

Relationship Between Job Satisfaction and Organizational Citizenship Behaviour of Employees of Federal Inland Revenue, Warri, Delta State

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Abstract

This study investigated the association between job satisfaction (JS) and organizational citizenship behavior (OCB) of employees of Federal Inland Revenue, Warri, Delta State. More specifically, the study sought to determine the association between three dimensions of JS (career development, attractive salary, and employee recognition) and OCB. The descriptive survey research design was adopted for the study. The population size was 300 out of which a sample size of 171 was determined using Cochran's sample size at 5% error tolerance and 95% level of confidence. Out of 171 copies of the questionnaire that were distributed, 155 copies were returned while 16 were not returned. The hypotheses were tested using simple linear regression. The findings indicated that career development significantly affected OCB positively ($r = 0.864$, $p < 0.05$); attractive salary significantly affected OCB positively ($r = 0.834$, $p < 0.05$). Lastly, employee recognition significantly affected OCB positively ($r = 0.883$, $p < 0.05$). The study concluded that JS have significant positive effect on OCB of employees of Federal Inland Revenue, Warri Delta State. The study recommended that the organization should factor components of JS into its policies, as it will go a long way in sustaining employee's confidence in the course of discharging their duties and in exhibiting citizenship behaviors.

Keywords: Job satisfaction, Organizational Citizenship Behaviour, Career Development, Attractive Salary and Employee Recognition.

INTRODUCTION

Within the wider field of Organizational Psychology, scholars from various disciplines are concentrating on job satisfaction (JS). Čulibrk, Delić, Mitrović, and Čulibrk (2018) note that a satisfied employee is crucial and a vital predictor of a successful organisation since they appear to be an essential asset. Thus, research on factors that contribute to JS is more than necessary; nonetheless, the effects of satisfied workers are not sufficiently examined (Yousef, 2017). A strategic manager wants their staff to work both inside and outside of their boundaries in order to provide the company with a competitive advantage. Working above the call of duty has a huge

impact on an organization (Adekoya, Ajonbadi, Okorie, & Jimoh, 2021), as does taking proactive steps to increase organizational competitiveness (Yen & Teng, 2013). Lambert, Qureshi, Frank, Klahm, & Smith (2018) note that organizational citizenship behavior (OCB) and commitment are preceded by JS, which is a favorable emotional state about one's employment. It is the employee's favorable assessment of many areas of their work (Yılmaz, Çelebi, & Çakmak, 2014). According to studies, satisfied workers are more likely to be loyal to their employers (Lambert et al., 2018), which encourages them to participate in civic activities (Çulibrk et al., 2018).

The lack of research on JS and OCB in Nigeria is evident from the few published works on the subject, despite the necessity for such studies if Nigerian organizations are to survive the fierce competition found in the global market structure. While human resources practices and their relationship to organizational outcomes are widely studied in developed and developing Asian nations, the same cannot be said of the African continent, where there are currently few published studies on the subject. Therefore, the purpose of this study is to determine how OCB at the Federal Inland Revenue Service in Warri, Delta State, is related to JS.

Research Objectives

This study's main goal was to determine the link between JS and OCB of employees at Federal Inland Revenue, Warri Delta State. The particular goals were to:

- i. Examine the effect of career development on OCB;
- ii. Ascertain the extent to which attractive salary have effect on OCB; and
- iii. Determine the extent to which employee recognition has effect on OCB.

Research Questions

The following research questions guided the study:

- i. What is the effect of career development on OCB?
- ii. Does attractive salary have effect on OCB?
- iii. To what extent does employee recognition have effect on OCB?

Research Hypotheses

The following null hypotheses were tested in the study:

H0₁: Career development does not have significant positive effect on OCB.

H0₂: Attractive salary does not have significant positive effect on OCB.

H0₃: Employee recognition does not have significant positive effect on OCB.

