THE EFFECTS OF JOB SATISFACTION

AND LEADER SUPPORTIVENESS BEHAVIOR

ON ALTRUISTIC ORGANIZATIONAL CITIZENSHIP

BEHAVIOR

by

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ABSTRAK

Kajian ini menyelidik pengaruh kepuasan kerja dan gelagat sokongan pemimpin ke atas gelagat kewarganegaraan organisasi altruistik. Kajian ini juga menyelidik pengaruh pembolehubah demografi seperti umur, jantina, dan bangsa sebagai moderator dalam hubungan diantara pembolehubah tak bersandar dengan pembolehubah bersandar. Gelagat kepimpinan organisasi altruistik diukur melalui penilaian yang dibuat oleh dekan disetiap pusat pengajian. Data kajian ini diperolehi daripada 96 kakitangan akademik dalam institusi pengajian tinggi awam di 12 buah pusat pengajian di Malaysia daripada 12 pusat pengajian. Hasil regresi kedua-dua komponen kepuasan kerja dan kedua-dua gelagat sokongan pemimpin tidak mempunyai pengaruh ke atas gelagat kewarganegaraan organisasi altruistik. pembolehubah demografi seperti umur, jantina dan bangsa tidak mempengaruhi perhubungan diantara pembolehubah tak bersansar (kepuasan intrinsik, kepuasan ekstrinsik, struktur berinisiating, dan pertimbangan). Penemuan, implikasi, dan cadangan kajian untuk penyelidikan di masa hadapan juga dibincangkan.

ABSTRACT

This study examines the effects of job satisfaction and leader supportiveness behavior on altruistic OCB. This research also examines the moderating effects of demographic variables (age, gender, and race) on the relationship between of the independent variables (job satisfaction and leader supportiveness behavior) and altruistic OCB. Data in this study were obtained from a total of 96 academic staff attached to 12 centers of studies (schools) in a public institution of higher learning in Malaysia. Altruistic OCB was gauged via supervisory (deans) rating. Regression results reveal job satisfaction and leader supportiveness behavior did not influence altruistic OCB. Demographic variables (age, gender, and race) did not moderate the relationship between the independent variables (intrinsic satisfaction, extrinsic satisfaction, initiating structure, and consideration) and the dependent variable.. Findings, implications and recommendations for future research are also discussed.

CHAPTER 1

INTRODUCTION

1.1   Introduction

The rapidly changing economic environment in this millenium requires an organization to continually assess its competitiveness. The organization has to respond to new pressures and challenges. Previous approaches that have brought successes to the organization may no longer be relevant. For an organization, its competitiveness lies in its ability to produce the right goods and services at the right quality, at the right price, and at the right time (Zeithaml et al., 1990). It means that the organization must meet its customers' demands more efficiently and more effectively than other firms (Aziz, 2001).

Aziz (2001) added that from the macroeconomic perspective, the Malaysia's competitiveness does not only depend on its sound macroeconomic policies, but also on the conducive business environment which is essential to support and sustain its economic growth and enhance its competitiveness. Educated and skilled workforce are essential in achieving a nation's the long-term competitiveness. Knowledge will become increasingly important for the country to develop its human resources in order to meet industrial demand. Education and skills of the workforce will translate the knowledge into enhancing the capabilities of businesses. Today's organizations will have to compete by developing and exploiting skills, knowledge, and creativity of its employees. Currently, there is a shortage of manpower in science and technology, which in turn, represents a constraint in management and workforce skills.

Badarulzaman (1993) reported that based on human capital theories, the improved quality of human resources has been accepted as the major stimulant for economic growth. Higher and better quality education and training of the people has been increasingly regarded as an advantageous factor for the pursuit of better economic performance.

Ismail (2001) noted that knowledge, learning and education are the most important tools to produce a global information-based society. The role of education is becoming increasingly crucial to meet the market needs, foster economic growth, and produce creative and critical graduates.

In his speech during the launching of USM's Action Plan for 2001, Professor Dato' Dzulkifli Abdul Razak, USM's vice chancellor, stated that every individual in the campus is responsible for improving the status of the academic institution, not only locally, but also internationally.

According to Professor Dato' Dzulkifli, in light of globalization, the role of every university staff in an academic institution is very important since they have to strive for excellence to be a knowledge center for the society and its vicinity. Academic staff represent significant players in delivering its service effectively to both internal and external customers (Razak, 2001).

