

# **The Relationship between Organizational Citizenship Behavior and Job Satisfaction among Physiotherapists of Hospitals of Karachi, Pakistan**

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## **ABSTRACT**

This study measured the relationship between organizational citizenship behavior and job satisfaction among physiotherapists located in Karachi hospitals of Pakistan. Further investigated how the variables affected by gender and educational status of physiotherapists. The survey was conducted to collect the data from respondents by adopting the tools of JSS and OCB-checklist. SPSS 21.0 was used for analyzing the data. Pearson correlation and independent sample t-test were applied for association and comparing means of groups. Results revealed that there is positive statistically significant relationship between organizational citizenship behavior with job satisfaction level of physiotherapists. Level of job satisfaction showed not statistically difference with educational level and gender types of physiotherapists. There is also no statistically significant difference

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found in organizational citizenship behavior with educational level, but the statistically significant difference found with gender type of physiotherapists.

**Keywords:** *Physiotherapist, organizational citizenship behavior, Management, job satisfaction*

## **INTRODUCTION**

### **A. Background of the study**

To hunt the common goals of organizations, different individuals execute the diverse duties in groups or sets as a member of organization. Intellectuals of behavior concern investigated how individuals make groups and work together, and they engrossed on progressions which produce the structures of management to manage the group or organizations, in addition to the progressions for the accomplishment of work. It is very often that the employees' activities and the accomplishment of duty on job are less related to the feelings of him or her towards the workplace where he or she worked but during job work he or she progressed some behavior which showed the actual attitude against the workplace or job work (Robbins & Judge, 2014).

Three distinct categories of behavior suggested by Katz (1964) for employees which they should perform in any organization to operate it effectively. Firstly, people must be stimulated to enroll and stay in the organization. Secondly, people must accomplish the definite prerequisites of their work. Lastly, the activities of them must be advanced and natural for the achievements of organizations' goal which is not enlisted in their job descriptions. This final behaviors' category is known as organizational cit-

izenship behaviors (OCB), by Organ (1988, p. 4), states it to be the “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”.

In simple words, it was also demarcated as extra role, discretionary behavior that assists other members of organizations to accomplish their work or that express the care for and painstakingness towards the organization (Borman & Penner, 2001; Smith, Organ, & Near, 1983). Academics proposed the conceptualizing of extra role behaviors in a diverse way such as altruistic and general compliance in two factor model of Smith et al. (1983), in the same way, altruism, courtesy, conscientiousness, civic virtue, and sportsmanship constructed as a five factor model by Organ (1988) and Allen and Rush (1998) proposed the OCB as a one-dimensional concept. As well as Williams and Anderson (1991) proposed it differently in two dimensional constructs; one is OCB-I that handled the behaviors which engaged directionally to other individuals and the second is OCB-O that handled the behaviors which engaged directionally to an organization. OCB-Is comprised the dimensions of altruism and courtesy of the five-factor model of Organ, although OCBOs comprised the dimensions of conscientiousness, civic virtue, and sportsmanship of the five-factor model of Organ.

Later then, academics also suggested that the OCB's nature is not considered continuously as extra-role or discretionary Organ (1997), but the evaluation of employees by their supervisors taken frequently as OCBs (Allen & Rush, 1998; Pond, Nacoste, Mohr, & Rodriguez, 1997). With emergence of such debates, scholars started the usage of molded conceptualization of organizational citizenship behavior as an extra-task rather than as an extra-role (Borman & Motowidlo, 1993).

While explaining, the prime noting point is that the behaviors which are considered as OCB and categorized as task performance are different. The behavior which is related to the task incline with fluctuate transverse jobs it also required special information, services, and capabilities. Though, for the OCB's categorization there is nothing to worry for the fluctuation across jobs and not required some special information or assistances. For example, the cooperation or voluntary actions of employees are mirrored probable as OCB in any profession and approximately every employee can engage in such behaviors by his or her capability. Task performance is different from the OCB because it is considered as a part of the work role of an employee. Consequently, some positions have an expectation or description as prerequisite for the OCB (Hanson & Borman, 2006). Furthermore, there is also difference in drives of engagement in both OCBs and the accomplishment of regular tasks (Smith, Organ, & Near, 1983).

OCB produces the ease to intact for the social machinery of organization, as well as delivers the work using unanticipated possibilities flexibly (Smith, Organ, & Near, 1983). It can also see as problematic and not capable of being enforced to measure but considered as a very vital in influencing on the company's success specifically long-term success. As it affected on organization for a long-term, the main impact due to more vigorous productivity, protecting capitals, and appealing extraordinary workforces to the organizations (Organ, 1988).

