees willingly help each other in different situations and that "altruism" is being highly practiced in the company.

3.2.4 Courtesy and Individual Initiative

Courtesy is as behavior which is polite and considerable towards other people and trying to prevent problems (Podsakoff, 2000:557)

Individual initiative is behaviors include voluntary acts of creativity and innovation designed to improve one's task or the organization's performance. This behavior shows employees going "above and beyond" at call of duty (Organ, 1998:23)

Table -5 Courtesy and Individual Initiative

Courtesy	No of respondents	Percentage
1) I am willing to coordinate and communicate with colleagues		
Strongly disagree	-	-
Disagree	-	-
Neutral	7	21.28%
Agree	31	54.39%
Strongly agree	19	33.33%
Total	57	100%
2) I avoid taking action that hurt others		
Strongly disagree	-	-
Disagree	-	-
Neutral	-	-
Agree	37	64.91%
Strongly agree	20	35.09%
Total	57	100%
3) I take a step to try to prevent problems with other workers		
Strongly disagree	-	-
Disagree	-	-
Neutral	27	47.37%
Agree	13	22.81%
Strongly agree	17	29.82%
Total	57	100%
Individual initiative		
1) I do not mind taking new challenging assignment		
Strongly disagree	5	8.77%
Disagree	22	38.59%
Neutral	3	5.26%
Agree	17	29.82%
Strongly agree	10	17.54%
Total	57	100%

Source: questionnaire

As shown in table 5 item 1, employees response on willing to coordinate and communicate with colleagues, 7(12.28%) of them neither agree nor disagree, 31(54.39%) of them agree and 19(33.33%) of them strongly agree on. Majority of employees agreed 87.72%. From this one can infer that coordination and communication among employee is high. This helps the organization to achieve organizational citizenship behavior without a lot of difficulty. For question 2 on the

above table , employees response on avoiding taking action that hurt others, 37(64.91%) agree while 20(35.09%) of employees strongly agree. From this we can deduce that employees are very careful and they avoid any action that may hurt others.

On issue regarding taking a step to try to prevent problems with other workers employees responded, 27(47.37%) of them neither agree nor disagree, 13(22.81%) of them agree and 17(29.82%) of them strongly agree. From this one can deduce that most of the employees 52.63% try to prevent problems with other workers. From interview conducted with the HR Manager, the HR Manager responded that employees try to prevent problems with each other and that employees try to reduce intergroup conflict.

When figure from the above table is aggregated the result reveals that,10(17.54%) of them strongly agree ,5(8.77%) of them strongly disagree, 3(5.26%) of them neither agree or disagree, 17(29.82%) of them agree and 22(38.59%) of them strongly disagree on willing to take new challenging assignment. this deduce that majority of employees 47.37% are afraid to take new challenging assignment but there are also some number of respondents that answered strongly agree and agree so the company should motivate its employees to take new assignments. this shows that “Individual initiative” is low in the organization.

3.2.5 Self-development and Organizational Compliance

Self-development includes voluntary behaviors employees engage in to improve their knowledge, skills and abilities (George and brief, 1992:146). Organizational compliance an employee who religiously obeys all rules and regulations even when no one is watching (Graham, 1991:252)

Table 6: Self-development and Organizational Compliance

Self-development	No of respondents	Percentage
1) I try to self-study to increase the quality of work out put		
Strongly disagree	-	-
Disagree	9	15.79%
Neutral	3	5.26%
Agree	11	19.29%
Strongly agree	34	59.65%
Total	57	100%
Organizational compliance		
1) I do not take extra breaks		
Strongly disagree	3	5.26%
Disagree	1	1.75%
Neutral	10	17.55%
Agree	26	45.62%
Strongly agree	17	29.82%
Total	57	100%
2) I obey company rules and regulations even when no one is watching		
Strongly disagree	-	-
Disagree	2	3.50%
Neutral	8	14.04%
Agree	20	35.09%
Strongly agree	27	47.37%
Total	57	100%

Source: questionnaire

Distribution of respondents from the above table 6 question 1 employees responded on try to self-study to increase the quality of output, 9(15.79%) of them disagree, 3(5.26%) of them neutral, 11(19.29%) of them agree and 34(59.65%) strongly agree. These deduce that most the employees 78.95% try to improve their quality of out-put and that “Self-development” is high in the organization. This helps the organization to achieve organizational citizenship behavior without a lot of difficulty. According to the above table 6 question 2, employees response to not taking extra breaks, 3(5.26%) of them strongly disagree,1(1.75%) of them disagree, 10(17.55%) of them neutral, 26(45.62%) of them agree and 17(29.82%) of them strongly agree.

From this one can deduce that most 75.44% of the employees agreed on not taking extra breaks.

As shown in above table 6 question 3, employees response to obeying company rules and regulation even when no one is watching, 2(3.50%) of them disagree, 8(14.04%) of them neutral, 20(35.09%) of them agree and 27(47.37%) of them strongly agree. From this we can infer that majority of employees 82.46% obey company rule and regulation even when no one is watching. “Organizational compliance” is high in the organization. From the interview conducted about to what is the level of organizational citizenship behavior in the company, the HR Manager stated that citizenship behavior is being highly practiced in the company and it helps the company to be successful.

