

The Effect of Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior on Effectiveness of Electrical Parts Industries in Thailand

Manisara Sananuamengthaisong

Mahasarakham Business School, Mahasarakham University

Received: 10 June 2022

Revised: 31 July 2022

Accepted: 8 August 2022

Abstract

This study investigates job satisfaction, organizational commitment and organizational citizenship behavior effect on organization effectiveness of electrical parts industries in Thailand are the population of the study. Furthermore, this research, a source of database is used as electrical parts industries in Thailand. The returned and valid questionnaire results were 333 samples and key participant is human resource managers or general managers in each of company. The results show that job satisfaction and organizational commitment influence on organizational citizenship behavior. The three dimensions of organizational citizenship behavior: altruism, compliance, loyalty some significant an effect on organizational effectiveness. Also, job satisfaction, organizational commitment and organizational citizenship behavior has a potential positive influence on organizational effectiveness. Potential discussion with the research results is effectively implemented in the study. Theoretical and managerial contributions are explicitly provided. Conclusion and suggestions are also providing for further research.

Keywords: Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior and Organizational Effectiveness

1. Introduction

The contemporary world, organizations are striving to get a competitive advantage over its competitors, and are expecting from its employees to go beyond their job description in assisting the organization achieving its goals (Podsakoff et al., 2000). Even in the manufacturing and the traditional sectors, the need to remain competitive has meant that firms in these sectors deploy strategies that make effective use of their resources. This changed business landscape has come about as a result of a paradigm shift in the way businesses and firms view their employees as more than just resources and instead adopt a “people first” approach. (Juneja, 2015). Due to the popularity of job satisfaction within the field of occupational and

organizational psychology. Many researchers and practitioners have defined their own definitions of job satisfaction such as Cranny et al (1992) define job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job.

Organizational commitment has been recognized and demonstrated as one of the important factors that influence work behavior such as turnover, performance, and absenteeism (Allen and Meyer, 1990). Organizational commitment is defined by three related factors: "(1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization" (Mowday et al., 1979). Organizational citizenship behavior (OCB) is an important concept in field of organizational behavior. Since Smith et al., (1983) proposed the concept, study of OCB had continued. Organizational Citizenship Behavior (OCB) refers to those behaviors that are not part of an individual job description and include acts like helping other, taking additional responsibilities, putting extra hours, defending organization and openly speaking about important issues of organization (Organ et al., 2005). The positive effects of organizational citizenship behaviors upon group and organizational outcomes have been the subject of most of the relevant research (Podsakoff, 2000). Furthermore, "Thailand 4.0" policy, identifying the E&E industry as a strategic sector within its industrial upgrading and human capital development plans. Related to this, a national dialogue on "Thailand 4.0 and the Future of Work" was organized in March 2017 by the ILO and the Ministry of Labour to discuss future employment trends, challenges and opportunities in the country (Lorenza Errighi and Charles Bodwell, 2017). Thailand's strategic location in Southeast Asia and high-output manufacturing facilities have made it a leading production base for the global electronics and Electrical parts (E&E) industry. Inspection technology plays an important role in the manufacturing of electronics parts, allowing manufacturers to keep pace with the shrinking dimension of print board circuits (PCB), high precision electronics components and strict quality control. Thailand's government, recognizing the crucial role the electrical and electronics industry will continue to play in Thailand's economic development, offers attractive investment incentives to attract major global players in the electrical and electronics industry. The continued miniaturization of electronic devices from smartphones to wearables ensures increased demand for integrated circuits and profitable opportunities in Thailand for investors. In this research, the population is electrical parts industries in Thailand Accordingly, job satisfaction and organizational

commitment are likely to become main driver of organizational citizenship behavior that influence greatly performance outcomes, such as organization effectiveness.

