JOB SATISFACTION AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR: AN EMPIRICAL STUDY AT HIGHER LEARNING INSTITUTIONS

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ABSTRACT

This study is designed to measure the two dimensions of organisational citizenship behaviour (i.e., OCBI and OCBO) and to examine how these organisational citizenship behaviours are related to the two facets of job satisfaction (intrinsic and extrinsic). To achieve the research objectives, the survey method is employed. Findings of this study reveal that both extrinsic and intrinsic job satisfaction are very important in predicting citizenship behaviour. Implications and limitations of the study are discussed along with suggestions for future research.

Keywords: organisational citizenship behaviour, job satisfaction, higher education institutions, Malaysia

INTRODUCTION

For the last two decades, organisational citizenship behaviour (OCB) has been a major construct in the fields of psychology and management; thus, it has received a great deal of attention in the literature (Bateman & Organ, 1983; Niehoff & Moorman, 1993; Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). According to Organ (1988), OCB is an important factor that can contribute to the survival of an organisation. Therefore, it is crucial to understand the variables that significantly and positively aid in creating this favourable behaviour within the organisation. Researchers (see Bateman & Organ, 1983; Organ, 1983; 1990; 1997; Organ & Lingl, 1995; Organ & Moorman, 1993; Penner, Midili, & Kegelmeyer, 1997; Tang & Ibrahim, 1998) have found that employee satisfaction, organisational commitment, organisational justice, career development, age, tenure, personality, motivation, leadership and leadership behaviour all impact and affect citizenship behaviour within an organisation.

Determining how OCB contributes indirectly to an organisation through the organisation's social system has been of increasing interest to both scholars and managers. This behaviour provides the necessary flexibility to work through many unforeseen contingencies, and it helps employees in an organisation to cope with stressful conditions through interdependence (Smith, Organ, & Near, 1983). The extant management literature suggests that OCB affects overall organisational effectiveness (Walz & Niehoff, 1996) and that managers often consider OCB when evaluating employee performance and determining promotions and pay increases (Podsakoff & MacKenzie, 1997). Thus, employees who engage in citizenship behaviour are expected to have higher levels of job motivation and job satisfaction than employees who do not. Furthermore, it is suggested that these higher levels of OCB may lead to increased productivity and, consequently, higher profitability.

Despite the growing interest in OCB, most researches have focused on a limited range of possible antecedents. For instance, Organ and Ryan (1995) conducted a meta-analytic review of 55 studies of OCB. Their review focused on job attitudes such as fairness, organisational commitment, leadership consideration and personality variables. Some studies have concluded that one aspect of job attitude, job satisfaction, is a good predictor of employee performance. Unfortunately, industrial and organisational psychologists have not found strong empirical evidence to support a satisfaction-productivity relationship. Although job satisfaction has been examined by researchers interested in task performance (Schwab & Cummings, 1970), little is known about how both intrinsic and extrinsic job satisfaction variables influence OCB. Therefore, this study is designed to measure the two dimensions of OCB (OCBI and OCBO) and to examine how OCB is related to the two facets of job satisfaction (intrinsic and extrinsic).

While it is evident that both OCBI and OCBO are crucial determinants of an organisation's effectiveness, efficiency, productivity and overall performance, research with respect to the specific factors that promote OCB under different organisational contexts is scarce (Erturk, 2007), especially in the context of educational organisations. Voluntary behaviour of employees is important in education organisations because, in the educational institutions, the additional role is performed along with the official tasks and is often part of the official roles. Therefore, this study aims to understand the nature of the relationship between job satisfaction and OCB within the context of higher education. It is expected that the relationship between management and employee within the educational context may vary from that of the corporate setting. Hence, by attempting to address this specific problem at the institutions of higher education, this study contributes to developing OCBs and will eventually enhance the effectiveness of higher education institutions.