LITERATURE REVIEW

Job Satisfaction

According to Armstrong (2006), a person's sentiments and attributes regarding their employment are what they would describe as job satisfaction (JS). JS is shown by positive and favorable attitudes towards the job. Job satisfaction is a major factor in overall life happiness as it motivates workers to do their best work and stay in their positions (Aruoren & Oisamoje, 2023; Aruoren & Erhuen, 2023). Parmar (2012) goes on to define JS as any confluence of environmental, physiological, and psychological factors that lead an individual to express satisfaction with their work.

Career Development

The pursuit of greater performance is influenced by career growth (Alfa, 2020). Career development therefore encompasses more than just being promoted to a higher position; it also refers to being encouraged or motivated to progress in one's employment, in the event that one's career takes off and there is a positive impact on employee performance. According to Armstrong (2006), career development is the process of managing learning, work, play, and transitions throughout one's life in order to progress towards a chosen future that is both individually decided and ever evolving. As per Byars and Rue (2014), career development is described as a continuous, structured endeavor by an entity that concentrates on enhancing and expanding the organization's human capital considering the requirements of both the staff members and the organisation. According to McDougall and Vaughn (2016), career development involves finding a match between individual and organizational needs, personal characteristics, and career roles by aligning individual subjective and more objective career aspects of an organisation. Thus, career development is a shared responsibility that depends on the requirements and conditions of both individuals and organizations.

Providing employees with suitable training and development opportunities can motivate them to enhance their abilities, which would consequently affect their output (Aruoren & Echewa, 2023). The performance of employees may be enhanced with the correct career development programme (Aruoren, Osazevbaru, & Okeme, 2023). Employee work satisfaction will also be impacted by clear career growth. Shujaat, Sana, Aftab, and Ahmed (2013) state that career development options inside the company are crucial for enhancing employee JS. By engaging in career development activities, employees may improve their JS, which in turn boosts productivity and work efficiency. Employee development entails training them for future increases in responsibility. Developing employees simply means allowing them to advance within the company and become qualified for roles that are higher than their current standing. Development focuses on enhancing interpersonal communication and skills (Iwuoha, 2019). An employee's working life is encompassed by career growth. Staff orientation, on-the-job training, experience, professional courses, short courses, postgraduate degrees, or certificates are the first steps. Employee development is the cornerstone upon which individual staff members' competence and confidence are constructed (Robbins, 2010). Workers are a company's most valuable asset and are actively involved in its success, which should not be undervalued. It becomes essential to equip these special resources with appropriate training in order to maximize work performance. One common strategy for bridging the performance gap

between present and anticipated future performance is career development. Despite receiving training, many individuals across various businesses have not advanced in their careers.

Attractive Salary

Wages, job satisfaction, and work motivation all have a big impact on how productive employees are. Salary has a little impact on employee performance, while allowances have no discernible effect (Umar, 2014). If attractive pay is closely related to performance, it becomes a crucial component of effectiveness (Umar, 2014). Considering that raising salaries is the most difficult task for the company, it also affects the workers the most since the workers' own, their families', and the communities' worth of their labor is reflected in the wage. Pay is crucial to the company because it shows how hard it works to protect its people, who are essential to maintaining a high level of dedication and loyalty. It is anticipated that an attractive compensation plan would support the accomplishment of work goals, the sustainability of the workforce, and the realization of the organization's vision and purpose (Umar, 2014).

Robbins and Judge (2007) emphasized that cooperative efforts should be encouraged instead of competitive ones when designing an appealing wage structure. People should be recognized for their abilities as cooperative team members by giving them promotions, pay increases, and other benefits. This does not suggest that individual efforts are undervalued; rather, it balances them with unselfish team contributions. Thus, some actions have to be recognized and rewarded, such as assisting in the resolution of team disputes, teaching new members of the team what they need to know, and learning new abilities that the team lacks but which they need to acquire. Similarly, Rabey (2003) notes that team members' main concerns are rewards and recognition. Stating that astute managers are fully conscious of this and consistently reap the rewards of the team.