As the country becomes more industrialized, the role of employees in higher learning institutions of learning becomes more salient. As indicated by Aziz (2001), the education sector is very important in sustaining the Malaysia's long-term competitiveness. Thus, employees' behaviors beyond their job requirement

in the education sector are particularly important as those behaviors will positively affect the service quality provided by the academic institution (Farrell, Souchon and Durden, 2001).

1.2   Problem Statement

Given the competitive global environment, behaviors of academic staff within academic institution are very important since their behaviors will enable the employing organization to function efficiently and effectively.

Employees need to understand and define job responsibilities clearly so that the tasks given to them can be performed accordingly. Morrison (1994) indicated those employees who defined their job broadly may perform extra-role behaviors. These extra-role behaviors usually referred to as organizational citizenship behaviors (OCBs) can enhance the performance of the organization operating in the competitive environment.

As mentioned by Tang and Ibrahim (1998), the practical importance of OCB is that such behaviors improve the efficiency and effectiveness of both public and private organizations. Brief and Motowidlo (1986) explained that organizational citizenship behaviors are organizationally functional since these behaviors contribute to the achievement of organizational objectives.

Besides teaching and guiding the students, academic staff's behaviors will facilitate and lubricate organizational efficiency and effectiveness in delivering the education and knowledge and skills to the customers, i.e. students (Bateman & Organ, 1983; Brief & Motowidlo, 1986).

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Altruistic OCB of the academic staff include behaviors such as assisting a specific co-worker and a superior or a customer (student) which is not stated in their job requirement. As suggested by Kotler's (2000), services provided by academic staff of the institutions need to reflect reliability, responsiveness, empathy, assurance and tangibility. The staff must be able to perform their duties dependably. They must be willing to help the students who are their customers and show their ability to demonstrate trust, confidence, caring and proper presentation and communications.

The role of prosocial behaviors in the organization is regarded a formal part of their job requirement for helping professions such as teaching (Brief and Motowidlo, 1986).

Other professions in this category include those in the hospitality industry such as hotel and fast food restaurant, banking, travelling and retailing sectors. Extra role behaviors in these professions overlap with in-role behaviors prescribed by job requirement. Within the context of the helping professions, prosocial behaviors are regarded as more important than exceptional productivity. Extra role behaviors such as cooperating, sharing, and helping are reasonable dimensions of job performance (Brief and Motowidlo, 1986).

1.3 Research Objectives

The objectives of this research include the following:

(1) To examine the influence of job satisfaction on altruistic OCB.

(2) To examine the influence of leader supportiveness behavior on altruistic OCB.

(3) To test whether the relationship between the independent variables (job satisfaction and leader supportiveness behavior) and altruistic OCB is stronger for older than younger employees.

(4) To test whether the relationship between the independent variables (job satisfaction and leader supportiveness behavior) and altruistic OCB is stronger for women than men.

(5) To test whether the relationship between the independent variables (job satisfaction and leader supportiveness behavior) and altruistic OCB is stronger for Malays than non-Malays.

1.4 Research Questions

Research questions in this study are as follows:

(1) To what extent does job satisfaction influence altruistic OCB?

(2) To what extent does leader supportiveness behavior influence altruistic OCB?

(3) Are the effects of the relationship between the independent variables (job satisfaction and leader supportiveness behavior) and altruistic OCB stronger for older employees than younger employees?

(4) Are the effects of the relationship between the independent variables (job satisfaction and leader supportiveness behavior) and altruistic OCB stronger for women than men?

(5) Are the effects of the relationship between the independent variables (job satisfaction and leader supportiveness behavior) and altruistic OCB stronger for Malays than non-Malays?

1.5 Scope and Significance of the Study

Previous researches have used many variables in predicting altruistic OCB. Studies in the past have focused mainly on OCB in general, covering all OCB components: altruism and compliance (conscientiousness, civic virtue, sportsmanship, and courtesy) (for instance, Brief & Motowidlo, 1986; Moorman, 1993; Nasurdin, 2001; Organ & Konovsky, 1989; Organ & Ryan, 1995; Schappe, 1998; Smith et al., 1983; Tan, 2001; Tang & Ibrahim, 1998; Van Dyne et al., 2000). Most of the researches on OCB were done in the West and the studies were performed in different context. Smith, Organ, and Near (1983) studied the OCB construct within the banking industry. Organ and Konovsky (1989), and Wagner and Rush (2000) studied the OCB construct within the health industry. Moorman (1993) studied the OCB construct within the steel industry. Tang and Ibrahim (1998), on the other hand, obtained their data on OCB from employees attached to public organizations in Egypt and the United States.