STUDY OBJECTIVES

The objective of this study is to investigate the effects of two dimensions of job satisfaction, intrinsic and extrinsic, on two types of organisational citizenship behaviour: OCBI and OCBO in the context of higher education institutions. The rest of the paper is organised as follows: first, a theoretical orientation is introduced; next, some relevant literatures are discussed along with the theoretical framework; third, the undertaken methodology and its findings are presented; last, the discussion, conclusion, implications, limitations and future research directions are provided.

THEORETICAL ORIENTATION

The social exchange theory is often used to examine various aspects of employee reciprocity including OCB (Hopkins, 2002). This theory proposes that "gestures of goodwill" are exchanged between employees and the organisation as well as between subordinates and their supervisors when particular action warrants reciprocity (Hopkins, 2002). The obligations imposed by the norm of reciprocity may vary with the status of the participants within a society (Baron & Kreps, 1999). Integral to both social exchange and reciprocity is the fact that individuals are connected through mutual dependencies. This dependency is a characteristic of the relationship between the employees and the organisation.

The social exchange theory and the norm of reciprocity explain the analogy of maintaining the balance of social exchange between employees and the organisation. Some researchers have suggested that OCB fits into two categories. The first category consists of those behaviours that directly impact the balance of the social exchange between employees and the organisation, that is, OCB directed toward the organisation (OCBO). The second category is made up of those behaviours that have an indirect impact and are directed toward individuals (OCBI) (Lee & Allen, 2002; Williams & Anderson, 1991). Lee and Allen (2002) rationalised this position by arguing that because OCB is a deliberate attempt to maintain the balance in a social exchange between employees and the organisation, it is reasonable to suggest that this behaviour is more directly intended to benefit the organisation. Hence, OCBO is more likely to be a direct function of what employees think about their work characteristics. In contrast, OCBI primarily addresses and focuses on the individual at the work site. Although it seems to have only indirect implications, OCBI helps to maintain a balance in the organisation, fostering employee transactions.

LITERATURE REVIEW

Higher Education Institutions in Malaysia

It is well recognised that university education in Malaysia has recently undergone major changes. These changes have caused a shift in the way in which higher education is viewed. Today, there are 44 public and private universities and university-colleges in Malaysia (Fahmi, 2006). Prior to 2004, the overall responsibility for primary and higher education was placed in the hands of the Ministry of Education. The Ministry of Higher Education was established in 2004, and the country was forced to make significant changes in higher education by establishing the Malaysian Qualifications Agency and the Malaysian Qualifications Framework. More higher education institutions (HEIs), both public and private, were established to meet the growing demand for higher education. Therefore, it is indeed essential to examine the extra role behaviours of employees of HEIs in relation to job satisfaction, as it is anticipated that the nature of the management and employee relationship may vary from traditional manufacturing company settings.

Organisational citizenship behaviour (OCB)

According to Organ (1988), OCB is defined as work-related behaviours that are discretionary, not related to the formal organisational reward system, and, in aggregate, promote the effective functioning of the organisation. In addition, OCB extends beyond the performance indicators required by an organisation in a formal job description. Moreover, it (OCB) reflects those actions performed by employees that surpass the minimum role requirements expected by the organisation and promote the welfare of co-workers, work groups, and/or the organisation (Lovell, Kahn, Anton, Davidson, Dowling, et al., 1999).

Research into OCB began in the early 1980s (Bateman & Organ, 1983; Smith et al., 1983), and since its inception, a distinction has been made between two dimensions of employee behaviour: (1) general compliance (doing what a good employee should do), and (2) altruism (helping specific others) (see Smith et al., 1983; Bateman & Organ, 1983). Later, the concept underwent a number of transformations. For instance, in a review of the research, Organ (1988) identified five distinct dimensions of OCB: Altruism (helping specific others); civic virtue (keeping up with important matters within the organisation); conscientiousness (compliance with norms); courtesy (consulting others before taking action); and sportsmanship (not complaining about trivial matters). However, Organ (1997) further classified the OCB dimensions into three parts: helping, courtesy, and conscientiousness. A different view on the dimensionality of OCB came from Williams and Anderson (1991), who divided OCB into two types: (1) behaviours

directed at specific individuals in the organisation, such as courtesy and altruism (OCBI); and (2) behaviours concerned with benefiting the organisation as a whole, such as conscientiousness, sportsmanship and civic virtue (OCBO). The present study employs these two dimensions of OCB to achieve the research objective.

