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**Chhatrapati Shahu Institute of Business
Education & Research (CSIBER)**

(An Autonomous Institute)

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**Chhatrapati Shahu Institute of Business
Education and Research (CSIBER)**

**South Asian Journal of Management Research
(SAJMR)
Special Issue**

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Dynamics of Job Satisfaction And Organizational Citizenship Behaviour: An Analytical Study

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Abstract

Background: Enhancing employee engagement, well-being, and corporate success requires an understanding of the relationship between Job Satisfaction and Organizational Citizenship Behavior. This study aims to explore the association between Job Satisfaction and Organizational Citizenship Behavior among Employees of Higher Education Institutions by attempting a correlational research design approach.

Method: Standardized questionnaires, including the Minnesota Satisfaction Questionnaire-Short Form (MSQ-SF) developed by Weiss et al. (1967) and the Organizational Citizenship Behavior scale developed by Podsakoff et al., (1990) were used to collect data from 176 employees of higher education institutions. Data analysis was conducted using SPSS-23, incorporating descriptive and correlation analysis to explore the relationships between the variables of interest.

Result: At the 0.05 level of significance, the results showed a significant low positive correlation between Extrinsic Job Satisfaction and Organizational Citizenship Behavior. However, no significant correlation was found between Intrinsic Job Satisfaction and Organizational Citizenship Behavior. This suggests that employees who are satisfied with extrinsic aspects of their job, such as pay, benefits, and working conditions, are more likely to engage in discretionary behaviors that benefit the organization. In contrast, satisfaction with intrinsic aspects of the job, such as the work itself, achievement, and personal growth, does not appear to have a direct relationship with organizational citizenship behaviors.

Conclusion: This study provides valuable insights into the relationship between Job Satisfaction and Organizational Citizenship Behavior among employees of Higher Education Institutions. The findings of the study emphasize the importance of considering both intrinsic and extrinsic factors in promoting desirable workplace behaviors. The results suggest that fostering employee satisfaction with extrinsic job aspects, such as pay, benefits, and working conditions, may be particularly effective in encouraging discretionary organizational citizenship behaviors. At the same time, attention to intrinsic factors that contribute to job satisfaction, like the work itself, achievement, and personal growth, is also important for nurturing a positive and engaged workforce.

Keywords: Extrinsic Job Satisfaction, Intrinsic Job Satisfaction, Organizational Citizenship Behaviour and Higher Education Institutions

Introduction

Job satisfaction and Organizational Citizenship Behaviour (OCB) have a substantial impact on employee well-being and organizational effectiveness which resulted prompting research. Job Satisfaction relates to an individual's subjective assessment of their job and work environment while Organizational Citizenship Behaviour refers to discretionary endeavors that support organizational goals but are not specifically acknowledged by formal incentive systems. It is essential to understand the association between Job Satisfaction and Organizational Citizenship Behaviour for enhancing employee engagement, productivity, and overall organizational success.

Job Satisfaction: According to *Spector (1997)*, "the extent to which people like or dislike their jobs" is what constitutes job satisfaction. It is believed that job happiness has a major influence on Behaviour linked to the job, such as absenteeism, productivity, and teamwork (*Meyer, 2004*). Job entails communicating with superiors and coworkers, adhering to organizational guidelines, achieving performance targets, putting up with subpar working circumstances, and other similar requirements. Thus, a worker's evaluation of his level of job satisfaction is a complicated combination of numerous distinct factors. The two factors that affect job happiness

are intrinsic and extrinsic. Extrinsic motivators include pay, rewards and advantages of the job, status, and working environment. Recognition, difficult labor, meaningful job, accomplishment, and chances for personal development are examples of intrinsic motivators (*Judge et al., 2000*).