2. Objectives

- 1) To investigate the impact of job satisfaction on organizational citizenship behavior.
- 2) To investigate the impact of organizational commitment on organizational citizenship behavior.
- 3) To investigate the influence of three dimensions of organizational citizenship behavior on organization effectiveness.

3. Literature Review

The conceptual model that the job satisfaction and organizational commitment has a significant influence on organizational citizenship behavior: altruism, compliance and loyalty. And three dimensions of organizational citizenship behavior include three dimensions such as altruism, compliance and loyalty. lead to organization effectiveness. The details of the conceptual model are supported by two theories: resource-based view of the firm (RBV) and social exchange theory. In addition, all constructs are developed from theoretical and literature review.

Job satisfaction, as an academic concept, has aroused wide attentions from the fields of management, social psychology, and practical operations in recent years. In the year 1974, Churchill et al. gave an operational definition of the job satisfaction, i.e., the work-related affection states covering five aspects, namely the supervisors, the jobs, the work colleagues, the compensation, and the promotion opportunities. In the year 1993, Moorman in his The Influence of Cognitive and Affective based Job Satisfaction Measures on the Relationship between Satisfaction and Organizational Citizenship Behavior clearly pointed out: from the affective perspective, the job satisfaction is an overall positive affective evaluation; from the cognitive perspective, the job satisfaction is a more logic and rational evaluation of working conditions.

Organizational Commitment and job satisfaction are two factors that can increase customer satisfaction and OCB. Likewise, when a person has a high commitment to the organization, that person will do anything to improve his company because of his belief in the organization. Castellano et al., (2021) defines organizational commitment as an attitude that reflects the likes or dislikes of lecturer towards the organization. According to Luthans et al., (2021) explained that organizational commitment is often defined as (1) a strong desire for someone to become a member of the organization, (2) a willingness to exert effort for the organization, and (3) belief in and acceptance of values and goals of the organization.

Organizational citizenship behavior has been studied since the late 1970s. Over the past three decades, interest in these behaviors has increased substantially. Organizational behavior has been linked to overall organizational effectiveness; thus, these types of employee behaviors have important consequences in the workplace. Organizational Citizenship Behavior has been defined as individual behavior that is discretionary, not directly or explicitly recognized by formal reward, and that in the aggregate promotes organizational effectiveness (Organ, 1988 and Organ et al., 2005). According to Trimisat (2020) and Verianto (2018) defines organizational citizenship behavior is not something that should be done from one in the organization because it is an extra activity of employees for their organization.

Smith et al., (1983) first proposed that OCB is composed of altruism and general compliance. These two dimensions serve to improve organizational effectiveness in different ways. Altruism in the workplace consists essentially of helping behaviors. These behaviors can both be directed within or outside of the organization. There is no direct link, or one-to-one relationship, between every instance of helping behavior and a specific gain for the organization. The idea is that over time, the compilation of employees helping behavior will eventually be advantageous for the organization (Organ et al., 2005).

Organizational Compliance internalization and acceptance of the organization's rules, regulations, and procedures, which results in scrupulous adherence to them, even when no one observes or monitors compliance. Organizational compliance indicates an employee's acceptance of the company's rules and regulations because she internalizes them. This component has been called generalized compliance by Smith et al., (1983), organizational obedience by Graham (1991), 'OCB-O' by Williams and Anderson (1991), and 'following organizational rules and procedures' by Borman and Motowidlo (1997). This component inherently represents internal acceptance of the organization's rules, regulations and procedures by the employee.

Loyalty is a promoting the organization to outsiders, protecting and defending it against external threats and remaining committed to it even under adverse conditions. Organizational loyalty consists of a number of elements such as spreading goodwill (George and Brief, 1992) and endorsing and supporting organizational objectives (Borman and Motowidlo, 1997). It involves promoting the organization to outsiders.

