

# ORGANISATIONAL CITIZENSHIP BEHAVIOUR'S ANTECEDENTS AS PREDICTORS OF JOB SATISFACTION: EMPIRICAL EVIDENCE FROM BANKS IN EMERGING ECONOMIES

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## Abstract

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It was imperative to determine the impact of antecedents of organisational citizenship behaviour of altruism and conscientiousness on job satisfaction in the banking sector since this strategic sector has been experiencing employee job dissatisfaction-related challenges as evidenced by high staff turnover. The reviewed literature focused on the effect of Organ's (1998) organizational citizenship behavior (OCB) dimensions of altruism and conscientiousness and employee job satisfaction. The article adopted a positivist philosophy and the explanatory research design since it sought to establish cause and effect relationships between the two constructs. The target population was 150 and a sample of 109 participants was used. A simple random sampling technique was used to select study participants. A Likert scale questionnaire was employed to collect data electronically due to the COVID-19 pandemic movement restrictions. The study findings were that both altruism and conscientiousness have a positive and significant impact on job satisfaction in the banking sector. Thus, it was recommended that the banking sector should create workplace environments that foster OCB to enhance employee job satisfaction. This study was critical since banks are a strategic sector (Bonga, Chirenje, & Mugayi, 2019), particularly in emerging economies as providers of start-up and working capital to both public and private organisations.

**Keywords:** Organisational Citizenship Behaviour, Antecedents, Altruism, Conscientiousness, Predictor of Job Satisfaction, Banking Sector and Emerging Economies

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## 1. INTRODUCTION

The paper sets out to determine the influence of organisational citizenship behaviour dimensions of altruism and conscientiousness on employee job satisfaction against a background of seemingly job satisfaction deficiencies in the banking sector in the majority of emerging economies. This was evidenced by high levels of job dissatisfaction in the banking sector due to several factors that seemed to include job insecurity due to digitalisation, lay-offs being effected as cost-cutting measures, and the general deteriorating working conditions. For instance, a study by Chinoperekweyi (2017) shows that high employee turnover, absenteeism, and employee non-participation in decision-making were among the factors contributing to job dissatisfaction, hence negatively impacting the Zimbabwean banking sector's effectiveness.

Findings on the influence of organizational citizenship behavior (OCB) on job satisfaction have been inconclusive. For instance, studies by Abdullah and Akhar (2016), Cek and Eyupoglu (2020), de Andrade, Costa, Estivaleta, and Lengler (2017), Ikonne (2015), and Magdalena (2014) show a positive relationship between the dimensions of OCB and job satisfaction. On the contrary, a study by Ferdus and Kabir (2018) did not reveal any significant association between OCB and job satisfaction in Bangladesh's banking industry as the results showed that whether committed or not, employees' level of job satisfaction was not affected. Thus, there is a need for further empirical studies, such as the current one to come up with a confirmed position.

In Zimbabwe, Ndume's (2021) study revealed that job satisfaction had a positive impact on OCB in the banking sector. In another study, by Sandada and Zungu (2016), job, leadership, and organisational factors were found to have an influence on OCBs in the hospitality industry. Also, a study by Chinomona (2017) in small to medium enterprises (SMEs) revealed that the antecedents of employee intentions played a significant role in influencing OCBs in SMEs to stay on their jobs. However, in the three studies, OCB was treated as the outcome (dependent) variable, hence the need for further studies that treat OCB as the predictor (independent) variable. Another study by Chiboiwa, Chipunza, and Samuel (2011), which assessed the link between OCB and job satisfaction in selected organisations, revealed a positive association between these two constructs. However, this study falls short of stating specific sectors from which the study sample was drawn.