3.3 Leadership

Leadership has been found to be an important predictor of organizational citizenship behavior (Podsakoff, 1990:134)

Table-7 Leadership Styles

Leadership	No of respondents	Percentage
Type of leadership style the company follow		
Autocratic Leadership style	21	36.84%
Democratic Leadership style	13	22.81%
Laissez faire Leadership style	-	-
Other	-	-
I don't know	23	40.35%
Total	57	100%
1) the leadership style used help employees reflect organizational citizenship behavior		
Strongly disagree	12	21.05%
Disagree	26	45.61%
Neutral	3	5.26%
Agree	10	17.54%
Strongly agree	6	10.52%
Total	57	100%
2) employees are involved in key decision making		
Strongly disagree	1	1.75%
Disagree	26	45.61%
Neutral	23	40.36%
Agree	7	12.28%
Strongly agree	-	-
Total	57	100%

Source: questionnaire

Distribution of respondents from the above table 7, question 1 indicated that, on average from a total respondents 21(36.84%) of employees responded the type of leadership style used is autocratic leadership style, 13(22.81%) of employees responded democratic leadership style and 23(40.35%) of employees responded I don't know. From this we can deduce that respondent's point of view the leadership style being exercised is more of autocratic 22.81%. from the interview conducted with the HR Manager, the HR Manager responded that the leadership style is democratic leader, also the manager believe that the style of the leader are best for the company and argues that the democratic leadership style is better to organizational success because it is participatory and gives equal rights to all members.

The other result shows that on the table 7 question 2, concerning leadership style used help employees reflect organizational citizenship behavior, 26(45.61%) of them disagree, 12(21.05%) of them strongly disagree, 3(5.26%) of them neutral, 6(10.62%) of them strongly agree and 10(17.54%) agree. From this one can deduce that leadership style used is not helping employees (66.66%) reflect citizenship behavior so the organization should consider making the employee more involved. From the interview conducted the HR Manager pointed out that the leadership style used is democratic and help employees to reflect organizational citizenship behavior.

In addition to table 7 question 3, employees response to being involved in key decision making they responded as follows, 1(1.75%) of them strongly disagree, 23(40.36%) of them neutral, 26(45.61%) of them disagree, 7(12.28%) of them agree. From this we can deduce that majority of the respondents 47.37% disagree and also some of the respondents response 40.36% was neutral this is another indicator that employees are not involved in key decision making .The result obtained from the interview with the HR Manager showed that the employees are sometimes involved in decision making. This is a good implication the company should work on.

3.4 Job Satisfaction

Organizational citizenship behavior is positively related job satisfaction .positive feeling motivate organizational citizenship behavior directed at individuals.

Table 8. Job Satisfaction

Job satisfaction	No of respondents	Percentage
1) The work am assigned to perform		
I am not satisfied	21	36.84%
I am only slightly satisfied	19	33.33%
I am satisfied	12	21.05%
I am very satisfied	5	8.77%
I am extremely satisfied	-	-
Total	57	100%
2) The amount of salary receive		
I am not satisfied	31	54.39%
I am only slightly satisfied	17	29.82%
I am satisfied	6	10.52%
I am very satisfied	3	5.26%
I am extremely satisfied	-	-
Total	57	100%
3) The amount of compensation I receive.		
I am not satisfied	17	29.82%
I am only slightly satisfied	20	35.09%
I am satisfied	11	19.29%
I am very satisfied	5	8.77%
I am extremely satisfied	4	7.01%
Total	57	100%

Source: questionnaire

According to table 8 given below regarding job satisfaction, in question 1 employees were asked about the work they are assigned to perform ,21(36.84%) of them answered am not satisfied, 19(33.33%) of them answered am only slightly satisfied, 12(21.05%) of them answered I am satisfied, 5(8.77%) of them answered I am very satisfied. from this we can deduce that most of the employees 36.84% are not satisfied and slightly satisfied with their current work so the company should take some measures.

As revealed in question 2, employees response about the amount of salary they receive, 31(54.39%) of them not satisfied, 17(29.82%) of them only slightly satisfied, 6(10.52%) of them are satisfied, 3(5.26%) of them very satisfied, from this one can deduce that majority of employees 54.39% are not satisfied with the amount of pay .the

company should consider raising the amount of salary for the employees.

As revealed in question 3, respondents were asked about the amount of compensation they receive, 17(29.82) of them not satisfied, 20(35.09%) of them only slightly satisfied, 11(19.29%) of them satisfied, 5(8.77%) of them very satisfied and 4(7.01%) of them extremely satisfied. From this we can deduce that majority of employees 35.09% are only slightly satisfied with the amount of compensation they get. The company should give its employees compensation for them to get motivated and encouraged to their work.

From the interview conducted with the HR Manager, the HR Manager assumes that the employees are satisfied regarding their current job they are performing, the amount of salary they get and the working Environment they work in. And also about what actions are being under taken to have workers satisfied the manager responded that they give employees compensation, salary raise from time to time, promotion and other benefits for employees to be motivated and work hard for the success of the company.

