

EFFECTS OF JOB SATISFACTION AND CONSCIENTIOUSNESS ON EXTRA-ROLE BEHAVIOUR

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Aim of study: The purpose of this study is to examine the relationship between job satisfaction and extra-role behaviours at work mediated by conscientiousness.

Background: Previous research has focused on understanding the variables that lead employees to show extra-role behaviours. These behaviours are those, which are not included in the employees' official tasks, but impact directly in the productivity and well-being of the employee. Two forms of extra-role behaviours are discussed on this study: Organizational citizenship behaviour (OCBs; Organ, 1988) and Counterproductive work behaviours (CWBs; Vardi, & Weitz, 2004). The first are related to those behaviours deployed voluntarily by the employee that impact positively in the company. This study considers four types of CWBs: personal industry (hard-working), interpersonal helping (courteous with other co-workers), individual initiative (pro-active) and loyal boosterism (loyalty to the company). On the other hand, CWBs are those behaviours displayed that affect negatively to the company. One of the variables that has been associated constantly with extra-role behaviours is Job satisfaction. According to social exchange theories (Cropanzano et al., 1997) and the principle of reciprocity (Cialdini, 2001), job satisfaction may relate to specific extra-roles behaviours. For instance, a good work environment would induce employees to behave positively, while an unpleasant work environment would ignite the desire to engage in CWBs. Other variable highly associated with extra-role behaviours is Conscientiousness. Most of the research on the field agree that conscientiousness has a key role on predicting employee's engaging with extra-role behaviours (LePine, 2002; Dalal, 2005). Since OCBs and CWBs are voluntary, employees can decide whether to engage or not on those behaviours.

Hypothesis

H1: Job satisfaction will be positively associated with OCBs

H2a: Conscientiousness will be positively associated with OCBs

H2b: Conscientiousness will be more strongly related to personal industry than to the others OCB sub-dimensions.

H3: Conscientiousness will moderate the relationship between job satisfaction and personal industry. Specifically, job satisfaction will yield stronger positive relationship with personal industry for individuals who are low in conscientiousness than for individuals who are high in conscientiousness.

H4: Job satisfaction will be negatively associated with CWBs

H5: Conscientiousness will be negatively associated with CWBs

H6: Conscientiousness will moderate the relationship between job satisfaction and CWBs. Specifically, job satisfaction will yield stronger negative relationships with CWBs for individuals who are low in conscientiousness than for individuals who are high in conscientiousness.

Methodology: Participants: The study consists of 209 employees from different job position. The gender distribution was similar, the average age 33 years old and no one have more than seven years of job tenure.

Measures: Job satisfaction was assessed using three items from the Michigan Organizational Assessment Questionnaire (MOAQ; Cammann et al., 1979). Conscientiousness was assessed using ten items from the International Personality Item Pool (IPIP, 2001). OCBs and its sub-dimensions were assessed with items from a test elaborated by Moorman and Blakely (1995). CWBs were assessed with 12 items from a test elaborated by Bennett and Robinson (2000). A marker variable of four items was included to avoid a common-method variance effect.

Results: A confirmatory factor analysis (CFA) was used to dismiss interaction among variables. The analysis confirmed that the seven factors were indeed distinct constructs ($\chi^2(881, N = 209) = 1.531.09, p < 0.01$). Furthermore, a CFA was conducted to assess whether or not the relationship between variables was inflated by the presence of the method factor. Results indicated that common-method variance had no effect on these relationship ($\chi^2\Delta(44) = 182.77, p < 0.01$).

In regards of the hypothesis, the following results were presented: **(1)** H1 was supported, job satisfaction correlated positively with each of the OCBs' sub dimensions ($p < 0.01$): personal industry ($r = .42$), interpersonal helping ($r = .36$), individual initiative ($r = .26$) and loyal boosterism ($r = .53$). **(2)** H2a was supported, conscientiousness was positively related to each of the OCBs' sub dimensions ($p < 0.01$): personal industry ($r = .54$), interpersonal helping ($r = .44$), individual initiative ($r = .42$) and loyal boosterism ($r = .46$), **(3)** H2b was partially supported, conscientiousness was more related to personal industry than interpersonal helping ($z = 2.05, p < .05$) and individual initiative ($z = 2.19, p < .05$), but was not significantly different from the relationship between conscientiousness and loyal boosterism. **(4)** H3 was supported, conscientiousness moderated the relationship between job satisfaction and personal industry, specifically, results shown a strong positive interaction between job satisfaction and personal industry for low-conscientiousness individuals ($b = .41, p < .01$). **(5)** H4 is fully supported, job satisfaction is negatively correlated with CWBs ($r = -.33, p < .01$). **(6)** H5 was supported, conscientiousness was negatively correlated with CWBs ($r = -.35, p < .01$) and **(7)** H6 was supported, conscientiousness moderated the relationship between job satisfaction and CWBs, specifically, results shown a strong positive interaction between job satisfaction and CWBs for low-conscientiousness individuals ($b = -.18$).

Discussion: This study confirms that job satisfaction and conscientiousness are strongly correlated with OCBs and CWBs. Job satisfaction and conscientiousness are positively related to OCBs, specifically, conscientiousness is more strongly related to personal industry than to the other sub-dimensions of OCBs. Furthermore, conscientiousness moderates the relationship between job satisfaction and extra-role behaviour. Specifically, the relationships between job satisfaction-personal industry, and job satisfaction-CWBs are stronger for low-conscientiousness individuals, rather than for high-conscientiousness.

Implications: These findings are useful to increase OCBs and reduce CWBs in the company they may improve their hiring process by selecting candidates with high levels of conscientiousness. Moreover, they may encourage OCBs and discourage CWBs by improving employee job satisfaction.

Limitations: The variables were assessed using self-report measures, which could affect the relationship among the variables. Furthermore, the data was collected using "snowballing methods" by undergraduate students. This methodology could affect the randomness of the sample and also, it is possible that undergraduate students provided bogus data.