Previous researchers have examined many other predictors for OCB such as perceived equities (Schappe, 1998; Organ & Ryan, 1995), trust (Van Dyne et al., 2000; Tan, 2000), organizational commitment (William & Anderson, 1991; Organ & Ryan, 1995; Schappe, 1998), leader supportiveness behavior (Farrell, et al., 2001; Tang & Ibrahim, 1998), dispositions (Wagner & Rush, 2000; Organ & Ryan, 1995). Moreover, most of these studies focused on two components of OCB, namely altruism and compliance.

With the exception of Wagner and Rush (2000) who focused on the altruism dimension of OCB, all of the above-mentioned researchers studied the OCB

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construct covering both components of OCB: altruism and compliance. Wagner and Rush (2000), however, studied the altruistic OCB construct using job satisfaction, organization commitment, trust, disposition and age as their predictor variables.

In the Malaysian context, Nasurdin (2001) studied all OCB dimensions among hotel employees. Nasurdin (2001) examined the relationships between procedural justice, perceived organizational support, organizational commitment and OCB. Tan (2001) studied OCB as encompassing all five dimensions (altruism, courtesy, civic virtue, sportsmanship, and conscientiousness). Tan (2001) used employees working in private sectors in Penang as his sample. Tan (2001) investigated the relationships between trust, perceived organizational support, and perceived supervisory support and OCB. Tan (2001) also examined organizational tenure as a moderating variable in his model.

Since not many studies have been undertaken within the local context, this study will fill in the gap in the literature by looking into altruistic OCB alone. The scope of the study is limited to the effects of job satisfaction and leader supportiveness behavior on altruistic OCB in a public academic institution.

1.6 Definitions of Key Variables

Organizational Citizenship Behavior

OCB refers to an "individual's contributions in the workplace that go beyond role requirements and contractually rewarded job achievements" (Organ and Ryan, 1995:775). OCB can also be viewed as "an individual's contributions that

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are neither contractually rewarded nor enforceable by supervision or job requirements" (Organ and Lingl, 1995: 339).

Based on the definition given by previous researchers (for example, Smith et al., 1983; Williams and Anderson, 1991; Wagner and Rush, 2000), altruistic OCBs in the present study will be defined as helping behaviors performed by the employees. These behaviors are beyond the employee's job requirements, which are neither rewarded nor enforceable. Such behaviors are subtle, spontaneous, and performed in natural setting at the workplace.

Job Satisfaction

Basically, job satisfaction is a person's attitude toward his or her job (Luthans, 1998). It constitutes a set of beliefs about the job and the feelings or emotions about the job (Organ and Konovsky, 1989). Cook and Hunsaker (2001) defined job satisfaction as the overall feelings people have about an organization, whether as an employee, customer, supplier, or regulator. Thus, job satisfaction is the overall feelings that employees have while working in their organization.

Leader Supportiveness Behavior

Leader supportiveness behavior is the "degree to which a leader acts in a friendly and supportive manner, shows concern for subordinates, and look out for their welfare" (Yukl, 1994:54).

LITERATURE REVIEW

2.1 Introduction

This chapter is divided into five sections. Section one, two, and three will focus on the literature on OCBs, job satisfaction, and leader supportiveness behavior respectively. Section four of the chapter presents the theoretical framework. The final section presents the hypotheses of the research.

2.2 Organizational Citizenship Behavior (OCB)

In order for organizations to function effectively, employees must perform three categories of essential behaviors: (1) individuals must first enter and remain in the organization; (2) as employees, they must carry out specific role requirements given by the organization in a dependable fashion; and (3) they must engage in innovative and spontaneous activity that goes beyond role prescriptions (Katz, 1964). It is the last category of employee behavior which is referred to as organizational citizenship behavior (OCB). It is the employee's behavior that is above and beyond his or her role requirements. This behavior is discretionary and not rewarded by the organization (Konovsky & Pugh, 1994).