Citizenship behaviours directed toward individuals (OCBI)

OCBI refers to the behaviours that immediately benefit specific individuals within an organisation and, thereby, contribute indirectly to organisational effectiveness (Lee & Allen, 2002; Williams & Anderson, 1991). Podsakoff et al. (2000) labelled this dimension as helping behaviour and defined it as voluntarily helping others with work-related problems. While other researchers have addressed this category of behaviour in a number of ways, all are similar to Williams and Anderson's (1991) definition of OCBI.

Citizenship behaviours directed towards the organisation (OCBO)

The second dimension of OCB includes behaviours benefiting the organisation without actions aimed specifically toward any organisational member or members (e.g., adhering to informal rules, volunteering for committees). Podsakoff et al. (2000) labelled this organisational compliance as it involves an internalisation of a company's rules and policies. Furthermore, Williams and Anderson (1991) defined it as behaviours that benefit the organisation in general. These behaviours include giving prior notice regarding an absence from work or informally adhering to rules designed to maintain order.

Job Satisfaction

It is commonly accepted that job satisfaction is a contributing factor to the physical and mental well-being of the employees; therefore, it has significant influence on job-related behaviours such as productivity, absenteeism, turnover rates and employee relations (Becker, 2004). It also plays an important role in improving the financial standing of organisations (Aronson, Laurenceau, Sieveking, & Bellet, 2005). Thus, understanding job satisfaction of employees is an important organisational goal (Aronson et al., 2005).

The most popular definition of job satisfaction is given by Locke (1983), who defined job satisfaction as a pleasure of positive emotional state resulting from the appraisal of one's job experience. This definition consists of both cognitive (an appraisal of one's job) and affective (emotional state) elements, denoting the degree to which individuals feel positive or negative about their jobs.

Conceptually, it also indicates the degree to which the expectations in someone's psychological contract are fulfilled (Arvey, Bouchard, Segal, & Abraham, 1989).

According to Smith, Kendall and Hulin (1969), 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 symbolise. For example, both 'a high salary' and 'rapid career progress' would offer dual sources of satisfaction.

Job Satisfaction and Organisational Citizenship Behaviour (OCB)

There are considerable evidences that OCB and job satisfaction are positively related (Bateman & Organ, 1983; Lee & Allen, 2002; MacKenzie, Podsakoff, & Ahearne, 1998; Moorman, 1993; Morrison, 1994; Organ & Konovsky, 1989; Smith et al., 1983; William & Anderson, 1991). Bateman and Organ (1983) conducted a longitudinal, cross-lagged study in which they compared "supervisory ratings of OCB" and "employee self-reported levels of job satisfaction." They found a strong and positive relationship between overall OCB and contextual job satisfaction. The most consistent and strongest relationships were between OCB and satisfaction with supervision and promotions. Becker and Billings (1993) also tested the relationship between OCB and contextual job satisfaction. In their study, each employee received two OCB scores: one self-reported rating and one score generated by the supervisor. As there were no significant differences between the two OCB ratings, the scores were combined to produce an overall OCB score that yielded a positive relationship between OCB and job satisfaction.

William and Anderson (1991) found positive relationships between both extrinsic and intrinsic job satisfaction and each of the OCB dimensions. In contrast, Lee and Allen (2002) found that intrinsic satisfaction is positively related to OCBO but not to OCBI. Other researchers have found no significant relationships between OCB and job satisfaction (see Chen, Hui, & Sego, 1998; Schappe, 1998). Chen et al. (1998) tested the relationship between OCB and job satisfaction and failed to find a significant correlation between the two variables. They used a single-item scale to measure overall job satisfaction and adapted three dimensions of the OCB scale (altruism, conscientiousness and sportsmanship) to create an overall OCB score. Randall, Cropanzano, Bormann,

and Birjulin (1999) also did not find any association between intrinsic job satisfaction and OCBI or OCBO.