Organization Effectiveness is defined as an ability of firms to be able to perform to achieve firm's goal by both to increase corporate sustainability (Maltz et al., 2003). Previous researches often use financial and market such as customer satisfaction, stakeholder relationship, sale growth, market share and profitability short-term finance measure as an

indicator of business success. The new idea of success in recent years expends organizational perspective beyond financial and nonfinancial measure.

This research summarizes the ideas presented in the previous section in the model illustrated in Figure 1. The framework depicts that the job satisfaction and organizational commitment influence on organizational citizenship behavior and three dimensions of organizational citizenship behavior: altruism, compliance and loyalty effect on organization effectiveness.

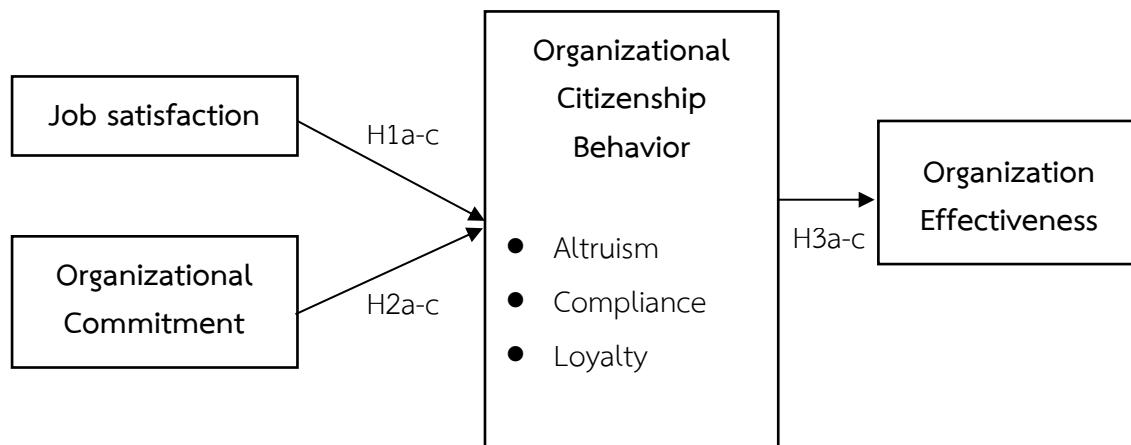


Figure 1 Model of the effect of job satisfaction, organizational commitment, and organizational citizenship behavior on organization effectiveness

4. Research Methodology

Population and Sample

The questionnaire is used as an instrument in this research which 333 were mailed to electrical parts industries in companies, and key participant is human resource managers or general managers in each of company. Accordingly, deducting 5 undeliverable questionnaires from the original 333 mailed, as a result, 78 complete questionnaires are usable. The response rate was 23.42 percent.

Data Collection

This questionnaire is designed to measure all variables on five-point Likert scales ranging by levels of opinion. The questionnaire is a composite of 30 items that cover all variables in this study, namely, job satisfaction and organizational commitment influence on organizational citizenship behavior the organizational citizenship behavior and three dimensions of organizational citizenship behavior: altruism, compliance and loyalty effect on organization effectiveness.

Validity and Reliability

Validity refers to the degree to which the questions truly measure the constructs that they intend. Content validity is the extent to which the measurement represents the relevant content domain for the construct. To firmly validate all scales of

questionnaire, content and construct validity are examined. Thus, there are two kinds of validity assessment that is applicable for this research: content validity and construct validity.

Content validity

Content validity is a rational judgment by the researcher or academic expert, not a numerical evaluation. It refers to whether the scales contain items that are adequate to measure what it intends. The scales must be tested for content validity before any further validation is undertaken. All the measurement items are selected from the existing literature. The items in this research are also reviewed and screened by three academic experts who have an experience in this area in order to ensure that the wording of each question was clear, concise, and described only one concept. Their comments were considered and incorporated into this instrument, accordingly.