The term "Organizational Citizenship Behaviour" (OCB) describes the voluntary, non-mandatory contributions made by individuals to the organizations where they work. Research suggests the relationship between job satisfaction and these kinds of contributions is stronger than that between productivity and core job activities (*Currall & Organ, 1988*). OCB has been shown to improve worker morale, raise people's perceptions of the significance of their jobs, and improve productivity and performance. Studies reveal that performance is favorably predicted by OCB. It lessens stress and fosters improved social relationships among coworkers. The five characteristics of OCB are civic virtue, sportsmanship, conscientiousness, kindness, and altruism. Educators and practitioners promote OCB. These factors improve workers' desired conduct and productivity in line with managers' and organizations' expectations.

- The term "altruism" describes actions taken out of self-determination to assist others in resolving various work-related issues;
- Conscientiousness is the ability to voluntarily choose to execute work at a higher standard than is necessary, including paying attention to tasks at hand, following rules and regulations, taking time off, and engaging in other job-related behaviours;
- Sportsmanship is the ability of staff members to tolerate a variety of circumstances without voicing their displeasure, such as avoiding gossip, complaints, blaming, and insignificant matters;
- Courtesy is making judgments that avoid relationship problems with others. They must examine how their own acts may affect others, and they must constantly respect the personal rights of others.
- Civic virtue is the act of engaging in a variety of work-related tasks.

Conceptual Framework of the Study:



Source: Researcher

The conceptual framework illustrates the relationship between intrinsic and extrinsic job satisfaction, overall job satisfaction, and organizational citizenship behavior (OCB). Intrinsic job satisfaction, which comes from internal factors such as personal growth and achievement, and extrinsic job satisfaction, derived from external factors like salary and work conditions, both contribute to an employee's overall job satisfaction. This job satisfaction, in turn, has a direct impact on organizational citizenship behavior, which refers to voluntary actions by employees that contribute positively to the organization, beyond their formal job requirements. The framework highlights how satisfaction at both personal and external levels can drive employees to engage in behaviors that benefit their workplace.

However, despite of existing research in academic context, there remains a research gap, particularly within the research done on Employees of Higher Education Institutions, which demands a deeper understanding of the underlying mechanisms and contextual factors influencing these constructs.

Rationale of the Study

In the current educational environment, it is recognized that pressure has been placed on higher education sector teachers due to the industry's ongoing expansion (*Brennan & Shah, 2000*). Additionally, this additional pressure prevents teachers from providing high-quality instruction and hinders their ability to be satisfied in their jobs. Industry-level factors include the institute's quality assurance system, policy formulation, and institute support (*Henard et al., 2010*). Additionally, on a personal level, factors like job satisfaction, OCB, and an atmosphere

that supports teachers in fulfilling their missions are significant and have the potential to be examined both independently and in combination in a Higher Education Institute. In order to thrive in the contemporary educational environment, higher education institutions must adapt. New policies and tactics for staff productivity and organizational efficacy must be implemented. Teachers' Job Satisfaction and Organizational Citizenship Behaviours are much more crucial because of the influence they have on students' academic advancement and the standard of education. Studies also reveal that, although being acknowledged for their OCB in student-teacher relationships, professors at higher education institutions endure a great deal of stress due to their demanding workloads.

- This study investigates the connection between Job Satisfaction and Organizational Citizenship Behaviour to fill a vacuum in the literature.
- This comprehensive research will give light on the qualities necessary to develop strategies that support teachers and foster an environment that fosters both career and personal fulfillment.
- Indeed, these variables were researched earlier however lack of empirical evidence were found on the population of higher education employees' segment.
- Majority of the researchers were found from western part of Globe. Indian perspective has not been evaluated clearly.