In the Malaysian context, Ahmad (2006) has stated that four job attitudes, namely, organisational commitment, job satisfaction, procedural justice and distributive justice have a positive and direct impact on academicians' citizenship behaviours. Furthermore, a study among nurses in a health care institution (Othman, 2002) found that job satisfaction, organisational commitment and ethical climate were correlated to OCB.

From the above discussions, it is evident that there exist some contradictions in the literature. While some studies support the positive relationship between satisfaction and OCB, other studies have concluded that there is no relationship between satisfaction and OCB. To address this inconsistency, the present study investigates the relationship between the two dimensions of OCB (OCBI and OCBO) as the dependent variable and the two facets of job satisfaction (intrinsic job satisfaction and extrinsic job satisfaction) as the independent variable. Furthermore, in this study, it has been assumed that in the HEI setting, employees who report high levels of intrinsic satisfaction with their work will be more involved in activities such as helping others who have been absent and defending the organisation when others criticise it. On the basis of these assumptions, the following hypotheses have been developed:

H_{1a}: Intrinsic job satisfaction of employees will be positively related to OCBI

H_{1b}: Intrinsic job satisfaction of employees will be positively related to OCBO

Moreover, it has been proposed that, in HEI, education workers who report high levels of extrinsic satisfaction are more willing to help their colleagues and defend and support their organisation in front of others. Therefore, on the basis of this assumption, the following hypotheses have been proposed:

H_{2a}: Extrinsic job satisfaction of employees will be positively related to OCBI

H_{2b}: Extrinsic job satisfaction of employees will be positively related to OCBO

THEORETICAL FRAMEWORK

Figure 1 depicts the proposed relationship between the two dimensions of job satisfaction (intrinsic and extrinsic job satisfaction) and the two types of OCBs

(OCBI and OCBO). It is conceptualised that the intrinsic and extrinsic dimensions of job satisfaction influence both OCBI and OCBO in the context of HEIs.
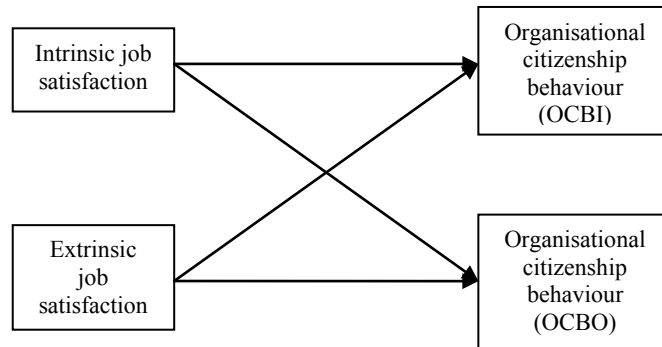

Figure 1. The proposed relationship among the variables

METHODOLOGY

Sample and Sampling Procedure

For the purpose of achieving the research objectives, convenience sampling was used in this study. The researchers distributed 100 questionnaires among the non-academic staff of Universiti Kebangsaan Malaysia (UKM). Forty questionnaires were distributed among the library staff, and the rest (60) were distributed among the economics and business faculty employees. Eighty-five staff members returned the completed questionnaire, and 79 questionnaires were found usable for the purpose of this study.

Data Collection

In this study, self-administered questionnaires were used. The purpose of the study was stated in the questionnaire. The questionnaire was prepared in bilingual mode, that is, an English and a Malay version, to facilitate respondents in responding to the questionnaires.