Construct validity

The confirmatory factor analysis is used to test the construct validity of the instrument by determining if the conducted to demonstrate the homogeneity of variance for the multi-item groups from essentially homogenous scales. Each of the constructs is tested and all factor loadings should be greater than the 0.40 cut-off and are statistically significant (Nunnally and Berstein, 1994).

Reliability

The item-to-total correlation should exceed 0.50 and the inter-item correlation should exceed 0.30 In this case, this research uses Cronbach's alpha to measure the internal consistency which should be greater than 0.70 (Hair et al., 2006).

Statistics Techniques

The statistical techniques include factor analysis, variance inflation factor, correlation analysis, and regression analysis.

In this research, job satisfaction and organizational commitment influence on organizational citizenship behavior: altruism, compliance and loyalty which in Equations 1-2 as follows:

$$\text{Equation 1: JS} = \beta_{01} + \beta_1 AT + \beta_2 CP + \beta_3 LT + \beta_4 FS + \beta_5 FA + \varepsilon_1$$

$$\text{Equation 2: OC} = \beta_{02} + \beta_6 AT + \beta_7 CP + \beta_8 LT + \beta_9 FS + \beta_{10} FA + \varepsilon_2$$

The Equations 3 is used to examine the organizational citizenship behavior: altruism, compliance and loyalty on organization effectiveness are presented below:

$$\text{Equation 3: OE} = \beta_{03} + \beta_{11} AT + \beta_{12} CP + \beta_{13} LT + \beta_{14} FS + \beta_{15} FA + \varepsilon_3$$

5. Research Finding

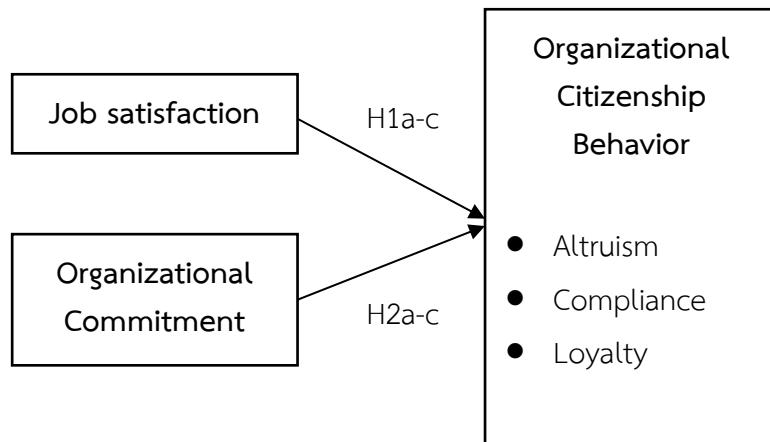


Figure 2 Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior

The results of OLS regression of hypotheses 1-3 a, b, c. The results of relationships among three dimensions of organizational citizenship behavior: altruism, compliance and loyalty. Here, Job Satisfaction has a significant positive influence on altruism, compliance and loyalty. ($\beta_1 = 0.53$, $p < 0.01$; $\beta_2 = 0.23$, $p < 0.01$; $\beta_3 = 0.42$, $p < 0.01$). *Thus, hypotheses 1a, b, c is supported.*

Next, organizational commitment is significant for altruism, compliance and loyalty are significant. *Thus, hypotheses 2a, b, c is supported.* ($\beta_6 = 0.41$, $p < 0.05$; $\beta_7 = 0.32$, $p < 0.10$; $\beta_8 = 0.43$, $p < 0.01$.).