Review of Literature

Interrelatedness of Organizational Commitment, Job Satisfaction and Organizational Citizenship Behaviour
Previous studies have indicated that organizational commitment (OC) and job satisfaction (JS) are mediated by Organizational Citizenship Behaviour. Organizational Citizenship Behaviour is defined as an individual's mental perception in evaluating or perceiving many aspects related to their job responsibilities. According to *Indarti et al., (2017); Devece et al., (2016); and Prasetyo et al., (2017)* if administrators build their Job Satisfaction and Organization Commitment, then employees will exhibit Organizational Citizenship Behaviour. This connection is characterized by cause and effect. It was determined that Job Satisfaction and Organizational Commitment are variables that operate as moderators or mediators and are influenced by other variables. Thus, research on the two components of Job Satisfaction and Organizational Commitment is necessary to support Organizational Citizenship Behaviour. Good behaviour, also known as organizational citizenship behaviour, is when workers go above and above the call of duty without expecting compensation. Good behaviour encourages others to show kindness to one another and contributes to the efficient operation of the company. Nonetheless, varied perspectives on appropriate behaviour are of importance to educators, academics, and others. According to *Inandi and Buyukozkan (2013)* good behaviour is demonstrated by dedication and effort to complete tasks and by willingly assisting colleagues in completing their assignments to improve the overall effectiveness of organizational performance, rather than with the expectation of rewards or benefits from such behaviours. According to *Rasheed, Jehanzeb, and Rasheed (2013)* cooperative behaviour displayed by staff members outside of their assigned responsibilities is referred to as organizational citizenship Behaviour. Such actions are taken to assist the success and effectiveness of the organization rather than in the hope of receiving rewards or benefits. Researchers interested in the job and career of teachers have recently focused on OCB behaviours (e.g., *Bogler and Somech, 2004*). Teachers that are prepared to go above and beyond the call of duty are crucial to the success of schools (*DiPaola & Tschannen-Moran, 2001*). There are behavioural differences between educational and non-educational environments. According to *DiPaola and Hoy (2004)*, schools function as service organizations with teachers who are primarily dedicated to providing the best care possible for their students. Therefore, various employees may have varied OCBs depending on the nature of their working attitudes. *Ackfeldt and Coote (2005)* suggested that organizational commitment and job satisfaction are two components of job attitudes that directly predict OCBs. Furthermore, research conducted in 2012 by *Bowling, Wang, and Li* provided additional evidence in favor of the theory that job attitudes in an organization are primarily influenced by organizational commitment and job satisfaction

Employee Organizational Citizenship Behaviour is heavily influenced by job satisfaction since happy workers are more likely to demonstrate good behaviours including going above and beyond the call of duty and assisting others. *Santoso, Asbari, Siswanto, and Fahmi (2020)* carried out a study to assess the impact of organizational citizenship and job satisfaction on the performance of private school teachers. They concluded that Organizational Citizenship and Job Satisfaction had a positive and significant impact on teacher performance. Furthermore, *Hidayat and Patras (2022)* discovered in another study that organizational trust influences Job Satisfaction, which in turn influences teacher OCB. It has been discovered that organizational trust significantly and favorably influences teacher OCB indirectly. According to a related study, teacher organizational citizenship behaviour is positively and significantly impacted by job satisfaction (*Shofiyuddin et al., 2021*). *Rahman et al. (2014)* discovered a positive and substantial correlation between Job Satisfaction and Self-efficacy as well as between Self-efficacy and Organizational Citizenship Behaviour. Another crucial element to