Employee Recognition

Brun and Dugas (2008) note that recognition is constructive and honest feedback that is based on identifying individuals as sincere, deserving of respect, having needs, and possessing their own unique skills. According to research by Zani, Rahim, Junos, Samonol, Ahmad & Merican (2011), employee recognition is a highly effective motivational tool that can have a significant positive impact on JS and performance as well as overall organizational performance. According to Hussain, Khaliq, Nisar, Kamboh, and Ali (2019), when employees get effective recognition at work, a positive work atmosphere is created, which inspires them to become dedicated to their work and perform to the best of their abilities. An organization's competitive edge is its highly motivated workforce, whose output helps it develop and thrive while also successfully achieving its objectives and business plan (Imran, Ahmad, Nisar & Ahmad, 2014). Demotivated workers, on the other hand, have been shown to have low or fearless levels of skill practice, a lack of inventiveness, and a lack of complete dedication to the extent that an organisation requires. Luchivisi, Egessa and Muchilwa (2020) note that there is a favorable correlation between JS and organizational success when non-financial benefits like recognition are given.

Organizational Citizenship Behaviour

Every organization needs OCB to accomplish its goals and objectives without incurring additional costs (Aruoren & Ugbehene, 2023). OCB also helps to improve the social machinery of the organisation, lower friction, and boost efficiency (Nandal & Nandal, 2023). The voluntary individual action, which is not clearly defined in the formal reward and, punishment system of the organisation but supporting the effectiveness and efficiency of the organisation as a whole is how Organ (1988) described OCB. Similarly, Romaiha, Maulud, Ismail, Jahya, Fahana and Harun (2019) described OCB as extra-arbitrary behaviors by staff members that go beyond their formal responsibilities and are not formally recognized by the company. Even when an employee abstains from engaging in these behaviors, the company is still unable to discipline them. Furthermore, Smith, Organ, and Near (2003) defined OCB as voluntary conduct that deviates from one's assigned responsibilities with the intention of assisting others within the organisation or reducing conscientiousness and support for the organisation. Several variables affect OCB. It appears that organizational commitment and JS are good indicators of OCB among other antecedents (Aruoren, 2018; Aruoren, 2020).

Figure 1 shows the conceptual framework for the study indication the relationships between the dimensions of JS (career development, attractive salary, and employee recognition) and OCB.

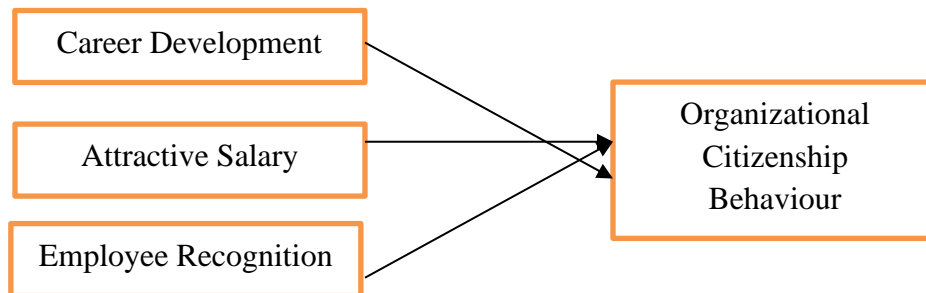


Figure 1: Conceptual Framework

Source: Researchers' Conceptualization. 2024

Theoretical Framework

The study was anchored on the Social exchange theory. According to this theory, people are more likely to return the benefits of those who help them when specific circumstances are present in an organisation. Blau (1964) notes that an exchange connection that is both social and economic in nature underpins the relationship between an employee and an organisation. According to Ahmad, Nawaz, Ishaq, Khan and Ashraf (2023), the rules of reciprocity—which hold that people have a duty to react favourably when they are treated favourably by others—are the foundation of social exchange theory. While the economic side of this exchange focused on material means of exchange like pay and benefits, social exchange theory highlights the socioemotional aspects of the relationship between employee and organisation, including feelings of obligation (Cropanzano, Anthony, Daniels & Hall, 2017). It is believed that reciprocity is essential to this interaction.

Employees in high-level social exchange connections are driven to act in ways that benefit their companies because they feel a sense of duty to promote the success of their companies (Melkamu, 2023). When an employee is happy in their job, they behave in a way that reflects the rules of reciprocity. People who are happy in their professions will, for the most part, go above and beyond the call of duty and participate in extracurricular activities (also known as OCB) in order to help the organisation.