4. Conclusions

On the basis of the finding the following conclusion were forwarded.

- The study shows that most of employees' job satisfaction level affects the way the employees within the organization operate, especially the way they show organizational citizenship behavior since they are positively related. The employees in the organization are mostly not satisfied and only slightly satisfied with their current job, and also the amount of salary they receive. Regarding the compensation they receive employees are slightly satisfied. From the respondents responses it can be concluded that employees are only slightly satisfied and these have a negative impact on their organizational citizenship behavior.
- The leadership style of the organization and organizational citizenship behavior are highly related and it has a way of affecting employees. Most of response received shows that the leadership style being practiced is not involving employees in decision making process and it does not help employees reflect citizenship behavior. Organization uses democratic leadership style but they perform the autocratic leadership style the researcher conclude that the

leadership style can have a high impact on employees' performance and on how they reflect their citizenship behavior.

- From the finding, Organizational citizenship behaviors have positive effect on the organization. Employees and managers have a positive attitude on the existence of organizational citizenship behavior.

5. Recommendation

According to the majorities that have been discussed so far the following points are recommended by the student researcher.

- The practice of organizational citizenship behavior in the organization is high, but there were some negative responses. The organization should take measures by providing a good environment and try to improve by inspiring and motivate the employees to achieve organizational success.
- The leadership style being used should be more involving and participatory in order to achieve the company's goal efficiently and effectively. The organization should provide suggestion box so that they can have an opinion and for employees to participate in decision making process.
- To achieve employees' job satisfaction the company should take payment in to account the first suggestion is it should provide higher compensation, promotion and other motivational incentives. So that they will care about the quality of their work.
- The company should practice job rotation for employees so that they will be more effective in their job.
- As the employees have advocated in the questionnaires there is a work overload. The organization should recruit more employees to decrease the work overload.
- The organization should revise the salary scale of the employees.

Reference

- Bateman, Thomas S., Organ, Dennis W. (1983). Job Satisfaction and the Good Soldier: the Relationship between Affect and Employee "Citizenship". In *Academy of Management Journal*. 26 (4), 587-599.
- Borman, W.C. and Motowidlo, S.J. (1997). Task performance and contextual performance: the meaning for personnel selection research. *Human Performance*. San Francisco. CA: Jossey-Bass publishing.

- George, J. M. and Brief, A. P. (1992). Feeling good-doing good: a conceptual analysis of the mood at work-organizational spontaneity relationship *Psychological Bulletin*. New York, NY: McGraw-Hill publishing.
- Graham, J. W. (1989). Organization Citizenship Behaviour: Construct Redefinition, Operation Validation, *Journal of Applied Management*, 82:262-270.
- Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee Responsibilities & Rights Journal*. 4(4): 249-270.
- Hackman, J.R. & Oldham, G.R. (1975). Development of the Job Diagnostic Survey, *Journal of Applied Psychology*. 60(2), 159-170
- Herzberg, F. (1959). *The Motivation to work*. (2nd ed.). New York: John Wiley and sons.
- Katz, D. (1964). *The Motivational Basis of Organizational Behaviour*, Behavioural Science. New York: Wiley publishing house.
- Mamoria C.B. and Gankar S.V. (2004). "A Text Book of Human Resource Management". Mumbai: Himalaya Publishing House.
- Organ, D. W. (1983). Job Satisfaction and the Good Soldier: The Relationship between Affect and Employee Citizenship. *Academy of Management Journal*. 26, 587– 595
- Organ, D.W. (1990). *The motivational basis of Organizational Citizenship Behavior*. Greenwich CT: JAI press.
- Organ, D.W. (1988). *Organizational Citizenship Behaviour*. Lexington: Lexington Books.
- Organ, Dennis W., Podsakoff, Philip M., MacKenzie, Scott B. (2006). *Organizational Citizenship Behaviour, It's Nature, Antecedents and Consequences*. Thousand Oaks, California: Sage publication.
- Podsakoff, P. M. (2000). Organization Citizenship Behaviours: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*. 26, 513– 563.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, USA: Sage Publications.
- Podsakoff, P. M. and MacKenzie, S. B. (1997). The Impact of Organizational Citizenship Behaviour on Organizational

- Performance: A Review and Suggestions for Future Research. Human Performance, MA: Addison-Wesley.
- Smith, C. A. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*. 68, 653-663.
- Van Dyne, L. (1994). Organizational citizenship behaviour: construct redefinition, measurement and validation, *Academy of management journal*, 37:765-805
- Van Dyne, L. (1995). *Extra-Role Behaviours: In Pursuit of Construct and Definitional Clarity (A Bridge over Muddied Waters)*. New York: Ballantine Books.
- Walz, S. and Niehoff, B. P. (1996). Organizational Citizenship Behaviours and Their Effect on Organizational Effectiveness in Limited-Menu Restaurants. Paper presented at Academy of Management Meetings, Cincinnati, Ohio.
- Williams, L. j. and Anderson, S. E. (1991). Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and On-Role Behaviours. *Journal of Management*. 17 (3), 601-617.