Measurement

The questionnaire consisted of three parts: (i) demographic characteristics of the respondents, (ii) measurement values of OCBO (Cronbach's alpha = 0.875) and OCBI (Cronbach's alpha = 0.795), and (iii) measurement values for the intrinsic job satisfaction (Cronbach's alpha = 0.805) and extrinsic job satisfaction (Cronbach's alpha = 0.855). In the present study, all subset scales proved to have

high internal consistency as the Cronbach's alphas were more than the recommended level of 0.7 (Nunnally, 1978).

Organisational Citizenship Behaviour

OCBO and OCBI behaviours were measured by using 14 items that were adapted from William and Anderson (1991). Seven of these items were employed to assess OCBO (e.g., "I take action to protect the organisation from potential problems"). The other seven items were employed to assess OCBI (e.g., "I help others who have been absent"). Respondents were asked to indicate their level of agreement for each statement by using a 5-point Likert scale where 1 = never and 5 = always.

Job Satisfaction

Intrinsic job satisfaction

Four items from the Job Diagnostic Survey (JDS) developed by Hackman and Oldham (1980) were used to measure intrinsic job satisfaction. Using a 5-point Likert-scale where 1(very dissatisfied) and 5 (very satisfied), respondents were asked to indicate their level of satisfaction towards their personal growth and sense of accomplishment (e.g., "How satisfied are you with the amount of personal growth and development in your job?").

Extrinsic job satisfaction

Nine items (Hackman & Oldham, 1980) were used to assess extrinsic job satisfaction. Using a 5-point Likert-scale where 1 (very dissatisfied) and 5 (very satisfied), respondents were asked to indicate their level of satisfaction in terms of job security (e. g., "How satisfied are you with the amount of job security you have in this organisation?"), compensation (e.g., "How satisfied are you with the amount of pay and fringe benefits you receive?"), and their relationships with co-workers and supervisors (e.g., "How satisfied are you with the degree of respect and fair treatment you receive from your boss?").

FINDINGS AND ANALYSIS

Analytical Tools

The Pearson correlation coefficient was used to analyse the direction and strength of the relationship between job satisfaction (intrinsic and extrinsic) and organisational citizenship behaviour (OCBI and OCBO). Multiple regressions

were also employed to investigate the variance in OCBI, which can be attributed to intrinsic and extrinsic job satisfaction. In addition, multiple regressions were performed to investigate the variance in OCBO, which can be attributed to intrinsic and extrinsic job satisfaction. Multiple regressions were also used to investigate the variance in OCBI and OCBO, which can be attributed to overall job satisfaction.

Profile of Respondents

A total of 100 questionnaires were distributed, of which 79 were successfully completed and used in this study. The response rate was 79%. The sample was composed of 21.5% males and 77.2% females. All of the respondents were Malaysian. Approximately 43% of the respondents were aged between 20 and 30 years old while respondents between the ages of 41 and 50 years old represented 30.4% of the respondents. The other two age groups were represented by less than 15% of the respondents. In terms of tenure, 40.5% of the respondents had worked at the university less than 5 years, whereas 35.4% of the respondents had served more than 16 years; the rest of the groups had worked less than 15% (see Table 1).

Table 1
Respondents' demographic profile

Demographics	Number of participants (N)	Percentage (%)
Gender		
Male	17	21.5
Female	61	77.2
Age		
20–30 years	34	43.0
31–40 years	9	11.4
41–50 years	24	30.4
51 years and above	12	15.2
Tenure		
0–5 years	32	40.5
6–10 years	11	13.9
11–15 years	8	10.1
15 years or more	28	35.4

Correlation Analysis

A correlation analysis was conducted between the job satisfaction variables (independent variables) and the OCB variables (dependent variables). Acceptance and rejection of the research hypotheses were based on the significance of the Pearson correlation coefficients calculated for pairs of variables. The test of correlation was performed for every independent variable with the dependent variables. Table 2 shows the SPSS output of the Pearson correlation tests of all the variables identified as intrinsic and extrinsic satisfaction and employee's attitude toward OCBI and OCBO.