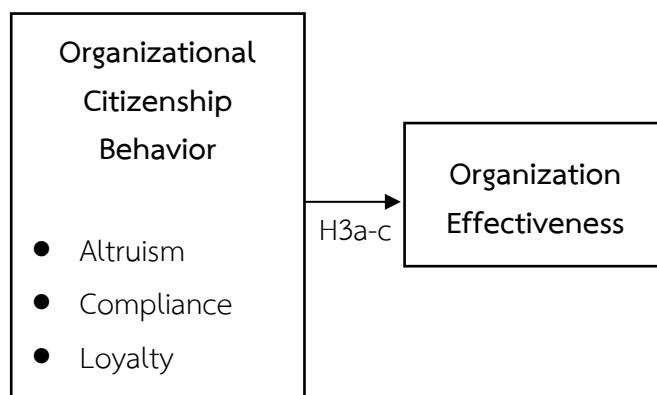


Figure 3 Organizational Citizenship Behavior: altruism, compliance and loyalty have a significant influence on organization effectiveness

The results of Organizational Citizenship Behavior: altruism, compliance and loyalty have a significant influence on organization effectiveness. *Thus, hypothesis 3a, c is supported but hypothesis 3b is not.*

Table 1 Summary of the Results of Hypothesis Testing

Hypothesis	Description of the Hypothesized Relationships	Results
H1a	Job Satisfaction has a significant influence on altruism.	Supported
H1b	Job Satisfaction has a significant influence on compliance.	Supported
H1c	Job Satisfaction has a significant influence on loyalty.	Supported
H2a	Organizational Commitment has a significant influence on altruism.	Supported
H2b	Organizational Commitment has a significant influence on compliance.	Supported
H2c	Organizational Commitment has a significant influence on loyalty.	Supported
H3a	Altruism, has a significant influence on organization effectiveness.	Supported
H3b	Compliance has a significant influence on organization effectiveness.	Not Supported
H3c	Loyalty has a significant influence on organization effectiveness.	Supported

6. Conclusion and Discussion

The findings reveal that the job satisfaction and organizational commitment influence on organizational citizenship behavior and three dimensions of organizational citizenship behavior: altruism, compliance and loyalty effect on organization effectiveness. Job satisfaction has an effect on altruism, compliance, loyalty and organizational commitment has an effect on altruism, compliance and loyalty.

On the other hand, three dimensions of organizational citizenship behavior: altruism, compliance and loyalty effect on organization effectiveness.

In addition, the summary of all research questions and results are included in Table 2.
Table 2 Summary of Results in All Hypothesis Testing

Research Questions	Hypothesis	Results	Conclusion
(1) How do the job satisfaction influence on three dimensions of organizational citizenship behavior: 1) altruism 2) compliance 3) loyalty?	1a-c	Job satisfaction has a positive impact on altruism, compliance and loyalty.	Accepted
(2) How do the organizational commitment influence on three dimensions of organizational citizenship behavior: 1) altruism 2) compliance 3) loyalty?	2a-c	Organizational commitment has a positive impact on altruism, compliance and loyalty.	Accepted
(3) How do the three dimensions of organizational citizenship behavior: 1) altruism 2) compliance 3) loyalty effect on organizational effectiveness?	3a-c	Organizational citizenship behavior: 1) altruism 2) compliance 3) loyalty effect on organizational effectiveness	Partially accepted

7. Research Suggestions

The positive contribution of organizational citizenship behavior to organizational performance is well acknowledged by the literatures (e.g., Castro et al., 2004; Podsakoff, 2000; Hetty van Emmerik et al., 2008). However, understanding the importance of the dimensionality of OCB can be extremely useful for organizational behavior studies.

The results of this research can be applied to improve the organizational citizenship behavior the results suggest job satisfaction and organizational commitment have positive influences on organizational citizenship behavior. Furthermore, three dimensions of organizational citizenship behavior: 1) altruism 2) compliance 3) loyalty effect on organizational effectiveness. Accordingly, firm should develop awareness for job satisfaction and organizational commitment that tends to have effects on organizational citizenship behavior. Moreover, firm should also enhance the organizational citizenship behavior including altruism, compliance and loyalty that tends to have direct impacts on organizational effectiveness.