The paper set out to answer one major question on whether organisational citizenship behaviour dimensions of altruism and conscientiousness have any influence on employee job satisfaction in the banking sector in emerging economies. To answer this, the paper adopted a conceptual framework whose independent variables are altruism and conscientiousness, and the dependent variable is job satisfaction. Since the study was predominantly quantitative, the positivism paradigm was adopted since similar studies by Al-Mahasneh (2015) and Kartono, Astuti, and Febriyani (2019) also used the same philosophical paradigm and explanatory research design was used as there was a need to determine the cause and effect relationship (Creswell, 2014) between altruism

and conscientiousness (independent variables) and job satisfaction (dependent variable). A 5-point Likert scale questionnaire was administered to targeted respondents.

This study was significant since the banking sector plays a pivotal role in enhancing the economic growth and development of any country (Bonga et al., 2019). More so, employee job satisfaction in the banking sector is very important as it drives bank performance (Swalhi, Zgoulli, & Hofaidhllaoui, 2017). Hence, this study could contribute to the existing body of knowledge by providing contextualised insight regarding the effect of OCB's dimensions of altruism and conscientiousness on employee job satisfaction in emerging economies' banking sector. The results of this paper could be generalised to other sectors in African emerging economies.

The structure of this paper is as follows. Section 2 reviews the relevant literature. Section 3 presents the methodology used to conduct the study. Section 4 presents the results of the study. Section 5 presents a discussion of the results and Section 6 presents the conclusion of the study.

## 2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Extant literature reveals the significance of job satisfaction in corporations (Cek & Eyupoglu, 2020; de Andrade et al., 2017; Motaung & Radebe, 2018). For example, Cek and Eyupoglu (2020) allude to the view that job satisfaction is critical in corporations as it enhances employees' motivation thus improving their performance. Also, a study by Motaung and Radebe (2018) shows that job satisfaction is critical in improving employee productivity which is key to achieving organisational goals.

Organisational citizenship behaviour refers to discretionary workplace behaviour that goes beyond one's job requirements (Ikonne, 2015; Kartono et al., 2019). Thus, OCB is considered a construct that is beneficial to both employers and workers in the workplace (Hemakumara, 2020; Işık, 2021). Additionally, OCB goes beyond an individual's job description and has significant positive effects on the efficiency, effectiveness, and financial performance of business organisations (Kartono et al., 2019; Khuzaini & Zamrudi, 2019). For instance, OCBs include all unconditional and voluntary positive employee behaviours, such as helping other workmates, taking up extra work, and sharing ideas with colleagues which benefit the organisation. Above all, this type of behaviour is unconditional and is not directly linked to the formal reward system offered by an organisation to employees (Mohammad, Razuan, & Sharifa, 2020; Soo & Ali, 2017). An empirical study by Borman, Penner, Allen, and Motowidlo (2020), in Sweden, revealed a strong association between OCB and employee performance.

Mohamed (2016) refers to job satisfaction as a gratifying or positive feeling state ensuing from the appraisal of an employee's job or work experiences. Similarly, Motaung and Radebe (2018) state that job satisfaction is the general attitude or feelings of workers regarding their tasks and the working environment, conditions of work, reward system, and communication with management and

other workmates. Also, Jawabri (2017) views job satisfaction as the feeling of satisfaction that workers derive from their work tasks in the workplace. More so, job satisfaction is a constructive emotional feeling that workers hope to feel from the result of work experience or appraisal (Hartono & Handayani, 2018) and how workers are pleased to attend to their job tasks, obliged to execute their work tasks, and their anticipation from these work tasks (Hemakumara, 2020). Therefore, job satisfaction is critical as it is regarded as one of the essential factors that predict organisational effectiveness (Mohamed, 2016).