Prior researchers (for instance, Organ, 1988) have identified five dimensions of OCBs: (1)altruism, (2)courtesy, (3)conscientiousness, (4) civic virtue, and (5) sportsmanship. Altruism refers to helping behavior. Example of courtesy is not "blowing up" when provoked. Conscientiousness is also referred to as compliance. It refers to the employee's behavior relating to his or her compliance to the rules and procedures or regulations of the organization. Civic

virtue refers to employee who likes to volunteer for the organization. Such behaviors include employees who volunteer to attend meetings or functions. Finally, sportsmanship refers to employees who do not find fault in organization or perform their jobs without complaint (Greenberg, 1999). In sum, these dimensions can be categorized into two distinct types of OCB: (1) compliance, and (2) altruism as follows:

2.2.1   Compliance

Compliance refers to "a more impersonal sort of conscientiousness", a "good soldier" or good citizen (Farh et al., 1990; Tang & Ibrahim, 1998; William & Anderson, 1991). William and Anderson (1991) referred to this dimension of OCB as OCBO because it is the behavior that benefits the organization. Compliance behavior relates to the adherence to the informal rules of the organization.

2.2.2   Altruism

Altruistic OCB is a type of behavior in which the person performs the act voluntarily without expecting to receive material or social rewards in return (Farh et al., 1990). It is directed toward an individual, group, or organization with whom the employee interacts while carrying out his or her duties (Brief and Motowidlo, 1986). The actor of the behavior expects that his or her behavior can benefit the individual or organization to whom it is directed. Van Dyne and LePine (1998) introduced helping and voice behavior, two other dimensions closely related to altruistic OCB. Van Dyne and LePine (1998) classified helping as affiliative-promotive behavior which is proactive, causes things to happen, interpersonal and cooperative. On the other hand, voice

behavior relates to whistle-blowing acts and challenging-promotive behaviors with the aim of changing the status quo for improvement via recommendations and innovative ideas (Stamper and Van Dyne, 2001).

From a psychological perspective, Hoffman (1981) defined altruistic behavior as "behavior that promotes the welfare of others without conscious regard for one's own self interests."(p.121). Hoffman (1981) also reported that empathy motivates helping behavior. "The intensity of emphatic arousal is related to systematically related to subsequent helping behavior" (Hoffman, 1981: 124).

Employees who display altruistic OCBs assist their co-workers with job-related matters (Smith et. al., 1983; Brief & Motowidlo, 1986). In line with the need for responsiveness and empathy in delivering quality service, these employees provide services and products consistent with organizational objectives (Kotler, 2000). The employees also help customers on personal matters unrelated to products or services offered by the organization.

Barnett et al. (1981) discovered a positive relationship between empathy and helping behaviors. Bettencourt et al. (2001) suggested that empathy consists of two components: cognitive and emotional. Cognitive component refers to feelings, actions and prediction of others' thoughts whereas, an emotional component include emotional reactions and sympathy. Cognitively empathetic employees are more likely to understand and anticipate others' expectations and subsequently led to altruistic OCB. As such, they tend to offer ideas for improvement because they understand others' viewpoints. The affectively

empathetic employees are driven by their compassions to satisfy their customers (i.e. colleagues and students) through their behaviors.

Committed employees show their inclinations to perform prosocial behavior. They are willing to exert considerable efforts on behalf of the organizations. These employees are likely to give ideas for organizational improvements particularly in matters pertaining to procedures and administration. Committed workers volunteer for additional assignments which may or may not be job-related done with the intention of helping the organization (Brief and Motowidlo, 1986).

However, Morrison (1994) noted that employees are different in defining the boundary between in-role and extra-role behaviors. This is significant as the definitions of such behaviors related to commitment and social cues. In a survey of 317 clerical workers, Morrison (1994) concluded that employees are more likely to display OCB if they define their job responsibilities as in-role rather than extra-role behaviors.

Bateman and Organ (1983) investigated the relationship between job satisfaction and altruistic OCB based on Blau's (1964) social exchange theory. The study by Bateman and Organ (1983) are based upon longitudinal data using employees derived from two midwestern universities in the United States. Firstly, under social exchange theory, Bateman and Organ (1983) predicted that people seek to reciprocate those who benefit them. A person's satisfaction may be increased when he or she interprets the supervisor's behavior as sincere and in turn, will try to reciprocate those efforts. Secondly, prosocial behaviors are

likely to occur when a person experiences positive affect. Bateman and Organ (1983) suggest that prosocial behaviors are more likely to be exhibited when a person experiences positive affect as displayed in job satisfaction, that is, a more satisfied person will display more prosocial behavior. In addition, Bateman and Organ (1983) argued that a supervisor's supportiveness behavior could represent a common cause to both employee's job satisfaction and citizenship behaviors.

