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The Job Turnover, Job Satisfaction, Ethical Leadership And Organizational Commitment Impact On Organizational Citizenship Behaviour

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ABSTRACT

The lifeblood of an organization is its employees. The best way for any organization is to motivate employees with job satisfaction, which ultimately leads to a commitment to work and reduce turnover costs; this can be achieved by the behavior of the citizenship of the organization. To improve organizational citizenship behavior is the effort to reduce the cost and the best way to achieve organizational effectiveness. The main point of the choice of organizational citizenship behaviour as a field of research is to find the reasons for the behavior of citizenship lacks the Pakistani organizations. Organizational behavior has been linked to the overall effectiveness of the organization, so these types of employee behavior have important consequences in the workplace. Organizational citizenship behaviors described actions in which workers have a tendency to go beyond their prescribed role requirements. To analyze the factors that influence organizational behavior questionnaires were distributed amid the citizenry than 200 public and private banks. One hundred fifty surveys were received complete response rate of 75%. This study provides favorable results and instructions to managers to encourage employee engagement and reduce turnover by the intention to job satisfaction and ethical leadership effectiveness.

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INTRODUCTION

The world is looking for a highly effective organization that will provide not only job satisfaction, but also appreciate the excellence and efficiency Garrido *et al.*, 2005. This behaviour can be achieved if we develop the citizenship behaviour in employees Gonza ´lez, and Garazo 2006. The citizenship behaviour of the organization is willing to give their time to help others with job-related problems, measures to avoid problems with other workers, and obey the rules of the organization, regulations and procedures, including when nobody is looking.

The organizational citizenship behaviour refers to beneficial organizational gesture and behaviour that cannot be applied at the base of formal function/role Obligations, or caused by Contractual agreement of reward Organ, 1990. Organ, 1988 suggested that the behaviour of high-level organizational citizenship leads a more valuable organization that helps bring new resources to the organization and ensures that resources are needed not only to attract new members or raw materials, but also as a business goodwill and other intangibles, or the organizational external image and reputation.

Organizational Citizenship Behaviour is often contributed by many factors such as Job satisfaction, Organizational commitment, job turnover and Ethical leadership Bogler, and Somech 2005. The commitment of the staff in terms of belief in the goals and values of the organization, willingness to make efforts and their willingness to maintain membership in the organization Mowday *et al.*, 1982. According to Peter Lock, John Crawford 2004, some studies showed that the organization subculture is closely related to commitment than organizational culture. Satisfaction with the level of control over the work environment and leadership style is highly correlated with commitment. There have positive correlation between a young age and commitment.

Two distinct views of organizational commitment have been developed and emotional commitment to stay. McFarlene-Shore and Wayne 1993 indicate that Affective commitment involves identifying with the emotional attachment and involvement in the organization. A commitment to stay includes the perceived costs related to the abandonment of the enterprise and job satisfaction McFarlene-Shore and Wayne 1993. Job Turnover is

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defined as the intention of employees to give up their organization. The bad behaviour of the supervisors' compensation system, inadequate salaries, dissatisfaction with the practice of human resources so that employees are willing to leave the organization (Tanke, 1990). Job satisfaction is a well-built forecaster of job turnover. According to Muhammad Masroor Alam, Jamilha Fakir Mohammad, 2009 found a considerable negative alliance between job satisfactions and intend to leave. If employees are satisfied with their salary, environment job, future promotions and behaviour of fellow workers will be more committed to their work and in turn reduce job turnover intention.

Elanain, 2010 indicate that organizational citizenship behaviour will lead ethical leaders to discuss, but the values are different concerns for the welfare of subordinates and the desire to protect, assist and develop. Leadership Empathy makes it easier for the leader of their degree of satisfaction of a subordinate to understand the relationship and exchange of the underlying feelings of injustice and upset about the commands, rewards and support for the leader to detect.

In the recent scenario in the banking sector of Pakistan, there is a lack of organizational citizenship behaviour of employees. And the reasons are lack of ethical leadership, organizational commitment, lack of job satisfaction and employee turnover. Successful organizations realize the job value satisfaction and work commitment in order to retain their employees, to reduce the turnover rate of employees and create an organizational citizenship behaviour among employees.

Literature Review:

The world looked forward to in the past decade, a high-performance organization, which will not only provide moral leadership, but also increased organizational citizenship behaviour among employees (Oshagbemi, 1997). It can be achieved through job satisfaction and work commitment. Citizenship behaviour leads the organization effectiveness and individual performance. Organizational citizenship behaviours could include helping a colleague has been off work services volunteer, attend public functions on behalf of the company and how to improve morale and resolve interpersonal conflicts in an organization (Organ, 1990).

The concept of job satisfaction and job commitment has been extensively examined in organizational research. Some of the previous studies have shown that job satisfaction, leading to the return to job commitments and also to reduce job turnover rate. Job satisfaction is interpreted as a person's work attitude and measuring a person's feelings (According to Graham, 1982) job satisfaction is workers feeling and perception about his / her work or sense of the organization. The literature suggests that the benefits, promotion opportunities, incentives, team work environment, are actively associated with job satisfaction. Compensation and Job design, autonomy and resources, an important factor of job satisfaction.