Providentially, scholars have recognized the conditions which stimulate the employees to engaged in OCBs. Spector and Fox (2010) discussed the demands which have specific role for OCBs, such demands put pressure on employees to obligate OCBs. As an example, the failure of a coworker in performance produced a demand which motivate the employee to oblige an OCBs. Employees felt of support needed to execute their

own projects with the other coworkers if duties are inter-reliant. If conditions are there where the forced involved on employees to accomplish more tasks produced the conclusion of negative consequences such as negative feeling and counter-productive work behavior (Bolino, Turnley, Gilstrap, & Suazo, 2010; Fox, Spector, Goh, Bruursema, & Kessler, 2012; Vigoda-Gadot, 2006). Furthermore, compensation also showed more probable effect in cumulation of the OCB's frequencies (Werner, 2000).

The satisfaction towards job as a concept expanded significantly in industrial organizational psychology and organizational behavior due to its effect on the performance and efficiency (Mullins, 2007). One from many predictors, jobs satisfaction is also considered as the most important predictor of OCB. Many studies revealed the association significantly between satisfaction on job and OCBs (Bateman & Organ, 1983; Smith, Organ, & Near, 1983; Organ & Konovsky, 1989). Two conceptions about the effect of job satisfaction on OCBs based as: first suggested that the higher the satisfaction level of individual produced the increase experience related to the frequency of positive state of mood, that's why tendency increased to engaged in OCBs. Second suggested a very leading description, depended on social exchange theory, if the satisfaction of an individuals is high with their jobs, they responded these efforts via OCBs. Therefore, satisfaction and OCB are determined as a causal connection (Bateman & Organ, 1983; Fassina, Jones, & Uggerslev, 2008).

Understanding the precise nature of job satisfaction is not an easy attempt specifically with its effect on the effectivity of organizations. Mullins (2007) argued that it is not just an attitude or the inner state, but it has association with the personal sense of success, whether quantitative or qualitative. Moreover, the premise of its conception is that the most productive employees were highly satisfied ones. Mullins (2007) proposed three approaches to job satisfaction: first one is that the satisfaction as the

outcome of behavior: This revealed the evaluation of employees regarding the production of results related with desires, purposes, standards, or objectives which are very important to them. Second one is that satisfaction as a cause of behavior: This stressed on the behavior that ascended because of dissatisfaction. Those employees who do not consider themselves as capable entity for changing the results which dissatisfied them are mostly struggled to get the results from exterior work or maybe in any alternative organization. In contrast from those employees who are satisfied because of learning from their work revealed the increased feeling of involvement. Third one is that satisfaction as part of a checking and establishing method: This highlights the changes of introduction as consequence from the degree of evaluation of results. Those employees motivated to move on for further search of enhancements if they are not satisfied with what they obtain. In contrast from those who are satisfied they must be motivated for repetition in behavior to become leading.

In the same way, as the reputation, Spector (1997) rationalized by three reasons: the first one is that the values of humanity directed the organizations. The values proposed that the employees should be treated as honorable and respectful. So, the degree of values which showed the conduct of employees can evaluate as a gauge through job satisfaction. The mental appropriateness or emotionally healthful revealed as a symbol of very high level of job satisfaction. Second one is that the processes of organization probable influenced by the behavior of an employee which depend on the extent of satisfaction or dissatisfaction towards his job. While positive behavior progressed the job satisfaction and vice versa. Third one is that the most supportive improvement is the leaders in organizational level. The only reason explained above revealed the enough authentications for the significance of job satisfaction and gave the savvy of job satisfaction procedures.

The practitioners of physiotherapy who are known as physiotherapists in Pakistan are growing speedily. As a developing country here fields of health cares are also in developing phase and physiotherapy is one of the neglected fields in Pakistan. Unluckily, not a single authority as a central regulation in Pakistan is found for physiotherapy like Pakistan Medical and Dental College (PM&DC) for medical field but associations like Pakistan physical therapy association (PPTA), Pakistan physiotherapy society (PPS), and chartered society of Physical therapy (CSP) operating locally to develop the progress of this profession (Babur, Siddique, & Awan, 2014).

They are the front-line health care professionals who played a critical role in meeting a demand of physical based treatment like massaging, exercising and heat treatment to prevent and screen a common physical disorders and ailments (World Physiotherapy, 2021). As a health-care professional they mostly worked in healthcare organizations as practitioners.

That is why this study was designed to examine the physiotherapists' job satisfaction and organizational citizenship behavior in healthcare organizations, to investigate the relationship between them.

## **B. Operational definitions**

### **1. Organizational citizenship behavior**

OCB refers to the extra task work behavior or voluntary integrative models of an employee. It is divided into two dimensions of OCB - acts directed toward the organization (OCBO) and acts directed toward coworkers (OCBP) and used the OCB-checklist to measure it.

## **2. Job satisfaction**

Spector defined the job satisfaction as “a cluster of evaluation feelings about the job” (1997:22). The nature of this cluster is explained by him in nine facets to identify the job satisfaction and it is used to measure the level of job satisfaction of employees. In simple words a ‘JSS’ instrument.