Mohapatra, Satpathy, and Patnaik (2019) revealed a positive correlation between the dimensions of OCB and job satisfaction within information and technology (IT) firms in India. Also, Yumuk Günay's (2018) and Mohammad et al.'s (2020) studies revealed a positive link between OCB and job satisfaction in the financial sector in Turkey and Bangladesh. One of the noted gaps in the majority of these studies besides having been carried out in other sectors of the economy other than the banking sector is that all the studies focused on all the 5 antecedents of OCB yet these dimensions may have a varying effect on employee job satisfaction. Also, researchers like Abdullah and Akhar (2016), Cek and Eyupoglu (2020), de Andrade et al. (2017), Ikonne (2015), and Magdalena (2014) noted a positive relationship between the dimensions of OCB and job satisfaction in the education sector in Pakistan, Brazil, Cyprus, Nigeria, and Romania, respectively. Thus, the need for a current paper that focuses on determining the impact of altruism and conscientiousness on employee job satisfaction in the banking sector.

In as much as the influence of organisational citizenship behaviour on job satisfaction has been well-researched, the results have been mixed and inconclusive. For instance, Tabatabaei, Takapoo, and Leilaeyoun's (2015) study in Iran revealed that job satisfaction factors, such as wages and benefits, promotion, relationships with colleagues and work itself, have a positive relationship with OCB dimensions among nurses. Günay's (2018) study established a positive link between job satisfaction and OCB in the financial sector in Turkey. In India, Mohapatra et al. (2019) revealed a positive correlation between the dimensions of OCB and job satisfaction within IT firms. Likewise, Yumuk Günay (2018) and Mohammad et al. (2020) revealed a positive link between OCB and job satisfaction in the financial sector in Turkey and Bangladesh. Further to that, a study conducted by Soo and Ali (2017) established that lack of job satisfaction as a result of mental stress prevented employees from engaging in OCB in the Malaysian banking industry. On the contrary, a study by Ferdus and Kabir (2018) did not find any significant association between OCB and job satisfaction in the banking industry in Bangladesh as whether workers were committed or not, their level of job satisfaction was not affected.

Existing literature suggests that OCB dimensions of altruism and conscientiousness improve job satisfaction in organisations (Abdullah & Akhar, 2016; Al-Mahasneh, 2015; Cek & Eyupoglu, 2020) yet no known study has explored this area in the context of the banking sector, particularly in emerging economies. Thus, the current paper focuses on the impact of these two dimensions of

OCB on employee job performance. The three main variables of the paper, namely altruism, conscientiousness, and job satisfaction are briefly reviewed in the last part of this section below.

*Altruism* refers to unconditional positive workplace behaviours that exhibit a willingness to help co-workers and this type of behaviour tends to lead to increased productivity and improved inter-employee relations (Bergeron, Shipp, Rosen & Furst, 2013). There is still a need for more empirical research on the influence of altruism on job satisfaction, particularly in the banking sector since the results of the previous studies are not conclusive. For example, Cek and Eyupoglu (2020) established that altruism influences employee efficiency in the workplace. Studies by Abdullah and Akhar (2016), Cek and Eyupoglu (2020), de Andrade et al. (2017), Ikonne (2015), and Magdalena (2014) show a positive influence of altruism on job satisfaction in Pakistan, Brazil, Cyprus, Nigeria, and Romania. However, in Zimbabwe, a study by Chiboiwa et al. (2011) established a weak positive relationship between altruism and job satisfaction. Thus, there is still limited empirical evidence to support that altruism has a positive influence on job satisfaction in the Zimbabwean banking sector.

According to Mohamed (2016), altruism is voluntary behaviour that results in employees helping their colleagues to deal with challenges related to their work tasks such as helping co-workers complete their job tasks. Such action is external to the dictates of one's prescribed duties and responsibilities. Furthermore, Cek and Eyupoglu (2020) posit that altruism positively influences employee efficiency in the workplace. This view is also supported by Mohammad et al. (2020), who states that altruism makes employees voluntarily assist co-workers to tackle job-related tasks. As a result, efficiency in the workplace improves, employees become satisfied with their jobs, and employee job performance eventually improves (Cek & Eyupoglu, 2020; Mohammad et al., 2020). Thus, altruism makes workers go the extra mile in whatever they do without expecting any form of reward for such productive behaviours which benefits the entire organisation and other employees as well. Hence, from the preceding discussion, we hypothesise that:

*H1: Altruism has a positive influence on job satisfaction in the banking sector.*

*Conscientiousness* refers to workplace behaviours exhibited by individuals with a high degree of self-control beyond expected organisational requirements (Organ, Podsakoff, & MacKenzie, 2006; Chiboiwa et al., 2011; Chinomona, Dhurup, & Chinomona, 2012). Conscientiousness-driven behaviours can be exhibited in various ways in organisations and the most common one is in terms of job performance (Dipaola & Hoy, 2005). Organ (1988), the author behind the concept of OCB, contends that conscientiousness compels workers to be committed to their work tasks even under the most adverse situations. According to Mohamed (2016), conscientiousness is the action that goes outside of what is prescribed by the company, for instance, timekeeping and civic responsibilities. Similarly, Magdalena (2014) opines that conscientiousness refers to all actions of workers that go beyond the minimum stipulated level of

expectations. Thus, such behaviours benefit the whole organisation since a conscientious worker tends to demonstrate a high level of commitment to an organisation and is emotionally attached to the company for a long time when compared to those who are not conscientious.

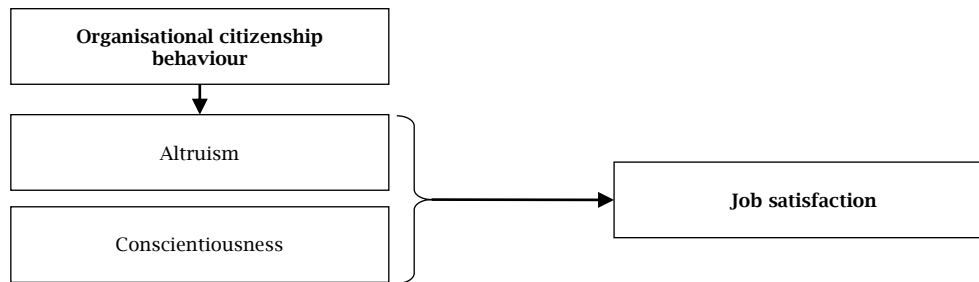
Studies on the influence of conscientiousness on job satisfaction by Abdullah and Akhar (2016), Cek and Eyupoglu (2020), de Andrade et al. (2017), Ikonne (2015), and Magdalena (2014) showed a positive association between conscientiousness and job satisfaction in the education sector of Pakistan, Brazil, Cyprus, Nigeria, and Romania, respectively. However, a study by Chiboiwa et al. (2011) in a few selected companies in

Zimbabwe established a weak positive relationship between conscientiousness and job satisfaction. This shows that there is limited empirical evidence to support that conscientiousness has a positive influence on job satisfaction, particularly in the Zimbabwean banking sector context.

Figure 1 below, is a conceptual framework informed by the foregoing reviewed literature on the effect of OCB's dimensions of altruism and conscientiousness on employee job satisfaction in the Zimbabwean banking sector. Therefore, from the preceding discussion, we hypothesise that:

*H2: Conscientiousness has a positive influence on job satisfaction in the banking sector.*

**Figure 1.** Conceptual model on the influence of OCB on job satisfaction



Source: Adapted from Abdullah and Akhar (2016).

**3. METHODOLOGY**

The paper adopted the positivism paradigm since similar studies by Al-Mahasneh (2015) and Kartono et al. (2019) also used the same philosophical framework. The explanatory research design was used as there was a need to determine the cause and effect relationship (Creswell, 2014) between altruism and conscientiousness (independent variables) and job satisfaction (dependent variable) in the banking sector. More so, the explanatory design was also used in similar studies by Al-Mahasneh (2015), Cek and Eyupoglu (2020), and Kartono et al. (2019). A survey strategy was found to be more ideal for this study since it is used to collect primary data verbally or non-verbally from a representative sample of participants that are selected from a target population (Saunders, Lewis, and Thornhill, 2016) as was the case in this paper where the target population was 150 office employees from CBZ, CABS, FBC Bank, Nedbank and First Capital Bank in Harare. The sample size was determined using Slovin's formula outlined below:

$$n = \frac{N}{(1 + Ne^2)} \tag{1}$$

where, *n* = sample size, *N* = population, and *e* = degree of precision.