Empirical Review

The impact of career growth and emotional intelligence on OCB, as mediated by work satisfaction, was identified and examined by Yusuf, Moein, and Zami (2023). There were 67 employees in the study's sample. In this study, a questionnaire-based data collecting approach was employed together with statistical analysis using SEM-PLS. The study's findings demonstrate that career development positively and significantly influences OCB. Furthermore, JS can indirectly mediate the influence of emotional intelligence on employees' OCB. In order to investigate the relationship between JS and organizational effectiveness as well as the relationship between OCB and enhanced organizational performance, Oparinde, Abdulsalam, and Oparinde (2022) looked at the significance of JS and its impact on OCB in tertiary institutions owned by the state of Osun, in Nigeria. 200 staff members participated in the research. The results obtained from correlation analysis showed that, OCBs are significantly influenced by JS.

A study by Okon, John, and Imagha (2023) looked at how recognition affected non-academic staff members' performance in Nigerian universities. To collect information and examine the connection between employee performance, recognition, and well-being, the study used a quantitative methodology. The results showed a strong positive relationship between non-academic staff performance and recognition, underscoring the value of recognition in promoting productivity among employees. Imagha, Ugwunwanyi and Akpaetor (2021) examined the connection between OCB and career management practices among Federal University, Otuoke non-teaching staff. The study used a survey research design with a sample size of 294 and was based on the Social Exchange theory. Correlation analysis was employed to test the study's hypotheses. Findings showed that among non-teaching personnel at the federal university in Otuoke, Bayelsa State, career counselling and succession planning are substantially correlated with OCB.

Ldama and Nasiru (2020) examined salary increase and its impacts on employee performance in Adamawa State University, Mubi. 269 academic and non-academic staff participated in this study. The findings indicate that the study's variables have a substantial and positive link ($r = 0.778, 0.565$ and $0.865, p < 0.05$). Additionally, the results showed that at Adamawa State University in Mubi, wage increases had a major impact on employee effectiveness, collaboration, and creativity; employees are highly capable of coming up with new ideas when granted a high income.

In their study of the Ebonyi State Civil Service, Nigeria, Ituma, Agu, Ozo, Chinweike, and Onwe (2024) examined the effect of career development on employee performance. A sample of 382 respondents, including 36 senior management personnel, 91 department heads and supervisors, and 265 operational staff, was selected from 3009 State Civil Service employees using both

qualitative and quantitative research methods. Inferential statistics based on Chi-Square were used to test the hypothesis. The results show that career development and job performance are significantly correlated. Fitrio, Utami, Apriansyah and Yaspita (2019) examined the relationships between JS, OCB, and organizational commitment (OC) at Economics College of Indragiri Rengat. Participants in the study were 34 lecturers of Economics College of Indragiri Rengat. This research used Structural Equation Modeling (SEM) as data analysis techniques and the results indicated that JS has a positive and significant effect to OCB; OC has a positive and significant effect to OCB; and OC mediated the effect between JS and OCB.

METHODOLOGY

The study was carried out using survey design. The study's population were employees of Federal Inland Revenue, Warri, Delta State, Nigeria. A sample size of 171 was determined from the population using Cochran's sample size determination method. Primary data was obtained using questionnaire structured on a 5- point Likert scale ranging from strongly agreed (5) to strongly disagreed (1). Sample items include: Your skill set increases through development opportunities (Career development); Competitive salaries are more likely to have a productive workforce (Attractive salary); Organizational incentives make you work harder on next project (Employee recognition). One hundred and seventy (171) copies of the questionnaire were distributed and one hundred and thirty five (155) copies were retrieved, yielding a response rate of 90.64 percent.