Organizational citizenship behavior-checklist adopted from Fox, Sector, Goh, Bruursema and Kessler (2012) to measure the OCB of physiotherapists and job satisfaction survey was adopted from Spector (1994) to measure the JS of physiotherapists.

### **Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior is deliberated through Organizational citizenship behavior-checklist (OCB-C) scale, which measured that which employee exhibited the pro behaviors (Fox, Spector, Goh, Bruursema, & Kessler, 2012). The creative instrument of organizational citizenship behavior checklist (OCB-C) contains 42-items to evaluate the frequency of OCB executed by employees. Further, it has also more refined and shortened form with 36-items and 20-item scale. The researcher chose 20 items scale, a refined and shortened form of the original version (42 items), for the purpose as the author suggested that it avoided the methodological relics which distorted the valuation of relations between extra role behaviors and counter-productive work behavior (CWB) (Dalal, 2005).

Items comprised in this scale mirrored the actions both towards organization and towards the people in organization, like colleagues. The in-

cluded some items covered the actions of altruistic that assisted coworkers and some were as opposite to the problems of workplace. Other purposes were the items and length of this scale were short, respondents completed it easily and quickly. Further, checklist covered the two subscales: actions which are directed for the benefits of the organization (OCBO) and actions which are directed for the assistance of coworkers to minimize issues of workplace (OCBP). See Appendices for a full list of questions.

Like an attitudinal measuring rating also the OCB-C scale is a 5-point Liker-t rating scale. Rating starts from 1-5 scores (Never, Once or twice, Once a month, Once or twice a week, Everyday). While computing scores, all responses added, and the total summed exemplifies the total score. If overall summed scores are higher the level of OCB and if lower the scores the lower the level of OCB. The reliability of this scale obtained by the author which showed the value of internal consistent reliability coefficient alpha is 0.89 and 0.94 for two of the samples of self-report, and 0.94 for the samples of coworker (Fox, Spector, Goh, Bruursema, & Kessler, 2009).

This scale has been applied in a wide range of studies such as used in Bulgaria on the teaching staff (Krastev & Stanoeva, 2013), used to revisit the relationships of OCB with other variables for the identification of antecedents and conclude to reveal the links of conditions and experiences at workplace (Spector & Che, 2014). In the same way, a revisit was found for the separation of OCB and CWB with other variables among the university employees (Spector, Bauer, & Fox, 2010). Another evidence found of the application of this scale from the Nigeria oil workers to discover the determinants of OCB (Uzonwanne, 2014). Another evidence for applying this scale was found on experts of Romanian communication and marketing which confirm the relationship between OCB and job effects (Cristiana, 2012)

## **Job Satisfaction Survey (JSS)**

The definitions of Job satisfaction explain by different authors in separate way, some definitions are there; Pool (1997, p. 272) defined it as “an attitude that individuals maintain about their jobs”. He proposed that perception of individuals about their jobs produced the consequence of this attitude. Henne and Locke (1985, p. 222) refers it to as “an emotional response to a value judgment by an individual worker”, and if job values are fulfilled by an individual and he or she perceived it then he or she will be satisfied. Locke referred it to “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (1976, p. 1300). The Locke’s definition revealed the components of affection and cognition (Judge, Parker, Colbert, Heller, & Ilies, 2001). The component of cognitions states the estimation, calculation, and appraisal of the current situation relative to some ideals. But the component of affection mentions the moods and sentiments of an individual’s (Organ & Near, 1985; Organ & Konovsky, 1989).

Job satisfaction is subjective entity and an intellectual thought of individual that exist only in the minds of individual so is very difficult to measure due to its nature (Spector, 2000). While measuring it is necessary to understand the construct conceptually and see both direct and indirect factors which affect it. Meanwhile, it is very difficult that everyone agrees on a single definition and on widely accepted theory which explain the job satisfaction that is why no harmony is found for the best measure of job satisfaction (Spector, 1997).

Job satisfaction survey (JSS) found a best measurement tool of job satisfaction in literatures (Bryman, 2004; Mullins, 2007; Robbins S. P., 2005). It has been researched since 1980s and remained as a tool which is very effective, valid, and reliable. Due to its existing nature, Vroom and Jago (1988) regarded the JSS as a very cautious constructed measure. In JSS,

the pairs of demographics were salary and hourly workers, leadership vs non-leadership, and male vs female. Its effectivity, validity and consistency strengthened due to the improvement of JSS since 1980s.

A tool, as a JSS, developed by the Spector (Spector, 1985) which has basis on the theory of Herzberg' named as two-factor theory of job satisfaction. It has a feature like summed (liker-t) scales of rating as well as completed with attitude scale construction. Spector developed the JSS while categorizing further into nine sub-scales, comprised with alike statements in corresponding sub-scale. These nine subscales are: a) pay satisfaction, b) promotion satisfaction, c) supervision satisfaction d) fringe benefits satisfaction, e) contingent rewards satisfaction, f) operating conditions satisfaction, g) co-workers' satisfaction, h) nature of work satisfaction, and i) communication satisfaction.