consider while researching organizational contexts is employee job satisfaction. According to a study of literature on motivation, educators today concur that performance reviews at work lead to increased job satisfaction. Thus, in order to optimize job productivity, an organization that benefits from strong business practices must provide its employees with the necessary skills, knowledge, and experience. Employees that are satisfied with their jobs are more likely to give their all and achieve their goals. Conversely, *Jabeen, Friesen, and Ghoudi (2018)* noted that factors that do not support job satisfaction lead to lower productivity, worse quality, increased absenteeism and turnover, as well as an increase in workplace accidents. Positive or negative feelings might be attributed to a person's level of job satisfaction. When someone attains desirable things or hits the intended goal at a specific level, they experience job satisfaction. If the desired objects or targets do not receive any response, then such sensations could diminish. According to *Mathew and Nair (2021)*, attitudes or feelings regarding what one likes or dislikes about one's job, especially when it comes to operational or responsible components of it, are a big part of job satisfaction. *Singh and Loncar (2010)* observed that both intrinsic and extrinsic motivation had an impact on workers' job satisfaction. Extrinsic motivation is formed externally when something influences the perception of the importance of activities, such as receiving incentives, praise, and rewards. In contrast, intrinsic motivation is formed internally in a person who sees the value of a particular activity and performs this activity willingly without any force or requirement from other people. *Paillé, 2011* came to the conclusion that organizational citizenship conducts positively correlated with and was influenced by job satisfaction. Though there has been research conducted in educational environments, there is still a need for a deeper knowledge of the underlying mechanisms and contextual factors influencing these dimensions. This is especially true for research on employees of higher education institutions.

Afolashde et al. (2024) investigated the influence of emotional intelligence, job satisfaction, and reward systems on the job commitment of workers, and they found that emotional intelligence, satisfaction with work, and the Compensation structures have a big influence on how dedicated workers are to their work. *Sarangi, Jena, and Priyadarshi (2024)* explore the mediating role of organizational commitment (OC) and the moderating role of incentives on the impact of organizational citizenship behaviour (OCB) on firm resilience (FR) during the COVID-19 pandemic and researched the pharma industry bearing the highest risk. According to data from contractual workers at two large Indian companies, OCB favorably influences OC, while both have an impact on FR. Moreover, OC partially mediates, while incentives significantly and positively moderate OC on FR, especially for non-loyalists. These results demonstrate that companies must keep an eye on how OC and OCB affect FR in order to apply the right incentives to increase contract workers' "loyalty." *Sukirman et al. (2024)* studied the impact of managers' professional commitment and organizational commitment on job satisfaction. The findings of the study show that project managers' professional commitment is partly related to their job satisfaction within the project organization. *Wijaya et al. (2024)* conducted research and study showed that job satisfaction is positively correlated with organizational commitment variables. A positive relationship indicates that workers who are outsourced will be more devoted to the organization they work for if they are happier in their roles.

An empirical study by *Khahan Na-Nan et al. (2021)* found that through employee engagement, organizational commitment, and work satisfaction, self-efficacy indirectly influenced organizational citizenship behaviour with statistical significance. There was statistical significance in the partial mediation between self-efficacy and organizational citizenship behaviour by employee engagement, organizational commitment, and job satisfaction. The study's findings demonstrated the mediating roles that job happiness, organizational commitment, and employee engagement play in the spread of good corporate citizenship. As a result, these mediators play a crucial role in providing an appropriate explanation of organizational citizenship behaviour. *Ying et al. (2016)* conducted a study to look into the connection between secondary school teachers' organizational citizenship activity and job attitudes and outcomes demonstrated a statistically significant and favorable link between organizational citizenship behaviour, job satisfaction, and organizational commitment.

According to *Golbasi et al. (2008)*, job satisfaction is the consequence of an individual's evaluation of their work performance, office atmosphere, and work life. It is an emotional response and behavioural manifestation to a job. Kim (2006) asserted that workers with higher job satisfaction levels will also have higher levels of OCB. Additionally, *Podsakoff, MacKenzie, Moorman, and Fetter (1990)* found conflicting data in their research of sales agents about the relationship between extra-role behaviours and job attitudes. Less clear-cut is the literature evidence from educational settings.

Methodology

Aim:

The study aims to explore the relationship between Job Satisfaction and Organizational Citizenship Behaviour among employees of Higher Educational Institutions.

Objectives:

1. To study the relationship between Intrinsic Job Satisfaction and Organizational Citizenship Behaviour among employees of Higher Education Institutions.
2. To study the relationship between Extrinsic Job Satisfaction and Organizational Citizenship Behaviour among employees of Higher Education Institutions.