The three hypotheses formulated were tested at 0.05 level of significance, using simple linear regression analysis. A computer aided Microsoft special package for social science (SPSS Version 24.00) was used to aid analysis. The following linear regression model guided the study:

$$OCB = \beta_1 CD + \varepsilon \quad 1$$

$$OCB = \beta_2 AS + \varepsilon \quad 2$$

$$OCB = \beta_3 ER + \varepsilon \quad 3$$

Where, OCB = Organizational citizenship behaviour; CD = Career development; AS = Attractive salary; ER = Employee recognition; $\beta_1, \beta_2, \beta_3$ = Regression coefficients; ε = Error term

RESULTS

Table 1 shows the profile of participants. The marital composition of the respondents as indicated in Table 1 showed that respondents representing 98 (63.23%) were married, 42 representing 27.09% were single, 10 (6.45%) were divorced, while 5 (3.23%) were widowed. The age composition of the respondents showed that 25 respondents representing 16.13% were below 30 years, 63 representing 40.66% were between 30-39 years, 58 representing 37.41% were between 40-49 years, while 9 representing 5.80% were above 49 years. Furthermore, in terms of tenure, that is, how long respondents have been working in their organization, 26 (16.77%) had been in their organization for below 10 years, 72 (46.45%) between 10-19 years, 44 (28.39%) between 20-29 years, while 13 (8.39%) had worked in this organization for more than 29 years. The Educational Qualification of the respondents revealed that 57 respondents being 36.77% were

OND/NCE holders, 83 being 53.55% respondents were HND/BSc holders, while 15 being 9.68% respondents were postgraduate holders.

Table 1: Analysis of Respondent's Profile

Variables	Frequency	Percentage (%)
Marital Status		
Married	98	63.23
Single	42	27.09
Divorced	10	6.45
Widowed	5	3.23
Total	155	100.00
Age		
Below 30 years	25	16.13
Between 30-39 years	63	40.66
Between 40-49 years	58	37.41
Above 49 years	9	5.80
Total	155	100.00
How long have you been in this organization?		
Below 10 years	26	16.77
Between 10-19 years	72	46.45
Between 20-29 years	44	28.39
Above 29 years	13	8.39
Total	155	100.00
Educational Qualification		
OND/NCE	57	36.77
HND/BSc	83	53.55
Postgraduate	15	9.68
Total	155	100.00

Source: Researcher' Compilation, 2024

Table 2 shows the mean value for the variables OCB, CD, AS, and ER which were 3.62, 3.57, 3.43, and 3.75 respectively. These values exceeded the midpoint of 2.50 on a 5- point Likert scale. The standard deviation for these variables were 0.87, 0.92, 0.73, and 0.90 respectively, which indicate an adequate spread among the respondents. Furthermore, Cronbach's alpha coefficients ranged from 0.79 to 0.95, exceeding the recommended threshold of 0.70 for acceptable reliability. In addition, the correlation analysis results demonstrated a positive and significant correlation between OCB and CD ($r = 0.58, p < 0.05$), AS ($r = 0.61, p < 0.05$), and ER ($r = 0.79, p < 0.05$) respectively. Additionally, a significant positive correlation was revealed between CD and AS ($r = 0.52, p < 0.05$), ER ($r = 0.63, p < 0.05$) respectively. Finally, a strong positive correlation was established between AS and ER ($r = 0.71, p < 0.05$) (Table 2).

Table 2: Results of Correlation Analysis

Variable	Mean	SD	α	OCB	CD	AS	ER
OCB	3.62	0.87	0.79	1.00			
CD	3.57	0.92	0.83	0.58*	1.00		
AS	3.43	0.73	0.95	0.61*	0.52*	1.00	
ER	3.75	0.90	0.86	0.79*	0.63*	0.71*	1.00

Source: Researcher’s Compilation, 2024. * $p < 0.05$

Hypothesis Testing

Table 3 shows the results of regressing career development against OCB. Thus, the regression results for H_{01} shows an F statistics = 1032.542, $p = 0.000 < 0.05$, which means that the variation explained by the model is not due to chance. R square, the coefficient of determination, shows that the model explains 74.6% of the variation in OCB. R, the regression coefficient that has a value of 0.864, indicates that there is a positive effect between CD and OCB. Therefore, H_{01} is rejected. Thus, career development significantly affects organizational citizenship behaviour of employees of Federal Inland Revenue Warri, Delta State.