A tool of JSS is applicable for all organizations but Spector developed it specially for the public sector and non-profit organizations (Spector, 2000). This scale of JSS is anticipated to covering up the main facets of JS along with its subscales that are clearly distinct in its items. This scale represented the overall responses of an individual's attitude or affection to his or her job (Mullins, 2007).

The validation of the scale of the JSS revealed that five sub-scales (pay, promotion, supervision, co-workers, and nature of work) of it were linked with the Job Description Index (JDI) by Smith et al. (1969). For the sub-scale of supervision showed the range of correlation from 0.61 to 0.80. In the same way, JSS also correlated with the scales and variables of Job Diagnostic Survey (JDS) including job characteristics, age, organizational level, absenteeism, organizational commitment, leadership practices, intention to quit the job and turnover. The reliability of JSS showed the range value of internal consistency reliabilities (coefficient alphas) from 0.60 of coworker to 0.90 of the total scale, based on a sample of 2,870. The scor-

ing pattern of JSS, the 36-item total revealed that the proposed range of scores from 36 to 216, from 36 to 108 determined the dis-satisfaction of an individual, from 144 to 216 for satisfaction, and between 108 and 144 for indecisive or ambivalent (Spector, 1997; 2000).

#### **A. Justification of the study**

The focus of this study is to examine the relationship between organizational citizenship behavior (towards workers and organizations) exhibited by the physiotherapists and their level of job satisfaction as working in the hospitals of Karachi, Pakistan. Furthermore, this study also aims to search the educational and gender differences in job satisfaction and organizational citizenship behavior of physiotherapists.

In health care organizations, every department performs their duties compactly with collaborations and the performance of these organization depends on the employees who provide services there. Behavior of an employee's influenced by his satisfaction, and this evaluated the effectiveness of management within organization as well. In Karachi, hospitals have the separate rehabilitates department where the practitioners perform their task and share their workplace with other coworkers and patients. While working as physiotherapists they build relation with not just coworkers but the hospitals as well. In hospitals, nurses got more attention as compared to physiotherapist for rich literature which comprises on the nurses' knowledge, risk factors, job satisfaction, impact of leadership and organizational structures and their behavioral examination on workplace (Basu, Pradhan, & Tewari, 2017; Khan, Jehan, Shaheen, & Ali, 2018; Ng, Choong, Kuar, Tan, & Teoh, 2019).

## **B. Scope of the study**

This study contributes to the empirical literature in the field of organizational management with specific to the behavior and satisfaction of employees of physiotherapy practitioners as physiotherapy since few studies have been done on this sample in Karachi, Pakistan. The results of the study will also inform policymakers about the managing problems of hospitals which faced by the physiotherapists and how the behaviors turned into beneficial behavior for the organizations.

## **RESEARCH SETTING**

Respondents were recruited onsite at three (3) public hospitals from distinct locations at Karachi and all were in urban areas. These hospitals contain separate department of physiotherapy as an organization where head of department, professionals, assistant's physiotherapist, and house job students perform their duties. All hospitals employed physiotherapists in physiotherapy departments in the capacity of required to have direct patient care rehab services, house job students reporting to assistant or to professional physiotherapists. Other staff also work with the physiotherapist such as human resource management staff which organize the recruiting process, finance management and the admin duties as well. One hospital where 20 physiotherapists included professional, assistant, and house job students, and other two had 19 physiotherapists with the same pattern. So, in this study other staff like clerical associates and admin were excluded from sites and physiotherapists were selected while taking into consideration of inclusion criteria for them.

## **I.METHODOLOGY**

While seeing the term with its originality and practice Gauri and Gronhaug (2002, p. 425) states it as “the systematic and logical study of the principles guiding scientific and philosophical investigation”. The guiding investigation of research process comprises research strategy, approaches for data collecting, sampling strategy, the choice of analysis for data, the consideration of ethics and the limitations as well, which researcher considering in this study. In addition, these methods selected for it and the advancement of an inquiry are carefully expected as suitable and effective (Cooper & Schindler, 2006).

### **C. Research strategy**

In any study, it can be an intentional selection for procedures which used to uncover resolutions against the chosen raw queries. Description strategy implied as the research purpose to determine the association between organizational citizenship behavior and job satisfaction and vice versa. Descriptive studies assist to provide data which permits for recognizing relationships or associations between two or more variables (Aaker, Kumar, & George, 2000). This study contains two prime variables: organizational citizenship behavior and job satisfaction, to measure these variables researcher implied the quantitative approach for the feasibility of as the researchers pointed that the nature of mostly descriptive research is quantitative (Burns & Bush, 2002; Churchill & Iacobucci, 2004). Further, proclaim by the Babbie (2004) that the method of quantitative research is also central to the investigating and understanding the relationship between variables.