2.3 Predictors of Altruistic OCB

2.3.1 Job Satisfaction

According to Greenberg (1999), job satisfaction refers to one's attitudes towards his or her job. In this study, job satisfaction reflects the overall positive feelings experienced by the employees.

2.3.1.1 Herzberg's Theory of Job Satisfaction

Herzberg's (1969) findings regarding job satisfaction on a group of accountants and engineers have identified two separate components of factors influencing job satisfaction and job dissatisfaction. According to Herzberg (1969), job satisfaction results from motivators or intrinsic satisfaction. The aspects of job include in this dimension is about the work itself or outcomes directly resulting from the job. These include promotional opportunities, achievement, recognition, responsibility, the work itself, and the intrinsic interest of the job. On the other hand, Herzberg (1969) stated that hygiene factors or extrinsic factors lead to job dissatisfaction. This dimension includes pay, job security, working conditions, policy and administration, and relationships with co-workers and supervisors (Nestor & Leary, 2000).

According to Organ and Lingl (1995), there are at least 15 independent studies which have found the existence of a positive relationship between OCB and job satisfaction. Schappe (1998) indicated that job satisfaction, perceived equity and organizational commitment have positive correlations with OCB. Organ and Konovsky (1989), Organ and Ryan (1995), and Organ and Lingl (1995) discovered a strong positive relationship between job satisfaction and OCB.

Previous studies by Organ and Konovsky (1989), Organ and Lingl (1995), and Smith et al. (1983) suggest that job satisfaction is more strongly related to altruism than compliance. Therefore, this research will hope to examine the role of job satisfaction and leader supportive behavior as predictors of altruistic OCB. Among previous researchers who have investigated in these relationships (intrinsic satisfaction and altruistic OCB, and extrinsic satisfaction and altruistic OCB) include Tang and Ibrahim (1998), Bateman and Organ (1983), Smith at al. (1983), Moorman (1993), Schappe (1998), Organ and Ryan (1995), Organ and Lingl (1995), and Wagner and Rush (2000).

In his research among insurance employees, Schappe (1998) found that when job satisfaction, perceived equity, and organizational commitment are considered simultaneously, only organizational commitment appears as a significant predictor of OCB. However, Schappe (1998) did not find job satisfaction as a significant predictor of OCB.

Organ and Konovsky (1989) argued that job satisfaction is a robust predictor of OCB. Job satisfaction reflects an employee's job attitude which constitutes both a cognitive component and an affective one. A cognitive component consists of

a set of beliefs about the attitude of any object and it appears to represent a person's appraisal of various aspects of life such as family, housing, job, health, and leisure. An affective component consists of feelings or emotions elicited by the attitude of the object. Individuals evaluate and make comparisons with some standard such as expectations and previous experiences. Based on their sample of 369 employees from two hospitals, Organ and Konovsky (1989) concluded that the cognitive appraisal of one's job rather than affective component affect job satisfaction, which in turn, stimulates the individual to perform OCB.

Organ and Ryan (1995) provided evidence that satisfaction is more related to OCB than to in-role behavior. According to Organ and Ryan (1995), the job satisfaction-OCB relationship mainly applies to non-managerial and non-professional employees. Overall job satisfaction is significant in predicting altruistic OCB and the variance in OCB is moderated by personality determinants (Organ and Lingl, 1995). Thus, it can be seen that findings by previous researchers (for instance, Schappe,1998; Organ & Konovsky, 1989; Organ & Ryan,1995) indicated that job satisfaction is able to better predict the individual's extra-role behavior rather than his or her in-role behavior.

Bateman and Organ (1983) also noted that job satisfaction will have an influence on OCB. Bateman and Organ's (1983) claim is based on Blau's (1964) social exchange theory. According to the social exchange theory (Blau, 1964), under certain circumstances, employee will reciprocate his or her supervisor or co-workers who have helped them. Based on the social psychological theory, Bateman and Organ (1983) argued that job satisfaction is

a result of a positive emotional state, which in turn, will lead to the employee to demonstrate OCB.