Table 2
Pearson correlation result

	Mean	SD	Alpha	OCBI	OCBO	IJS	EJS	JS
OCBI	20.39	3.57	0.795	1				
OCBO	20.91	4.39	0.875	0.611**	1			
IJS	14.30	2.40	0.805	–0.030	0.223*	1		
EJS	31.53	4.52	0.845	0.030	0.247*	0.654**	1	

Note: ** Correlation is significant at the 0.01 level (2-tailed).
 * Correlation is significant at the 0.05 level (2-tailed).

H_{1a}: *Intrinsic job satisfaction of employees will be positively related to OCBI*
It was hypothesised that a positive relationship would exist between intrinsic job satisfaction and OCBI. The result of the correlation indicates that there is no significant association between the two variables ($r = –0.03$), which means that intrinsic job satisfaction in terms of feelings of autonomy, achievement and challenging work does not lead to OCBI. Thus, H_{1a} is rejected.

H_{1b}: *Intrinsic job satisfaction of employees will be positively related to OCBO*
The correlation between intrinsic job satisfaction and OCBO is positively correlated with a correlation coefficient of 0.223 and a significance value of 0.048 ($p < 0.05$). Therefore, it can be determined that intrinsic job satisfaction is positively correlated with OCBO. That is, the more positive the employee's feelings regarding attaining intrinsic job satisfaction, the more positive is his/her attitude toward OCBO. Thus, H_{1b} is accepted.

 H_{2a}: *Extrinsic job satisfaction of employees will be positively related to OCBI*
It was hypothesised that a positive relationship would exist between extrinsic job satisfaction and OCBI. The results of the correlation, however, indicated no significant correlation between the two variables ($r = 0.03$), thus suggesting that the extrinsic job satisfaction in terms of payment, compensation and feelings of

security do not lead employees to exhibit OCBI behaviour in helping their colleagues in the workplace. Thus, H_{2a} is rejected.

H_{2b}: Extrinsic job satisfaction of employees will be positively related to OCBO
The correlation between extrinsic job satisfaction and OCBO is positively correlated and has a correlation coefficient of 0.247 with a significance value of 0.028 ($p < 0.05$). Based on this result, it can be concluded that extrinsic job satisfaction is positively correlated with OCBO behaviours; that is, the more positive the employee's level of extrinsic job satisfaction is, the more positive is his/her attitude toward OCBO. Thus, H_{2b} is accepted.

Overall, intrinsic job satisfaction and extrinsic job satisfaction were significantly correlated ($r = 0.654$), and organisational citizenship behaviour (OCBI) and organisational citizenship behaviour (OCBO) were significantly correlated ($r = 0.661$).

Multiple Regression Analysis

The results shown in Table 3 indicate that the independent variables (intrinsic and extrinsic job satisfaction) were not able to explain the variance in the employees' OCBI behaviours. The model summary table contains the coefficient of determination (R^2), which measures the independent variables' ability to explain the variance in the dependent variable. For the present study, this value is very low ($R^2 = 0.005$).

Table 3 reveals that extrinsic job satisfaction ranked first with the β value of 0.069 ($p = 0.567$) followed by intrinsic job satisfaction with the β value of -0.129 ($p = 0.556$). However, these predictive factors were not significant with a p value greater than 0.05. Thus, the insignificant p values indicate that employee job satisfaction does not influence OCBI.

Table 3
The relationship between dimensions of job satisfaction and OCBI

		OCBI	
Independents	β	T	P
Intrinsic job satisfaction	−0.129	−0.577	0.566
Extrinsic job satisfaction	0.069	0.575	0.567
R^2	0.005		

Results in Table 4 indicate that the independent variables explain a small degree of the variance in employee OCBO behaviours ($R^2 = 0.067$). Additionally, the regression coefficient results of each individual predictor (Table 4) show a weak

relationship between intrinsic job satisfaction and OCBO ($\beta = 0.196$, $p = 0.446$) and between extrinsic job satisfaction and OCBO ($\beta = 0.172$, $p = 0.233$). Thus, it can be concluded that the strength of intrinsic job satisfaction and extrinsic job satisfaction effects on OCBO were more statistically visible than was the influence of intrinsic job satisfaction and extrinsic job satisfaction effects on OCBI.