Leedy and Ormrod (2001) states that the “quantitative research in-

volves the collection of data so that information can be quantified and subjected to statistical treatment in order to support or refute alternative knowledge claims”. It is more suitable because it allows the academics to “objectively measure the variable(s) of interest . . . and remain detached from the research participants so they can draw unbiased conclusions” (Leedy & Ormrod, 2005, p. 95).

#### **D. Target population**

Lancaster (2005, p. 153) defined population as “the full set of items or people under investigation”. The total population consists of approximately 59 physiotherapists working in public hospitals of Karachi, Pakistan. On average every hospital contains 19 or 20 physiotherapists, which were selected to participate in our study.

#### **E. Sampling**

Leary (2004, p. 118) refers to it as “the process by which a researcher selects a sample of participants for a study from the population of interest”. It permits the academics to evaluate the hidden individualities of the study population. The most important aspects needed to postulate the size of sample: a) variance or heterogeneity of the population; b) magnitude of acceptable error; and c) confidence level (Zikmund, 2003).

In addition, sample size calculated by Cochran’s formula, almost 52 number of samples are needed for the population of 59, where level of significance is 5%. In this study, samples were recruited by implying the technique of probability sampling, simple random sampling which refers to “each sampling element in the population will have an equal probability of being selected” (Neuman, 2014, p. 255).

To collect data from the sample researcher implied the survey technique which has meaningful purpose as Groves commented, “surveys produce information that is inherently statistical in nature. Surveys are quantitative beasts” (1996, p. 389).

## **F. Research instrument**

For measurement or getting data from the sites, the basic format might involve an in-depth interview, or an observation at workplace; nevertheless, questionnaire was chosen by most researchers due to its more objectivity and method of survey (Spector, 2008).

Survey of this study was conducted using questionnaire which comprises closed ended questions in three formats: one is socio-demographic questions, second is questions about organizational citizenship behavior checklist and third is job satisfaction questions. Questionnaire refers to “a list of carefully structured questions, chosen after considerable testing, with a view to eliciting reliable responses from a chosen sample. The aim is to find out what a selected group of participants do, think or feel” (Collis & Hussey, 2003, p. 173). Questionnaire of this study attached in Appendices.

Organizational citizenship behavior-checklist adopted from Fox, Sector, Goh, Bruursema and Kessler (2012) to measure the OCB of physiotherapists and job satisfaction survey was adopted from Spector (1994) to measure the JS of physiotherapists.

## **DATA ANALYSIS**

The quantitative data can be evaluated by hand or by computer. Size of data and the types of analysis (statistical test) determined the type

of approach for analyzing. While seeing the data of this study, the responses of 52 physiotherapists from each of the 52 questions, demographics, and variables' items of scales, also suggested the descriptive and inferential statistics. To fulfill the details of the scope of this study or testing hypothesis and reached on conclusions of research questions, this portion of data analysis requires the breakdown of the data into essential fragments like the following details.

## G. Results

SPSS version 21 was used for the purpose of statistical analysis. Cronbach alpha test was applied to test the reliability test of this instrument and levene's test as normality test was also applied. Descriptive statistics were applied for calculation of means, percentages, and frequencies. Moreover, for inferential statistics Pearson correlation test was applied to see the association between variables as well as independent sample t-test was applied for comparing means of organizational citizenship behavior and job satisfaction with other factors like gender and educational status or testing the hypotheses. P-value<0.05 taken as significant value.

The Cronbach alpha value of scale in this study is in the table, which is an evidence of internal consistency or the scales' reliability.

**Table 1:** Reliability Statistics

Cronbach's Alpha	N of Items
.81	52

### Descriptive analysis

Demographic frequencies and percentages were found through SPSS. Following table showed the results:

**Table 2:** Distribution of socio-demographic data

Variables	Frequency	Percentage %
Gender		
Male	35	67.4
Female	17	32.6
Age		
18-29	17	32.7
30-39	28	53.8
>40	7	13.5
Hospital		
DUH	18	34.6
CH	16	30.8
JPMC	18	34.6
Education		
Graduates	21	40.4
Post-graduates	31	59.6
Working experience		
<6	18	34.6
7-10	24	46.2
>11	10	19.2
Working hours		
<5	5	9.6
6-7	16	30.8
>8	31	59.6

Most of the respondents are in the age range of 30 – 39 years old, followed by 19-29 years old, which is 53.8% and the lowest would be 13.5% age more than 40 years old. The number of female participants is less with the percentage of 32.6 than the males (67.4). The highest percentage of employees had between 7 to 10 years of working experience (46.2%) followed by 34.6% with less than 6 years of working experience but more than 11 years of working experience showed low percentage 19.2. In terms

of educational level, mostly respondents are postgraduates with 59.6% and remaining are graduated with 40.4%. Most respondents perform more than 8 hours of working in a day with 59.6%, followed by from 6 to 7 hours, which is 30.8% and very fewer performed less than 6 hours in a day.