For the study, *N* = 150 and *e* = 0.05. Using the above formula, the sample size was calculated as follows:

$$n = \frac{150}{[1 + (150 \times 0.05^2)]} = 109 \text{ participants} \tag{2}$$

Respondents were selected using a simple random sampling method since this sampling technique offered population units an equal opportunity of being selected to participate in the study.

A Likert scale questionnaire ranging from 1 = "Strongly disagree", 2 = "Disagree", 3 = "Neutral", 4 = "Agree", and 5 = "Strongly agree" was used. Cronbach's alphas were used to test for internal consistency of the data and Cronbach's alpha of 0.7 was adopted from the study by Mohamed (2016).

For data analysis, SPSS Statistics was used to process the quantitative data in which both descriptive and inferential statistical techniques to analyse data on the influence of altruism and conscientiousness on job satisfaction in the banking industry. Descriptive statistics like means, percentages, frequencies, and standard deviations were used in the study. Inferential statistics like Pearson correlations were used to ascertain the influence of OCB's dimensions of altruism and conscientiousness on job satisfaction and also in testing research hypotheses. Pearson correlation coefficients (*r*) range from -1 to 1 (-1 < *r* < 1). The computed correlation coefficients were interpreted as follows: coefficient less than 0 (*r* < 0) showed a negative association between study variables. Coefficients between 0 and 0.3 (0 < *r* < 0.3) showed weak positive associations between variables, coefficients between 0.31 and 0.5 (0.31 < *r* < 0.5) showed a moderate positive association between variables whilst coefficients above 0.51 (*r* > 0.51) showed strong positive associations between variables. Research findings were presented in tables, pie charts, and bar graphs to ensure that the results were logical and easy to understand (Saunders et al., 2016).

#### 4. RESULTS

Cronbach's alpha of 0.7 was adopted from the study by Mohamed (2016) and Table 1 below presents the reliability test results.

Table 1 shows that Cronbach's alpha for courtesy is 0.816, for civic virtue is 0.796, for sportsmanship is 0.803, for altruism is 0.774 and for conscientiousness is 0.827.

**Table 1.** Reliability tests results

<i>Study variable</i>	<i>No. of items</i>	<i>Cronbach's alpha</i>
Courtesy	5	0.816
Civic virtue	5	0.796
Sportsmanship	5	0.803
Altruism	5	0.774
Conscientiousness	5	0.827
<b>Overall</b>	<b>25</b>	<b>0.903</b>

Source: Survey data (2021).

##### *Descriptive statistics*

Descriptive statistics like percentages, means, and standard deviations were computed to statistically describe the influence of the OCB dimension of altruism and conscientiousness on job satisfaction in the banking industry. Mean scores that were between 4.00 and 5.00 indicated that respondents agreed with the items or statements given, those between 3.0 and 3.99 indicated that

respondents were neutral or indifferent whilst mean scores that were between 1.00 and 2.99 indicated that respondents disagreed with the given items. The ensuing subsections present the descriptive statistics for the association between altruism and job satisfaction and the association between conscientiousness and job satisfaction in the banking sector.

**Table 2.** Effect of altruism on job satisfaction

<i>Items</i>	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>	<i>Mean</i>	<i>St. Dev.</i>
I help other employees who might have heavy workloads.	1%	2%	0%	52%	45%	4.63	0.746
I help absent employees to do their job tasks.	13%	14%	7%	31%	35%	4.58	0.732
I help other employees experiencing problems to complete their job tasks.	3%	2%	1%	45%	49%	4.66	0.751
Assisting other employees to complete their jobs makes me satisfied with my job tasks.	5%	8%	7%	37%	43%	4.72	0.783
Helping absent employees to perform their work tasks shows that I am satisfied with my job.	8%	10%	9%	42%	31%	4.81	0.789
<b>Overall mean</b>	<b>4.68</b>						

Source: Survey data (2021).