Many studies show that motivational factors, such as recognition, work, achievement, responsibility and personal development-related work factors. These motivating factors in the working environment effect on the job satisfaction. An active employee participation in the decision-making process helps to increase the employee's job satisfaction (Lee and Ho, 1989). According to Peter Lock and John Crawford 2004, the organizations subculture is more closely related to commitment than organizational culture. Satisfaction with the level of control over working environment and leadership style is highly correlated with commitment. And also it is a positive correlation between the ages and commitment.

Two discrete views of organizational commitment have developed an emotional and sustained commitment. Affective commitment is including the identification of deep feelings, and participation in the organization. Sustained commitment is including the perceived costs and leaves the company, and job satisfaction. Job Turnover is defined as the intention of employees to quit their organization (Markow and Klenke 2005).

Boss unpleasant behaviour, dissatisfaction with compensation, remuneration and human resource management practice differences are some reasons that employees are willing to leave the organization (Tanke, 1990). The job satisfaction is a strong predictor of turnover intention.

According to Muhammad Masroor Alam, Jamilha Fakir Mohammad, 2010 significant negative correlation between a satisfaction and turnover intention, if the employee is dissatisfied with their wages, work environment, future promotions and the behaviour of their colleagues can be more committed to their work and the return can reduce their turnover intentions.

Fuchs, 2011 indicates that organizational citizenship behaviour can lead ethical leaders to tackle, but the values are different interests for the welfare of subordinates and the willingness to protect, assist and develop. Fuchs, 2011 Leadership Empathy makes it easier for the leader to how satisfied a subordinate relationship to understand and identify any underlying feelings of injustice to exchange and annoyed about the commands, rewards, and support for the leader to detect. (Mahsud *et al.*, 2010) indicates that Ethics is a role that is right or wrong behaviour and to determine the relationship between fundamental human rights. Ethics, leadership values, including caring for the welfare and protection under the help and develop their leadership leader empathy easier to understand how a subordinate satisfaction with the exchange relationships, and possible feelings of injustice and misfortune to detect about the will of the leadership, reward and support.

H1: Ethical Leadership has a significant positive effect on Organizational Citizenship Behaviour

H2: Job Satisfaction has a significant positive effect on Organizational Citizenship Behaviour

H3: Job turnover has a significant negative effect on Organizational Citizenship Behaviour

H4: Organizational Commitment has a significant positive effect on Organizational Citizenship Behaviour.

Methodology:

To analyse and conclude the job turnover, job satisfaction, ethical leadership and organizational commitment impact on organizational citizenship behaviour. 200 questionnaires were distributed out of which 150 questionnaires received. Questionnaires were distributed amid public and private banks of Gujranwala, and Gujrat. Non probability convenient sampling technique was used to record the responses, and the frequency rate was 75%.

Demographic Section:

This section gives information about the employee's Age, Gender, Marital status, Industrial Composition sector, Sector, Establishment size, job tenure in the bank, and their position/designation. Out of 150 participants, 26 are female and 124 are male, while the majority of employees' age were in the range of 25-29 years and the rate were 54%. 95 employees were married and the other was single. 123 participants were from private banks and the rest were from public banks, while the majority was in the range of 100-199 of establishment size. Job duration of the majority of employees in the bank was in the range of 1 – 2 years and most participants were managers.

RESULT AND DISCUSSION

To observe the role of job satisfaction, ethical leadership, job turnover and organizational commitment that can contribute in organizational citizenship behaviour, Pearson's moment correlation was analysed and to test the relationship of ethical leadership, job turnover, job satisfaction, and organizational commitment and OCB linear regression were conducted Robinson, and Morrison 1995. Descriptive statistics were also computed to analyse the tendency of the participants and to test the reliability cronbach's alpha measured for the analysis.

In Table 1 Mean value of Ethical leadership is 4.3683 that represents the positive participant tendency. 4.3683 is near to 5 that represents Ethical leadership have a significant effect on OCB while, .25325 is standard deviation that represents 25% variation amid responses whereas alpha is .702 that represents 70.2 survey reliability about Ethical leadership of the participants. Table 1 represents that Ethical leadership is strongly correlated with Job satisfaction, Job Turnover, organizational Commitment and OCB.

4.2333 near to 5 that represents Job satisfaction to have a significant effect on OCB while, .30602 is standard deviation that represents 30% variation amid responses whereas alpha is .701 that represents 70.1% survey reliability about of the Job satisfaction participants. Table 1 represents that Job satisfaction is strongly associated with Turnover intension, organizational Commitment and OCB.

Mean value of Job Turnover is 1.8627 that represents the positive participant tendency. 1.8627 is near to 5 that represents Job Turnover have a significant effect on OCB while, .36353 is standard deviation that represents 36% variation amid responses whereas alpha .706 is that represents 70.6% reliability of the survey about Job Turnover of the participants. Table 1 represents that Job Turnover is strongly correlated with Ethical Leadership, Job satisfaction, job commitment and OCB.