### 3. Inferential statistics:

#### a. Correlation between OCB and JS:

Correlational analysis was used to discover the relationship among organizational citizenship behavior and job satisfaction. All responses of respondents feed in continuous form which is also the one proposition for the application of correlational analysis. For this correlational purpose, all responses were computed into single variable for both OCB and JS as continuous form and then correlated test was applied.

Hypothesis 1:

H0; there is no significant relationship between organizational citizenship behavior and job satisfaction level among physiotherapists.

H1; there is a significant relationship between organizational citizenship behavior and job satisfaction level among physiotherapists.

**Table 3:** Summary results of correlation

	Mean	Std. Devia- tion	N
OCB	68.75	4.989	52
JS	149.75	36.850	52

**Table 4:** Correlational analysis

		OCB	JS
OCB	Pearson	1	.630
	Correlation		
	S i g . (2-tailed)		.000
	N	52	52
JS	Pearson	.630	1
	Correlation		
	S i g . (2-tailed)	.000	
	N	52	52

Above two output tables showed as a result of correlational analysis, one was the summary results and the second was the correlational table. Summary results showed that the means of JS was in between the scoring pattern of 144 to 216 which demonstrated that mostly physiotherapists were satisfied from their jobs. In the same way the mean score of OCB showed average frequency of physiotherapists. We can conclude that respondents were more satisfied from the jobs and performed low frequency of citizenship behavior. But in the correlational analysis table, where the value of the correlation coefficient between organizational citizenship behavior and the level of job satisfaction is 0.630 and the p-value for two-tailed test of significance is 0.000 which is less than 0.05. So, we reached on the conclusion that there is a significant positive correlation between organizational citizenship behavior and the level of job satisfaction. The value of correlational coefficient is 0.630 after squaring the value and multiply by 100 produce the percentage which explain the extent of prediction of one variable with the other. In this result, after calculating about 39% level of job satisfaction predicting the organizational citizenship behavior.

**b. Comparison of JS with educational level of physiotherapists:**

Hypothesis 2:

H0; there is no difference of job satisfaction level with educational status of physiotherapists.

H1; there is some difference of job satisfaction level with educational status of physiotherapists.

Independent sample t-test was applied to investigate the compare means, to operate in SPSS first compute all responses against items of variables as separate variable where result shown in continuous forms and then selected the categorical variable for comparing purpose. After this, test was applied. Following tables are shown in output file:

**Table 5:** Group Statistics for comparison between JS and educational level

	Education	N	Mean	Std. Deviation	Std. Error Mean
Job satisfaction	Graduates	21	118.90	13.382	2.920
	post-graduates	31	120.26	10.912	1.960

**Table 6:** Independent t-test for comparison between JS and educational level

Job satisfaction	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper

Equal variances assumed	.295	.589	-.400	50	.691	-1.353	3.381	-8.143	5.437
Equal variances not assumed			-.385	37.06	.703	-1.353	3.517	-8.479	5.772

Output results contain two tables one is group statistics, and the other is independent samples test. In group statistics gives the mean level of job satisfaction among the physiotherapists' educational level. Results found that graduates (who were coded 1) showed a little lower level of satisfaction as compared to postgraduates (who were coded 2). Yet, the difference is rather moderate. On average, postgraduates showed merely 2 points more level than graduates. In standard deviation, it is also very small difference in graduates and postgraduates.

In order to confirm or disprove the hypothesis, we have to look at the independent samples test table. This table contain the two portions of the results table one in left side is Levene's Test which determined the variances' equality and second in right side is t-test which determined the means' equality. The value showed very high 0.589 which is higher than the 0.05 so the assumption made that the observed groups have equal variances. As well as it also indicated that which set of means' equalities should be considered for the interpretation of analysis or testation of hypothesis. The respective p-value of two-tailed is .691, which is greater than 0.05. Therefore, a rejection is made for the alternative hypothesis and results determined that the level of satisfaction is not influenced by the educational level in physiotherapists.

**c. Comparison of JS with gender types of physiotherapists:**

Hypothesis 3:

H0; there is no difference of job satisfaction level among males and females’ physiotherapists.

H1; there is some difference of job satisfaction level among males and females’ physiotherapists.

**Table 7:** Group statistics for comparison between JS and gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job satisfaction	male	23	122.39	11.385	2.374
	female	29	117.59	11.996	2.228

**Table 8:** Independent t-test for comparison between JS and gender

Job satisfaction	Levene’s Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	.038	.847	1.46	50	.149	4.805	3.275	-1.774	11.384
Equal variances not assumed			1.47	48.34	.146	4.805	3.255	-1.739	11.349

Output results contain two tables one is group statistics, and the other is independent samples test. In group statistics gives the mean level of job

satisfaction among the physiotherapists' gender. Results found that males (who were coded 1) showed a little higher level of satisfaction as compared to females (who were coded 2). Yet, the difference is rather moderate. On average, males showed 5 points more level of job satisfaction than females. In standard deviation, it is also very small difference in males and females.