Hypotheses:

- H1: There will be a significant relationship between Intrinsic Job Satisfaction and Organizational Citizenship Behaviour among employees of Higher Education Institutions.
- H2: There will be a significant relationship between Extrinsic Job Satisfaction and Organizational Citizenship Behaviour among employees of Higher Education Institutions.

Variables:

- Independent Variable: Job Satisfaction
- Dependent Variable: Organizational Citizenship Behaviour

Sample

The samples were 176 Employees (Males & Females) working in Higher Education Institutions of Delhi/NCR Region within the age range from 25 years to 60 years. Demographic data, such as age, gender, occupation, qualification, domicile, area of residence, working experience, association with the organization and contact details, were also collected. The purposive sampling was used by the researcher to gather the information from the participants.

Tools used

The standardized tool Minnesota Satisfaction Questionnaire-Short Form (MSQ-SF) developed by *David J. Weiss* and his colleagues in 1967 consists of 20 items and were utilized to measure Job Satisfaction. It comprises two subscales: Intrinsic Satisfaction and Extrinsic Satisfaction. The reliability of the MSQ-SF for both subscales was found to be, for intrinsic reliability at 0.84 and extrinsic reliability at 0.77. The validity of the MSQ-SF has been established through its construct validity when compared with the long form of the questionnaire. The Organizational Citizenship Behaviour (OCB) scale developed by Podsakoff et al. (1990) consists of 24 items and employed to measure the extent of employees' engagement in behaviours that go beyond their prescribed duties. While the reliability of this scale is reported at 0.61, indicating moderate internal consistency, its validity is affirmed with a coefficient of 0.78, ensuring that it effectively measures the intended construct.

Procedure

To fulfil the objectives of the present study, a standardized questionnaire was given to the 176 employees from Higher Education Institutions of Delhi/ NCR Region. The participants were briefed on the purpose of the study, and informed consent was obtained, stating that participation was voluntary and that they could withdraw from the study at any time. Demographic information such as age, gender, occupation, qualification, domicile, area of residence, working experience and contact information were also gathered. They were encouraged to participate and respond honestly to questions.

RESULT

The data was analyzed using SPSS 23. Prior to applying statistical analysis, the normality of the data is checked by Kolmogorov- Smirnov Test as the sample was more than 50. The test values for OCB were $p = 0.2$ which is greater than 0.05 suggesting it is normally distributed whereas the values for both Extrinsic and Intrinsic Job Satisfaction were $p = 0.002$ which is less than 0.05 implying it is not normally distributed. Since one variable is normally distributed while the other is not normally distributed, non-parametric correlations were utilized hence, Spearman's Correlation is applied on the data.

TABLE 1

Descriptive of mean, standard deviation of the variables- Job Satisfaction (Intrinsic Job Satisfaction, Extrinsic Job Satisfaction) and Organizational Citizenship Behaviour of the HEIs Employees

Variable	N	M	SD
Intrinsic JS	176	43.848	.481
Extrinsic JS	176	19.888	.284
OCB	176	59.899	1.038

Table 1 illustrates the mean and standard deviations of the tools of constructs studied. The mean of the dimension Intrinsic Job Satisfaction was computed to be 43.848 while its standard deviation is reported to be .481. The second dimension, Extrinsic Job Satisfaction has a mean of 19.888 and a standard deviation of .284. In

a similar manner, the second variable- Organizational Citizenship Behaviour reported the mean of 59.899 and a standard deviation of 1.038.