Organizational commitment mean value is 4.3289 that represents the positive tendency of the participants. 4.3289 is near to 5 that represents an organizational commitment have a significant effect on OCB while, .35602 is standard deviation that represents 35% variation amid responses whereas alpha .716 is that represent 71.6% reliability of the survey about organizational commitment of the participants.

Table 1 show that organizational commitment is strongly correlated with ethical leadership job satisfaction, job turnover and OCB. To test the relationship of Ethical Leadership, job satisfaction, job turnover and OCB linear regression are applied while to test the data normality and the correlated nature Durbin Watson is also applied.

Table 2 represents $R = .539$ which represents 54 % variation in Job satisfaction, Ethical leadership, Job Turnover, organizational Commitment and OCB. R square is the coefficient of determination which represents that 29% total variation with its linear relationship of Durbin Watson test is utilized to examine the correlated nature whether it is positive, negative, or zero autocorrelation. Since the "d" value is less than 2 it implies that the positive autocorrelation is there.

Table 3 of ANOVA represents level of significance, since the "p" value is less than .05 so it is accepted that Job satisfaction, Ethical leadership, organizational Commitment, and Job Turnover effect on OCB.

In Table 4 $A = 1.358$ is the average of OCB, when Ethical leadership is zero whereas .231 is the "beta" value that represents one unit increase of Organizational learning can bring .231 unit increase in OCB.

Organizational Citizenship Behaviour = 1.358 + .231 (Ethical leadership)

The above linear equation represents that one percent Ethical leadership can bring 23.1 % change in OCB. When Job Satisfaction is zero whereas .373 is the “beta” value that represents one unit increase of Job Satisfaction can bring .373 unit increases in OCB.

Organizational Citizenship Behaviour = 2.442 + .373 (Job Satisfaction)

The above linear equation represents that one percent Job Satisfaction can bring 37.3% change in OCB. When Job Turnover is zero whereas .025 is the “beta” value that represents one unit increase of Job Turnover can bring .025 unit increases in OCB.

Organizational Citizenship Behaviour = 2.442 + .208 (Job Turnover)

The above linear equation represents that one percent Job Turnover can bring 20.8% change in OCB. When Organizational Commitment is zero whereas .062 is the “beta” value which represents one unit increase of Organizational Commitment can bring .062 unit increases in OCB.

Organizational Citizenship Behaviour = 2.442 + .062 (Organizational Commitment)

The above linear equation represents that one percent Organizational Commitment can bring 6.2% change in OCB. According to table 4 if tolerance value exceeds than 5 and VIF exceeds 10 it means Collinearity in data exist. Table 4 indicates .961, .985, .931 and .952 tolerance value that represents there is no Collinearity exists.

Table 1: Pearson's moment correlation N=150.

Variables:	Mean	Std. Deviation	Alpha	1	2	3	4	5
Ethical Leadership	4.3683	.25325	.702	1				
Organizational Citizenship Behaviour	4.2657	.24993	.700	.265**	1			
Job Satisfaction	4.2333	.30602	.701	.068	.478**	1		
Job Turnover	1.8627	.36353	.706	.174*	.031	-.062	1	
Organizational Commitment	4.3289	.35602	.716	-.078	.100	.079	-.202*	1

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

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

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin -Watson
1	.539 ^a	.290	.271	.21344	1.772

a. Predictors: (Constant), Organizational Commitment, Ethical Leadership, Job Satisfaction, Job Turnover

Table 3: ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	2.702	4	.675	14.828	.000 ^a
Residual	6.605	145	.046		
Total	9.307	149			

a. Predictors: (Constant), Organizational Commitment, Ethical Leadership, Job Satisfaction, Job Turnover

b. Dependent Variable: Organizational Citizenship Behaviour

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.358	.445		3.055	.003		
	Ethical Leadership	.231	.070	.234	3.285	.001	.961	1.041
	Job Satisfaction	.373	.058	.457	6.480	.000	.985	1.016
	Job Turnover	.025	.050	.036	.502	.617	.931	1.075
	Organizational Commitment	.062	.050	.089	1.240	.217	.952	1.050

Dependent variable: Organizational Citizenship Behaviour:

Practical implication:

To improve the behaviour of the citizenship of the organization is the main challenge for the management of each organization. In this research, job satisfaction, organizational commitment and ethical leadership positively contribute to the effectiveness of employees and job turnover tradeoff with organizational citizenship

behaviour. The finding of this study offers practical suggestions for improving organizational citizenship behaviour of bank staff. So the management should take important steps to job satisfaction, job turnover, and employee commitment.

Limitation and future indication:

Ethical leadership, job satisfaction, turnover of jobs and organizational commitment are considered as important factors in the performance of the bankers. Researchers can examine these factors in other sectors to get more accurate results. The results of time and bias of the participants are the main limitations of this study.

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