Table 4
The relationship between dimensions of job satisfaction and OCBI

		OCBO	
Independents	β	T	P
Intrinsic job satisfaction	0.196	0.733	0.466
Extrinsic job satisfaction	0.172	1.204	0.232
R^2	0.067		

DISCUSSION

The findings of this study indicate that intrinsic job satisfaction is significantly and positively associated with OCBO ($r = 0.223$) but not with OCBI. This result is consistent with previous research (e.g., Lee & Allen, 2002) and supported by the social exchange theory. For example, when employees feel that their organisation is considerate and caring with respect to their personal growth, development and advancement in their work, they feel happy and satisfied with their organisation. Moreover, they find themselves obligated to reciprocate by practicing and demonstrating positive attitudes and behaviours that will benefit their organisation in general rather than any specific individual within the organisation.

Furthermore, the findings of this study show that extrinsic job satisfaction is positively and significantly correlated with OCBO ($r = 0.247$) but not with OCBI. This result is partially supported by previous research (William & Anderson, 1991). Consistent with the social exchange theory, when employees feel that their organisation is considering financial and material rewards or advantages for their job performance (e.g., pay, security, fair treatment, promotion and others), they find themselves satisfied with their work and are more willing to reciprocate by expressing and displaying positive attitudes and behaviours. Eventually, this will be directed to benefit the organisation rather than any specific individual within the organisation.

The results of this study indicate that both intrinsic and extrinsic job satisfactions are positively associated with OCBO but not with OCBI. The possible

explanation is that the employee job satisfaction is a reflection of the employee's positive or negative feelings toward their work and toward the organisation's ability to improve and increase the level of positive feelings while reducing the negative feelings among the employees by providing them those tangible and intangible things that are considered as very important to them. Consequently, this will have an effect on employees' attitudes and behaviours, particularly towards their organisation as a whole rather than any specific colleague(s) or supervisor(s).

CONCLUSION

It can be concluded that this study contributes to OCB and job satisfaction literature by providing evidence from the south-Asian educational context. The results show that both intrinsic and extrinsic job satisfaction are important variables in predicting the citizenship behaviours that can benefit HEIs. Therefore, priority should be given to both intrinsic and extrinsic variables that will encourage employees to be more spontaneous and willing to achieve the organisational goals even though they exceed their formal duties and responsibilities.

IMPLICATIONS

Based on this study, the main application for the HEIs is to focus on the importance of monitoring a wide range of education workers' behaviours and not to place emphasis solely on those tasks that are related to the job description requirements. Moreover, in HEIs, it is crucial to encourage behaviour that goes beyond the role description and contributes significantly in the HEI. Furthermore, OCB is correlated with job satisfaction, job commitment, job involvement and other important behaviours that ensure organisation sustainability. Therefore, within the HEI context, it is strongly recommended to adopt and support the environment and the conditions that will enhance both extrinsic and intrinsic satisfaction as well as OCBI and OCBO as they are found to be highly correlated. Last, it is necessary for HEIs to adopt and encourage OCBs so as to generate a better working environment and to enhance work performance.

LIMITATION AND FUTURE RESEARCH

The present study has a number of limitations. First, this research employed convenience sampling to accomplish the research objectives. For future research, random sampling is recommended to increase the generalisability of the finding

of the research. Second, cross-sectional data were used in this study. Therefore, future research employing a longitudinal approach would give deeper insight into the subject. Lastly, for future research, it is being suggested that other variables need to be included in the model such as job commitment, job involvement, task performance and other relevant variables to improve the model validity and to increase its ability to explain the variances in both OCBI and OCBO.

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