Tang and Ibrahim (1998) discovered that predictors for altruistic OCB include organization-based self-esteem, need for achievement, intrinsic job satisfaction, and extrinsic job satisfaction. Tang and Ibrahim (1998) collected data from two samples: the first sample were derived from staff at the Department of Mental Health and Mental Retardation in the southeast part of the United States, and the second sample were police officers and military personnel from Egypt and Saudi Arabia. Tang and Ibrahim (1998) pointed out that job satisfaction is a robust predictor of OCB and found that intrinsic job satisfaction was positively related to altruistic OCB for both the American and Middle Eastern samples.

Hence, this study posits the following hypotheses:

   H1: Intrinsic satisfaction will be positively related to altruistic OCB

   H2: Extrinsic satisfaction will be positively related to altruistic OCB.

2.3.2   *Leader Supportiveness Behavior*

According to Yukl (1994), leader supportiveness behaviors include showing consideration, acceptance, and concern for the needs and feelings of other people.

Schnake et al. (1993) viewed that leader supportiveness undertaken by the leader as a kind of helping behavior. Employees who benefited from this act may then be motivated to reciprocate with OCB. Leader supportiveness is similar to a leadership style known as consideration, which is defined as "the

degree to which a leader acts in a friendly and supportive manner, shows concern for subordinates, and look for their welfare" (Schnake et al., 1993: 352).

According to Smith et al. (1983), leader supportiveness behavior is citizenship behavior in itself, because the leader's behaviors are aimed at helping others. Moreover, in the meta-analytic study undertaken by Organ and Ryan (1995), leader supportive behavior is synonymous to leader consideration.

2.3.2.1 *Leader Supportiveness Behavior and Work Outcomes*

According to Yukl (1994), leader supportiveness behaviors help leaders build and maintain effective interpersonal relationships with their subordinates. A superior who is considerate and friendly towards people is more likely to win friendship and loyalty than a superior who rules with an iron hand. Supportive leaders are likely to gain emotional ties with their followers, which in turn, can easily gain cooperation and support in order to achieve certain organizational objectives (House, 1971). Furthermore, a leader's supportive behavior will increase subordinates' and coworkers' job satisfaction. Working with someone who is cooperative and supportive is more satisfying than working with someone who is hostile, egoistic and uncooperative (Yukl, 1994).

In this competitive and challenging world, the cooperative and supportive leader can reduce stress among his or her subordinates at the workplace. This would result in higher job satisfaction, lower absenteeism and turnover, and better job performance (Yukl, 1994).

Findings by previous researchers (for example, Bateman & Organ, 1983; Smith et al., 1983; Organ & Ryan, 1995; Podsakoff, MacKenzie, & Bommer, 1996; Tang & Ibrahim, 1998) indicated that leader supportiveness has positive effect on altruism. Smith et al. (1983) suggested that leader supportiveness behavior represents an environmental dimension which has direct implications on citizenship behavior. First, Smith et al. (1983) argued that the leader's consideration itself is citizenship behavior. Thus, the leader may serve as a model. In addition, social psychological studies have strongly indicated that such a model may influence other prosocial behavior among subordinates. Second, the supportive supervisor creates a pattern of exchange that becomes the subject of norms of reciprocity. As a result, subordinates may display citizenship behavior to reciprocate his or her superior (Smith, et al., 1983).

Podsakoff, MacKenzie, and Bommer (1996) identified transformational leadership behavior as having the power to inspire and motivate subordinates to work beyond their self-interest and perform beyond expectations. Transformational leaders who are able to articulate a vision, provide a role model, foster acceptance among group, set high performance expectations, support subordinates, and provide intellectual stimulation will gain his or her staff's trust. This, in turn, will result in manifestation of extra-role behavior by the subordinates.

Tang and Ibrahim (1998) also suggested that leader supportive behavior is related to altruistic OCB. Based on their samples consisting of military personnel and police working in Egypt and Saudi Arabia, Tang and Ibrahim

(1998) suggested that one reason for this relationship may be due to the fact that their samples consisted of subjects having Islamic cultures.

In discussing the path-goal theory (House, 1971), Yukl (1994) noted that leader's consideration may increase his or her subordinate's satisfaction and efforts. Thus, the supportive behavior of leaders are likely to contribute to altruistic OCB.