As a result, the need for future research is to seek other moderating variables to enhance the organizational effectiveness and the emergence of new regulation, this will have

an impact on the organizational effectiveness. As the limitation is appropriate of the sample different from other service industries, consequently, future research should test further using sample from other industries such as from banking, insurance, retailing, and manufacturing sectors for the further generalization of the results.

REFERENCES

Allen, N. J. and Meyer, J. P. (1990). The measurement and antecedent of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18.

Borman, W. C., and Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human performance*, 10(2), 99-109.

Castellano, S., Chandavimol, K., Khelladi, I., and Orhan, M. A. (2021). Impact of self-leadership and shared leadership on the performance of virtual R&D teams. *Journal of Business Research*, 128, 578-586.

Castro, C. B., Armario, E. M. and Ruiz, D. M. (2004). The influence of employee organizational citizenship behavior on customer loyalty. *International Journal of Service Industry Management*, 15(1), 27-53.

Churchill Jr, G. A., Ford, N. M., and Walker Jr, O. C. (1974). Measuring the job satisfaction of industrial salesmen. *Journal of Marketing Research*, 11(3), 254-260.

Cranny, C. J., Smith, P. C., and Stone, E. (1992). Job satisfaction: How people feel about their jobs.

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*, 112(2), 310.

Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee responsibilities and rights journal*, 4(4), 249-270.

Hair J.F., Black W.C., Babin B.J., Anderson R.E. and Tatham R.L. (2006). *Multivariate data analysis*. (6th Edition), New Jersey: Pearson Prentice Hall.

Hetty van Emmerik, I.J., Bakker, A.B. and Euwema, M.C. (2008), What happens after the developmental assessment center? Employees' reactions to unfavorable performance feedback. *Journal of Management Development*, 27(5), 513-527.
<https://doi.org/10.1108/02621710810871826>

Juneja, P. G. (2015). Management as a Process. Management Study Guide Content Team. Retrieved from https://www.managementstudyguide.com/management_process.htm

Lorenza Errighi and Charles Bodwell. (2017). Electrical and electronics manufacturing in Thailand: Exploring challenges and good practices in the workplace. *ILO Asia - Pacific Working Paper Series*, 9-41.

Luthans, F., Luthans, B. C., and Luthans, K. W. (2021). *Organizational Behavior: An Evidence-Based Approach Fourteenth Edition*. IAP.

Maltz, A. C., Shenhav, A. J., and Reilly, R. R. (2003). Beyond the balanced scorecard: Refining the search for organizational success measures. *Long range planning*, 36(2), 187-204.

Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship?. *Journal of applied psychology*, 76(6), 845.

Mowday, R. T., Steers, R. M., and Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14(2), 224-247.

Nunnally, J.C., and Bernstein, I.H. (1994). *Psychometric Theory*. 3rd Edition, New York: McGraw-Hill.

Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. Lexington books/DC heath and com.

Organ, D. W., Podsakoff, P. M., and MacKenzie, S. B. (2005). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage Publications.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., and Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of management*, 26(3), 513-563.

Smith, C. A. O. D. W. N. J. P., Organ, D. W., and Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of applied psychology*, 68(4), 653.

Trimisat, M. I. (2020). Pengaruh Keadilan Organisasional, Kepuasan Kerja, Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior (Ocb)(Studi Kasus Pada Pegawai Kantor Pelayanan Pajak Pratama Purworejo). *VOLATILITAS*, 2(1).

Verianto, D. (2018). Pengaruh Motivasi Kerja Intrinsik Dan Keadilan Prosedural Terhadap Organizational Citizenship Behavior (OCB) Dan Kinerja Karyawan KPP Pratama Purwokerto. *Jurnal Ekonomi, Bisnis, dan Akuntansi*, 20(3), 1-15.

Williams, L. J., and Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of management*, 17(3), 601-617.

Contact Information

Dr. Manisara Sananuamengthaisong
 Mahasarakham Business School, Mahasarakham University
 E-mail: Manisara.s@acc.msu.ac.th