Figure 1

Mean Scores of Job Satisfaction and Organizational Citizenship Behaviour

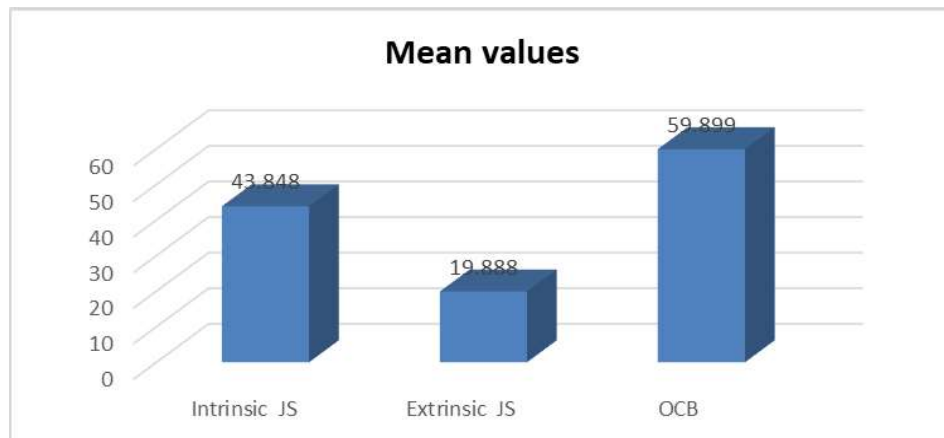


TABLE 2

Correlation between Job Satisfaction (Intrinsic Job Satisfaction, Extrinsic Job Satisfaction) and Organizational Citizenship Behaviour

Variable	1	2	3
1. Intrinsic JS	1		
2. Extrinsic JS	.531**	1	
3. OCB	.105	.152*	1

**Correlation is significant at the 0.01 **. level (2-tailed).

*, Correlation is significant at the 0.05 level (2-tailed).

Table 2 represents the correlations between Job Satisfaction and Organizational Citizenship Behaviour for a sample size of 176 participants. The correlation between Intrinsic Job Satisfaction and Organizational Citizenship Behaviour (OCB) is $\rho = .105$, $p\text{-value} = .161$, since the $p\text{-value} > 0.05$, we fail to retain the hypothesis. Therefore, there is no significant positive relationship between Intrinsic Job Satisfaction and Organizational Citizenship Behaviour (OCB), which suggests that any relationship obtained is simply due to chance factors. The correlation between Extrinsic Job Satisfaction and Organizational Citizenship Behaviour (OCB) is $\rho = .152$, $p\text{-value} = .043$, since the $p\text{-value} < 0.05$, we retain the hypothesis. Therefore, there is a statistically significant low positive correlation between Extrinsic Job Satisfaction and Organizational Citizenship Behaviour (OCB).

Discussion

The present study investigates the relationship between Job Satisfaction (JS) and Organizational Citizenship Behaviour (OCB) among employees of Higher Education Institutions. The sample size of 176 participants, standardized questionnaires including the Minnesota Satisfaction Questionnaire-Short Form (MSQ-SF) (Weiss *et al.*, 1967) and the Organizational Citizenship Behaviour scale (Podsakoff *et al.*, 1990) were administered after obtaining consent. The MSQ-SF measures intrinsic and extrinsic satisfaction, demonstrating reliability and validity. Similarly, the OCB scale assesses employee's engagement in behaviours beyond their prescribed duties, exhibiting moderate internal consistency and high validity. The study aims to explore the association between JS and OCB without implying causality, allowing for an analysis of the relationship's direction and strength within the employees of Higher Education Institutions. The correlational design and purposive sampling technique were employed. The results indicated no significant relationship between Intrinsic Job Satisfaction and Organization Culture Behaviour ($\rho = .105$), whereas a low positive correlation between Extrinsic Job Satisfaction and Organizational Culture Behaviour ($\rho = .152$). The results of our study as well Smith, Johnson, and Brown (2018) have found no significant association between these variables. They examined the relationship between intrinsic JS and OCB and their results revealed a non-significant correlation between intrinsic Job Satisfaction and OCB. The researchers suggested that other factors, such as organizational culture and leadership style, might mediate the relationship between Intrinsic Job Satisfaction and OCB, leading