In order to confirm or disprove the hypothesis, we have to look at the independent samples test table. This table contain the two portions of the results table one in left side is Levene's Test which determined the variances' equality and second in right side is t-test which determined the means' equality. The value showed very high 0.847 which is higher than the 0.05 so the assumption made that the observed groups have equal variances. As well as it also indicated that which set of means' equalities should be considered for the interpretation of analysis or testation of hypothesis. The respective p-value of two-tailed is 0.149, which is greater than 0.05. Therefore, the alternative hypothesis is rejected and found that there is no difference of level of satisfaction among males and females' physiotherapists.

#### **d. Comparison of OCB with gender type of physiotherapists:**

Hypothesis 4:

H<sub>0</sub>; there is no difference of organizational citizenship behavior among male and female physiotherapists.

H<sub>1</sub>; there is great difference of organizational citizenship behavior among males and females' physiotherapists.

**Table 9:** Group statistics for comparison between OCB and gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
OCB	male	23	60.65	1.917	.608
	female	29	68.83	3.095	.575

**Table 10:** Independent t-test for comparison between OCB and gender

OCB	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	.000	.998	-.208	50	.048	-.175	.843	-1.868	1.517
Equal variances not assumed			-.210	48.463	.052	-.175	.837	-1.857	1.507

Output results contain two tables one is group statistics, and the other is independent samples test. In group statistics gives the mean level of frequency of organizational citizenship behavior among the physiotherapists' gender. Results found that males (who were coded 1) showed a little lower frequency of behavior as compared to females (who were coded 2). Yet, the difference is not moderate. On average, males showed 8 points lower frequent behavior of citizenship in organization than females. In the same way, standard deviation also showed a difference of 2 point in males and females.

In order to confirm or disprove the hypothesis, we have to look at the independent samples test table. This table contain the two portions of the results table one in left side is Levene's Test which determined the variances' equality and second in right side is t-test which determined the means' equality. The value showed very high 0.998 which is higher than the 0.05 so the assumption made that the observed groups have equal variances. As well as it also indicated that which set of means' equalities should be considered for the interpretation of analysis or testation of hypothesis. The respective p-value of two-tailed is 0.48, which is smaller than 0.05. Therefore, the null hypothesis is rejected and found that there is significant difference in organizational citizenship behavior among males and females' physiotherapists.

**e. Comparison of OCB with educational level of physiotherapists:**

Hypothesis 5:

H0; there is no difference of organizational citizenship behavior with educational level of physiotherapists.

H1; there is great difference of organizational citizenship behavior with educational level of physiotherapists.

**Table 11:** Group statistics for comparison between OCB and educational level

	Education	N	Mean	Std. Deviation	Std. Error Mean
OCB	graduates	21	65.86	3.229	.705
	post-graduates	31	68.68	2.868	.515

**Table 12:** Independent t-test for comparison between OCB and educational level

OCB	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	.012	.915	.211	50	.834	.180	.853	-1.533	1.893
Equal variances not assumed			.206	39.555	.838	.180	.873	-1.585	1.945

Output results contain two tables one is group statistics, and the other is independent samples test. In group statistics gives the mean level of frequency of organizational citizenship behavior among the physiotherapists' educational level. Results found that graduates (who were coded 1) showed a little lower behavior as compared to postgraduates (who were coded 2). Yet, the difference is rather moderate. On average, postgraduates showed merely 3 points more frequently behavior of citizenship in organizations than graduates. In standard deviation, it is also very small difference in graduates and postgraduates.

For confirming or disproving the hypothesis, we have to look at the independent samples test table. In order to confirm or disprove the hypothesis, we have to look at the independent samples test table. This table contain the two portions of the results table one in left side is Levene's Test which

determined the variances' equality and second in right side is t-test which determined the means' equality. The value showed very high 0.915 which is higher than the 0.05 so the assumption made that the observed groups have equal variances. As well as it also indicated that which set of means' equalities should be considered for the interpretation of analysis or testation of hypothesis. The respective p-value of two-tailed is .834, which is greater than 0.05. Therefore, the alternative hypothesis is rejected and found that there is no difference in organizational citizenship behavior among males and females' physiotherapists.

## **CONCLUSION, DISCUSSION AND RECOMMENDATIONS**

This chapter comprises the discussion which gives the detailed information of interaction of the findings of current study with the literature, the conclusion which summarizes the whole research process, and the future recommendations which provide the key points for future research in this area.

### **C. Discussion**

This study adds to the understanding of citizenship behavior and job satisfaction with respect to the physiotherapists. The results showed that physiotherapists were satisfied from their jobs but their frequency of exhibition of OCB was averaged. But in correlational analysis, organizational citizenship behavior showed positively signified relationship with job satisfaction among physiotherapists, which denoted that specificity of this association on physiotherapists as compared to early studies which mostly focus on industrial, hotel, nurses, and other service sector workers as sample. So, the first hypothesis was supported. This result showed the expected connection with other studies which also showed positive

and significant relationship between organizational citizenship behavior and job satisfaction (Günay, 2018; Mushtaq & Umar, 2015). In the same way, Narzary and Palo (2020) also gave an evidenced to confirm the relationship between organizational citizenship behavior and job satisfaction, as well as, same relationship confirmed on the bank employees of India (Singh & Singh, 2019).