Table 3: Regression Coefficients for H_{01}

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.242	.074		3.284	.001
	Career development	1.040	.031	.864	33.536	.000

Dependent Variable: OCB

Table 4 shows the results of regressing AS against OCB. The regression results for H_{02} shows an F statistics = 1144.645, $p = 0.000 < 0.05$, which means that the variation explained by the model is not due to chance. R square, the coefficient of determination, shows that the model explains 72.2% of the variation in OCB. R, the regression coefficient that has a value of 0.834, indicates that there is a positive effect between AS and OCB. Therefore, H_{02} is rejected. Thus, attractive salary significantly affects organizational citizenship behaviour of employees of Federal Inland Revenue Warri, Delta State.

Table 4: Regression Coefficients for H0₂

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.222	.083		3.284	.000
	Attractive salary	1.010	.041	.834	33.536	.000
Dependent Variable: OCB						

Table 5 shows the results of regressing ER against OCB. The regression results for H0₃ shows an F statistics = 1357.798, $p = 0.000 < 0.05$, which means that the variation explained by the model is not due to chance. R square, the coefficient of determination, shows that the model explains 78.0% of the variation in OCB. R, the regression coefficient that has a value of 0.883, indicates that there is a positive effect between ER and OCB. Therefore, H0₃ is rejected. Thus, employee recognition significantly affects organizational citizenship behaviour of employees of Federal Inland Revenue Warri, Delta State.

Table 5: Regression Coefficients for H0₃

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.174	.066		2.623	.000
	employee recognition	1.002	.027	.883	33.536	.000
Dependent Variable: OCB						

Discussion of Findings

This study established that different aspects of JS influenced OCB. These results are in agreement with previous researchers (Yusuf et al, 2023; Oparinde et al, 2022; Okon, et al, 2023; Imagha et al, 2021; Ldama & Nasiri; and Ituma et al, 2024). Yusuf et al. (2023) study demonstrated that career development positively and significantly influences OCB. Oparinde et al (2022) looked at the significance of JS and its impact on OCB in tertiary institutions owned by the state of Osun, in Nigeria found that OCBs are significantly influenced by JS. The study by Okon et al (2023) used an empirical approach to examine the impact of recognition on the performance of non-academic staff in Nigerian universities and found a significant positive correlation between recognition and the performance of non-academic staff, highlighting the importance of recognition in enhancing employee productivity. Imagha et al (2021) examined the connection between OCB and career management practices among Federal University, Otueke non-teaching staff and found that career counselling and succession planning are substantially correlated with OCB.

Furthermore, Ldama and Nasiru (2020) examined salary increase and its impacts on employee performance in Adamawa State University, Mubi and established thatwage increases had a major

impact on employee effectiveness, collaboration, and creativity. Thus, employees are highly capable of coming up with new ideas when granted high incomes. Ituma et al (2024) study focused on the impact of career development on employee performance in Ebonyi State Civil, Nigeria and found that there is a significant relationship between career development and employees' job performance. Finally, Fitrio et al (2019) study found that JS has a positive and significant effect to OCB.

Conclusion and Recommendation

The study examined the connection between the OCB and JS of Federal Inland Revenue personnel in Warri, Delta State. The study's conclusions showed a strong and favorable correlation between OCB and JS. In conclusion, if all aspects of employee JS are prioritized, then discretionary behaviors (OCBs) will be promoted. This will motivate employees to be more proactive and willing to accomplish organizational goals without caring if their formal duties and obligations are surpassed. Employees at the Federal Inland Revenue, Warri, Delta State, will be encouraged to positively and satisfactorily reciprocate by taking on additional roles and behaviors that can help the organization achieve its overall goals if they are treated fairly through adequate pay, career growth and development, and a fair recognition policy. Based on the results and conclusions, it was suggested that Federal Inland Revenue, Warri, Delta State management implement policies that will improve career advancement, pay raises, and employee recognition of their contributions, since this will encourage employees to engage in extra role activities (OCBs).

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