Note: SD = "Strongly disagree", D = "Disagree", N = "Neutral", A = "Agree", SA = "Strongly agree".

Results in Table 2 show that 97% of the participants agreed that they help other employees who might be having heavy loads and 3% disagreed with this. Sixty-six (66) percent of the respondents agreed that they help absent employees to do their job tasks whilst 27% disagreed. A total of 94% of the respondents agreed that they help other employees experiencing problems to complete their

job tasks whilst 5% disagreed. Asked about whether assisting other employees to complete their job tasks makes employees satisfied with their job tasks, 80% of the respondents agreed to this whilst 14% disagreed. Furthermore, 73% of the respondents agreed that helping absent employees to perform their tasks shows that they are satisfied with their jobs, 18% disagreed with this.

**Table 3.** Effect of conscientiousness on job satisfaction

<i>Items</i>	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>	<i>Mean</i>	<i>St. Dev.</i>
I do not take extra breaks during work.	8%	6%	3%	51%	32%	4.76	0.764
I adhere to the rules and regulations of my organisation.	0%	0%	0%	65%	35%	4.83	0.779
I am always punctual at work.	0%	0%	0%	56%	44%	4.74	0.753
Being punctual at work shows that I am satisfied with my job.	0%	0%	0%	72%	28%	4.81	0.774
My adherence to the rules and regulations of my organisation shows that I am satisfied with my job.	0%	0%	0%	69%	31%	4.85	0.784
<b>Overall mean</b>	<b>4.77</b>						

Note: SD = "Strongly disagree", D = "Disagree", N = "Neutral", A = "Agree", SA = "Strongly agree".

Table 3 above shows that 83% of the respondents agreed that they did not take extra breaks during work, and 14% disagreed. One hundred (100) percent of the respondents agreed that they adhere to the rules and regulations of their

organisations and 100% agreed that they are always punctual at work. Asked about whether being punctual shows that they are satisfied with their jobs, 100% agreed to this. Furthermore, Table 3 shows that 100% agreed that adherence to rules and

regulations of their organisations show that they are satisfied with their jobs.

#### *Inferential statistics and hypothesis testing*

Table 4 below presents the correlation coefficients between the study variables.

**Table 4.** Correlation coefficients for the study variables

		<i>JSAT</i>	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>
<i>JSAT</i>	Pearson correlation	1					
	Sig. (2-tailed)						
	N	73					
<i>ALTR</i>	Pearson correlation	0.633	0.461	0.118	0.342	1	
	Sig. (2-tailed)	0.000*	0.153	0.103	0.105		
	N	73	73	73	73	73	
<i>CONS</i>	Pearson correlation	0.710	0.321	0.227	0.372	0.281	1
	Sig. (2-tailed)	0.000*	0.171	0.127	0.116	0.103	
	N	73	73	73	73	73	73

Note: *SD* = "Strongly disagree", *D* = "Disagree", *N* = "Neutral", *A* = "Agree", *SA* = "Strongly agree".

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

## 5. DISCUSSION OF THE RESULTS

Results in Table 1 show that overall Cronbach's alpha for the 25 items used to assess the influence of OCB on job satisfaction in the banking industry is 0.903. All these Cronbach's alphas are above 0.7 and following Mohamed (2016), this indicates good internal consistency of data. As a result, other scholars who might be interested in expanding this study by further assessing the influence of any of the OCB's dimensions on job satisfaction in other sectors can use the same Likert scale questionnaire used in this study owing to its reliability to generate reliable data.