In addition, House, Filley, and Gujarati (1971) reported that a leader's consideration is positively related to employees' satisfaction with role expectations. House et al. (1971) reported that leader initiating structure has a negative relationship with satisfaction of role expectations.

Thus, this study posits the following hypotheses:

      H3:   Initiating structure will be negatively related to altruistic OCB.

      H4:   Consideration will be positively related to altruistic OCB.

2.3.3   Demographic Variables

2.3.3.1   Age

Age has been shown to be related to altruistic OCB (for examples, Wagner & Rush, 2000; Organ & Konovsky, 1989; Smith, et al., 1983).

Wagner and Rush's (2000) study of 96 nurses in the United States showed that age moderates the relationship between job satisfaction and altruistic OCB. Wagner and Rush (2000) argued that younger employees might have a different view of themselves and work compared to older employees. In their study,

Wagner and Rush (2000) discovered that older employees tend to have lower needs for achievement and higher needs for affiliation than younger employees.

Tang and Ibrahim (1998) found that the need for achievement is related to altruistic OCB. Cook and Hunsaker (2001) added that achievement motivated employees strive for higher goals and standards of performance given by their supervisors. On the other hand, affiliation motivated employees find satisfaction in good interaction and interpersonal relationships. According to Tang and Ibrahim (1998), employees with need for achievement tend to exhibit his or her motive by accomplishing difficult tasks, maintaining high standards, getting involved in competition, and expanding extra efforts to attain excellence.

In another study concerning age and risk taking among managers, Vroom and Pahl (1971) reported that subjects within the age group of 22 – 32 years and 48 – 58 years undertook higher risk compared to subjects from age group ranging 33 – 48 years. Vroom and Pahl (1971) explained that as age increases, people get married, have children, and acquire more responsibilities particularly regarding other people apart from their ownselves. As a result, risks taking tend to increase with age. Vroom and Pahl (1971) added that their findings on the positive relationship between age and risk taking could be attributed to the socio-cultural aspects of the population. Their sample were derived from two different age bracket:(1) those from the baby boom generation, and (2) those from the generation after the great depression and the Second Word War. The later group composing of the younger person is more likely to have grown in an affluent atmosphere and within a stable economic environment. These younger employees may lack the life experience required to internalize the concept of

personal sacrifice for greater good as compared to older employees. Younger employees may socialize to value reciprocity and place greater value for fair treatment by organization. This, in turn, may lead them to exhibit of altruistic OCB (Wagner and Rush, 2000).

Therefore, the fifth hypothesis of the study is:

H5: The relationship between the independent variables (job satisfaction and leader supportiveness behavior) and altruistic OCB would be stronger for older employees than younger ones.

2.3.3.2 Gender

Previous researches about helping behavior between gender are inconsistent across studies. Eagly and Crowley (1986) showed that men generally help more than women do. In another study, Gannon and Hendrickson (1973) indicated that there is no difference in helping behavior between gender.

In a study of 304 undergraduate students consisting of 146 females and 158 males, Eagly and Crowley (1986) argued that females are usually associated with long-term and close relationships. Eagly and Crowley's (1986) study was conducted to measure the extent to which helping behavior was associated with gender differences in terms of the ability to help others, the perceived likelihood, and the belief that helping is dangerous to oneself. According to Eagly and Crowley (1986), women are identified as caring and responsible. Women are expected to place the needs of others, especially those of their family members before their own needs. Moreover, several studies (for example, Eagly and Crowley, 1986) have claimed altruism underlies women's

consideration for others. Women "are generally more empathic or sympathetic than men" (Eagly and Crowley, 1986: 284). Eagly and Crowley (1986) reported that several studies showed that women are usually rated more favorably than men not only on helpfulness; but also on kindness, compassion, and the ability to devote oneself completely to others. Eagly and Crowley (1986) added "...studies of friendship have found that women, to a greater extent than men, reported providing their friends personal favors, emotional support, and informal counseling about personal problems (p.284)." The female gender role includes norms encouraging certain forms of helping behaviors. Professional positions such as secretary, teaching, nursing, and social workers involved in helping the poors and oppressed people are occupational roles which are predominantly held by women. This, in turn, would induce the altruistic OCB among women.

Based on the above-mentioned studies, the sixth hypothesis of the study is:

H6: The relationship between the independent variables (job satisfaction and leader supportiveness behavior) and altruistic OCB would be stronger for women than men.