In the comparison results, postgraduates showed a little more job satisfaction as compared to graduates' physiotherapists but in t-test results job satisfaction did not show any statistically significant difference with the educational level of physiotherapists, which was not supported the hypothesis 2. In the same way, male showed a little more satisfaction as compared to female physiotherapists but in t-test results job satisfaction showed not statistically significant difference with the gender type of physiotherapists, which also not supported the hypothesis 3. These results were surprising, many studies showed the affect to these comparing variables, and results were not consistent with the literature. Gender was negatively correlated with job satisfaction. Educational level was also affected the job satisfaction as many studies gave an evidence like it. As the education level or degree increased the job satisfaction level also increased which have further predictor of work engagement as a mediated effect (Shetach & Marcus, 2015; Asgari, Mezginejad, & Taherpour, 2020; Ng, Choong, Kuar, Tan, & Teoh, 2019).

Further while comparing the organizational citizenship behavior with types of gender revealed the results that females exhibited more frequency of OCB as compared to males' physiotherapists as well as t-test results also showed statistically significant difference with gender type, which supported the hypothesis 4. This result also consistent with the studies which proposed that the females were more motivated for pro behavior and performed more citizenship behavior in organizations as compared

to male due to the affective nature and internalized concerns (Indarti, Solimun, Fernandes, & Hakim, 2017). In other study, females have higher performance than males which further helped to do more pro behavior in hospitals because of the pay, supervisor and leadership style affected them and most important is the organizational justice (Asgari, Mezginjad, & Taherpour, 2020). Another study also gave an evidence that females showed more performance when they have more social capital which also led them to exhibit more OCB as compared to males (Basu, Pradhan, & Tewari, 2017).

In comparison of OCB of physiotherapists with the level of education revealed the results that postgraduates exhibit more frequency of OCB as compared to graduates' physiotherapists but in t-test results showed that OCB was not statistically significant difference with the educational level of physiotherapists. So, the hypothesis 5 is not supported. Results of this comparison consistent with the studies which revealed that demographic factors like education of an employee showed not any impact on the exhibition of OCB and not a very strong predictor for OCB among the oil workers in Nigeria (Uzonwanne, 2014). But another study which gave a contrast evidence against our study results, declared that females who were highly devoted themselves to their performance in work also devoted themselves to OCBs in organization if used the terms of scholarly articles 'loyalty and helping behaviors'. Further, these women also make a balance in work and family life due to the proper education and organizational support system. As well as it does not matter with the positions or hierarchy of females and by nature, they also expected from others to contribute on OCBs (Crawley, Maher, & Blake-Beard, 2015).

## **D. Conclusion**

The study was conducted with the aim to inspect the association among organizational citizenship behavior and job satisfaction among physiotherapists which performed their duties at the hospitals of Karachi, Pakistan. This ascertained and captured the data from physiotherapists against their level of job satisfaction and behavior of citizenship in their respective hospital. To fulfill this purpose, this research conducted using quantitative research strategy as research process. Simple random sampling used for the selection of respondents from the hospitals and almost 52 physiotherapists recruited for data collection. Public hospitals selected purposefully due to more rehab's services of physiotherapy and a greater number of physiotherapists in it as compared to private clinics of physiotherapists. As an instrument of data collection, tools of measuring organizational citizenship behavior and job satisfaction adopted from the other authors which is written in appendices and highlighted in bibliography. For analyzing data, SPSS 21.0 used to measure the association and difference between the variables. Results declared that OCB positively correlated with JS among physiotherapists. Findings indicated that the more the organizational citizenship behavior performed the more the job satisfaction level of physiotherapists and vice versa. Further, organizational citizenship behavior found statistically different in males and females' physiotherapists, males perform a less frequent behavior of citizenship behavior than females' physiotherapists but did not find any statistically difference in the educational level of physiotherapists. In same way, the level of job satisfaction did not find any statistical difference in males and females' and educational level of physiotherapists.

## **E. Recommendations**

It is recommended that future research may be conducted with taking a great number of samples as physiotherapists. Also, increase the target population to spread this on the private sector with the respective approach of analysis. Due to the limit of time and resources, this study was limited to specific hospitals. This study proposed the recommendations for the physiotherapy departments that some management reforms are needed to increase the citizenship behavior among physiotherapists and highlighted the core issues which hindered them from behaving properly with having a high level of job satisfaction. Literature also contributed to give the suggestion of upgrading the leaders' qualities or skills for making the relation productive among coworkers for encouraging them to perform extra behavior.

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