The results in Table 2 seem to concur with Mohamed's (2016), Cek and Eyupoglu's (2020), and Mohammad et al.'s (2020) assertion that helping colleagues who might be facing challenges with their workload, taking up tasks of absent colleagues are good examples of behaviours that are influenced by altruism which in turn leads to job satisfaction in the workplace. The overall mean of 4.68 also indicates that on average, study participants agreed that altruism has a positive influence on job satisfaction in the banking industry.

The results of the descriptive statistics in Table 3 imply that not taking extra breaks during work, adherence to rules and regulations of the organisation and always being punctual at work are good examples of positive behaviours that are conscientiousness driven linked to employee job satisfaction in the workplace. These results are consistent with the results by Al-Mahasneh (2015), Magdalena (2014), and Mohamed (2016). Similarly, the overall mean of 4.77 means that on average, respondents agreed that conscientiousness has an influence on job satisfaction in the banking industry.

Table 4 shows the results for the alternative hypothesis *H1*. The results show a correlation coefficient of 0.633 and a p-value of 0.000 on the linear relationship between altruism and job satisfaction. These results show a strong positive and significant influence of altruism on job satisfaction in the banking industry. The results are supported by those by Abdullah and Akhar (2016), Cek and Eyupoglu (2020), de Andrade et al. (2017), Ikonne (2015), and Magdalena (2014) that showed a positive association between altruism and job

Pearson correlation analysis was used to establish the influence of OCB dimensions of altruism (*ALTR*) and conscientiousness (*CONS*) on job satisfaction (*JSAT*) in the banking sector.

satisfaction in Pakistan, Brazil, Cyprus, Nigeria, and Romania, respectively.

Table 4 shows the results for the alternative hypothesis *H2*. The results show a correlation coefficient of 0.710 and a p-value of 0.000 on the linear association between conscientiousness and job satisfaction. These results reveal a strong positive and significant influence of conscientiousness on job satisfaction in the banking industry. These findings are supported by Abdullah and Akhar (2016), Cek and Eyupoglu (2020), de Andrade et al. (2017), Ikonne (2015), and Magdalena (2014) who established that conscientiousness has a positive influence on job satisfaction in Pakistan, Brazil, Cyprus, Nigeria, and Romania, respectively.

## 6. CONCLUSION

The study concluded that altruism could improve the level of job satisfaction among employees in the workplace. This conclusion is supported by Mohamed (2016) who asserts that altruism is a voluntary behaviour in which employees unconditionally go an extra mile to help their colleagues in solving work-related challenges within the organisation and this enhances job satisfaction among all organisational members.

Thus, the article recommended that Zimbabwean banking sector management should create enabling workplace environment that fosters a spirit of teamwork between and among workers. Once this conducive workplace environment has been created, workers experience job satisfaction and this, in turn, could lead to reduced absenteeism and staff turnover in the Zimbabwean banking sector.

The article concluded that conscientiousness increases the level of job satisfaction among employees in an organisation and this conclusion is consistent with Al-Mahasneh's (2015) study revealed that conscientious workers tend to show a high level of commitment to an organisation and consequently experience job satisfaction.

Therefore, management of the banking sector should foster a supportive workplace environment that facilitates and sustain positive employee behaviours and actions such as exceeding the call of duty and consequently results in employees being satisfied with their jobs.

This article explored the influence of OCB's dimensions of altruism and conscientiousness on

job satisfaction in the banking sector, thus future studies should focus on the influence of OCB's other 3 dimensions of courtesy, civic virtue, and sportsmanship on job satisfaction in the banking sector as well. Since the current article used a quantitative research design, future studies should adopt a mixed research design in order to gain a deep understanding of the relationship between these two concepts based on respondents' perceptions. The originality of this empirical study can be explained by the fact that no known study

has ever focused on the impact of two key dimensions of OCB on job satisfaction in any sector. One of the limitations of the current article is that it employed a cross-sectional research design which only covers a shorter period than a longitudinal research design. Thus, the current article's results may not be generalised as a true reflection of the influence of OCB's dimensions on employee job satisfaction in the banking sector and other sectors in general.

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