2.3.3.3 Race

One of the characteristics of the Malaysian society is its diversity regarding ethnic groups. It is a plural society which consists of three major races which are the Malays, Chinese, and Indian.

A local human resource development professional, Abdullah (1992) suggested that there are significant values among the three races. Based on her experiences

as a trainer, she suggested that some values of the Malay culture include respect for the leaders, generous, sensitive to the feelings of others, indirect and tacit system of reciprocal obligations, teamwork, cooperation, and family oriented. Abdullah (1992) added that some of the Chinese cultural values are diligence, family orientation, wealth, harmony, position and respect for hierarchy, risk taking, generous, and entrepreneurship. Some of the Indian cultural values, according to Abdullah (1992) include a sense of belonging, family orientation, participation, security, and champion for causes.

Given that Malays are inclined to be more helpful (Abdullah, 1992), the seventh hypothesis of this study posits that:

H7: The relationship between the independent variables (job satisfaction and leader supportiveness behavior) and altruistic OCB would be stronger for Malays than non-Malays.

2.4 THEORETICAL FRAMEWORK

The aim of the study is to determine the extent to which job satisfaction (intrinsic satisfaction and extrinsic satisfaction) and leader supportiveness behavior (initiating structure and consideration) affect altruistic OCB. The conceptual framework for this study is depicted in Figure 2.1. As shown in Figure 2.1, the criterion variable is altruistic OCB whereas the two predictor variables are job satisfaction and leader supportiveness behavior. The moderating variables of the study are demographic factors such as age, gender, and race.

Figure 2.1   Theoretical Framework of the Research
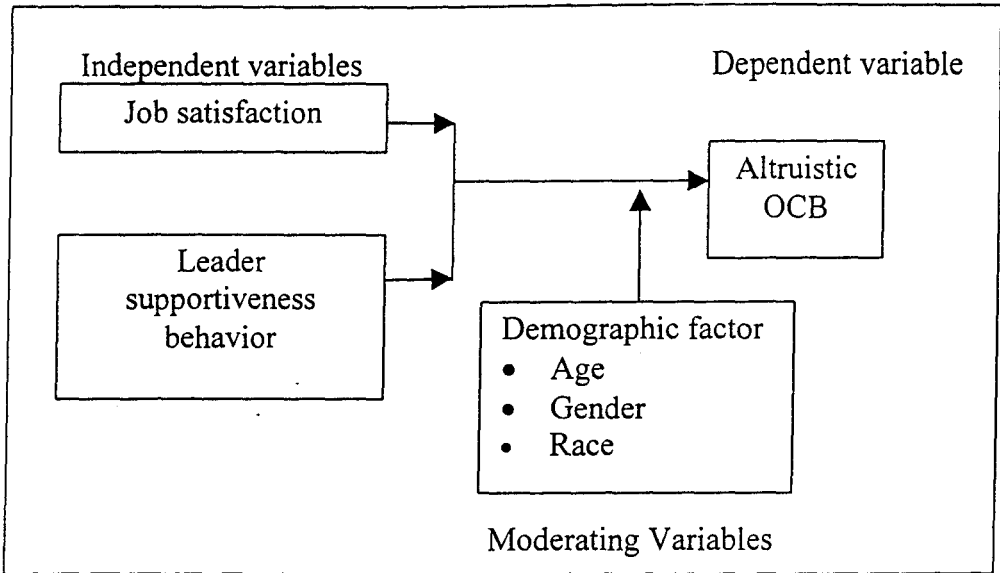
2.5 Hypotheses

Based on the theoretical framework (Figure 2.1), the hypotheses for the present study will be grouped into three major portions. The first portion represents the relationship between job satisfaction components (intrinsic satisfaction and extrinsic satisfaction) and altruistic OCB. The second portion represents the relationship between leader supportiveness behavior components (initiating structure and consideration) and altruistic OCB. The third portion relates the moderating effects of age, gender, and race on the independent variables (intrinsic satisfaction, extrinsic satisfaction, initiating structure, and consideration) and altruistic OCB.

Hypothesis 1 posits that intrinsic satisfaction will be positively related to altruistic OCB. Hypothesis 2 posits that extrinsic satisfaction will be positively related to altruistic OCB. Hypothesis 3 postulates that Initiating structure will be negatively related to altruistic OCB. Hypothesis 4 postulates that consideration will be positively related to altruistic OCB. Hypothesis 5 postulates that the