to the absence of a direct association in their study. This finding highlights the complexity of the relationship between Job Satisfaction and Organizational Citizenship Behaviour and underscores the need for further research to explore additional factors that may influence their interaction. The results imply a statistically significant low positive correlation between Extrinsic Job Satisfaction and Organizational Citizenship Behaviour (OCB). Extrinsically satisfied individuals display a propensity to engage in additional behaviours enhancing the overall organizational environment. The extent to which employees are driven by extrinsic motivators is likely to influence the type of activities they engage in (Nurjanah *et al.*, 2020). Our results are further supported by previous literature including a study conducted by Williams & Anderson (1991) concluded that there is a positive link between Extrinsic Job Satisfaction and Organizational Culture Behaviour, which are OCB efforts directed towards the organization. The positive correlation between Extrinsic Job Satisfaction and OCB was further supported by (Swaminathan & Jawahar, 2013).

Future Recommendations and Suggestions

Future research on the relationship between job satisfaction and organizational citizenship behavior (OCB) could explore the role of mediating factors such as leadership style, workplace culture, and employee engagement. Additionally, examining how job satisfaction influences OCB across different industries and cultural contexts would provide more generalized insights. Lastly, the impact of remote and hybrid work environments on the dynamics of job satisfaction and OCB could be an area of interest, given the evolving nature of work in the digital age. It is also suggested to work on Sample also to either the number or sample with different age groups can be considered, even sample with different positions can also be considered.

Limitations and Future Scopes Of The Study

- The results' generalizability may be limited by the study's small sample size of 176 participants. In order to enhance the generalizability of the results, more personnel from a wider range of higher education institutions—including those from different academic specialties and cultural backgrounds might be included in future studies.
- Longitudinal research may be conducted to track changes over time in Organizational Citizenship Behaviour and Job Satisfaction. This method would shed light on the causal relationship between these variables and how adjustments to the organization or actions might affect them.
- In order to obtain a more comprehensive understanding of the underlying mechanisms and contextual factors impacting the relationship between Job Satisfaction and Organizational Citizenship Behaviour, complement quantitative findings with qualitative research approaches like focus groups or interviews. Implement interventions to improve Job Satisfaction and measure their impact on Organizational Citizenship Behaviour. This could include efforts like leadership training, recognition programs, or better work-life balance regulations.

Addressing these limitations and implementing future suggestions will help researchers gain a better understanding of the relationship between Job Satisfaction and Organizational Citizenship Behaviour among employees of Higher Education Institutions, ultimately informing strategies to promote employee well-being and organizational effectiveness in this context.

Conclusion

This study provides valuable insights into the relationship between Job Satisfaction and Organizational Citizenship Behaviour among employees of Higher Education Institutions. The results indicate that Extrinsic Job Satisfaction, such as satisfaction with pay, benefits, and working conditions, positively correlates with Organizational Citizenship Behaviour. In contrast, no significant positive correlation was found between Intrinsic Job Satisfaction, which includes satisfaction with the work itself, achievement, and personal growth, and Organizational Citizenship Behaviour. These findings highlight the significance of considering both intrinsic and extrinsic factors when fostering positive workplace behaviours.

These observations suggest that a holistic strategy, which strikes a balance between extrinsic and intrinsic motivators, may be effective in increasing overall employee happiness and engagement. Higher education establishments should prioritize enhancing external benefits and job conditions while concurrently implementing tactics to foster intrinsic contentment within their workforce. By promoting a culture of organizational citizenship that supports both corporate performance and individual work satisfaction, these institutions can unlock the full potential of their employees and drive sustainable success.

Notwithstanding, the limitations of the study, such as the restricted sample size and dependence on self-report measures, underscore the significance of additional research to develop interventions aimed at enhancing extrinsic Job Satisfaction, given its substantial correlation with Organizational Citizenship Behaviour.

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