

The impact of employee happiness on organizational citizenship behavior: A study of executive level employees in selected mobile telecommunication companies

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Abstract

At present, employees are not only concern about the pay which they receive for their work but also, the work environments, relationship with the supervisors and coworkers, expecting self-respect and ownership of one's own work. Thus, the employees expect from employers to accommodate them with long term, continuous happiness at work. Therefore, employers focus on maintaining sustainable workforce through promoting employee happiness, which ultimately leads to build high levels of organizational citizenship behaviour.

The main purpose this study was to identify the impact of employee happiness on organizational citizenship behaviour with special reference to the executive level employees in selected leading mobile telecommunication companies. Standard questionnaire was used to collect the primary data from 153 executive level employees using simple random sampling technique. Research includes the dimensions of employee happiness according to the Fisher's conceptualization of happiness and how each dimension links to create organizational citizenship behaviour in employees, which ultimately used to build a relationship between employee happiness and organizational citizenship behaviour. Further, study tested results obtained from frequencies, mean analysis and correlation analysis revealed that there is a positive strong relationship between the employee happiness and organizational citizenship behaviour. Thus, the research further analyzed the impact of the two variables and results depicted that there is a significant impact of employee happiness on organizational citizenship behaviour.

Keywords: *Employee happiness, Organizational citizenship behaviour, Telecommunication industry*

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Introduction

According to Maslow's hierarchy of needs humans not only need the basic needs to satisfy but also they are in need of psychological and self-fulfillment needs. Thus, happiness is a feeling expected by everyone in the society. Even though many employers think that money will make employees happy, it necessarily will not lead to long term happiness of employees, once the money is exhausted employees will lose interest. Fisher (2010) defined happiness at work as "happy feelings towards the job itself, job characteristics, and the organization as a whole." This depicts that employees who are happy at work will have a happy positive feeling towards the organization as a whole, which in turn will affect the employees' performance and behavior in the organizational context.

When it comes to performance that links with the behaviours of employees, organizational citizenship behaviour (OCB) is widely a discussed concept identifying OCB as the individual behavior that is discretionary, not directly or explicitly recognized by any formal reward system and that in aggregate promotes effective functioning of an organization (Organ, 1988). This means that employee is willing to exert an extra effort beyond his or her call of duty in order to fulfill the group interest over individual interest. Hence, the organizational citizen does not seek any reward for his or her opposite behaviors. Employees work believing that his or her opposite behavior will help the development of the organization. This behavior is not displayed from an ordinary employee.

Being a citizen in the organization implies that working towards the betterment of others, accepting orders without fuss, this means that the employee is willing to contribute to the organization beyond his or her call of duty and they prefer organizational and group interest to individual interest. Indeed, these behaviors are embedded in the career self-sacrifice. With the belief that his or her citizenship behaviour helps the development of the organization. Outstanding organizational behavior does not result from the efforts of ordinary employees.

Problem Statement

Even though, many researchers have conducted on organizational citizenship behavior (OCB) in order to link OCB with motivation, commitment and on many different variables, rarely literature is available on linking employee happiness with organizational citizenship behavior in Sri Lankan context. Therefore, in order to fulfill this empirical gap, this research discusses the impact of employee happiness on organizational citizenship behavior in Sri Lankan context. So in this research tries to identify, what does the impact of employee happiness on organizational citizenship behaviour in telecommunication industry in Sri Lanka?

Research Objective

The main objective is to identify the impact of employee happiness on OCB in mobile telecommunication industry in Sri Lanka.



Literature Review

Organizational Citizenship Behaviour

Organizational citizenship behavior is the employees' behavior beyond the formally prescribed role neither it appear in the context of the organization formal reward structure. Organizational citizenship behavior is initiated by the own choice of individuals. Brief & Motowidlo (1986) have stated that organization citizenship behavior is the behavior which is performed by a member of an organization, directed towards an individual, group or organization with whom he or she interacts while carrying out his or her organizational role, and performed with the intention of promoting the welfare of the individual, group or organization (as cited in Gonzalez & Garazo (2006). Organ (1997, p. 91) specified that OCB refers to "contributions to the maintenance and enhancement of the social and psychological context that supports task performance".

When it comes to theories, which support the OCB, Social exchange theory and organizational support theory further explain the concept of OCB. The fact that individuals are mutually connected with each other is identified through social exchange and reciprocity. This interdependence is a distinctive characteristic of the relationship between the employees and the organization. Having understood this relationship, which is built, based on mutual benefit and dependency it can be stated that social exchange theory enriches the concept of organizational citizenship behavior.

Organizational support theory states that employees themselves develop a

global belief in relation to the extent of organization value their contribution and cares about their happiness. (Eisenberger et al., 1986; Shore and Shore, 1995 as cited in Jain, Giga, & Cooper, 2013). Further, mentioned that supportive organizations work in order to increase the employees' belongingness to the organization by taking pride in their employees, compensating them fairly and looking after their requirements.

Employee Happiness

Happiness is defined as a summary judgment of one's life (Diener, Napa Scollon, & Lucas, 2009). Furthermore; they stated that the conceptualization of happiness is the highest abstraction of happiness (Diener et al., 2009). Moreover, Fisher (2010) defined happiness at work as a dispositional affectivity, job satisfaction, affective commitment, and typical mood at work and therefore involves different attitudes at work. According to Fisher (2010) content of happiness at work could be measured in terms of job satisfaction, commitment towards the organization, engaged in the one's work, involvement towards the work, successful and being energetic at work with motivation within oneself that affect the work.

Aydin (2012) cited evidence from Veenhoven (2006) and stated that there are three famous theories of happiness namely Set point theory, Comparison theory and Affect theory. Set-Point theory explains that certain stable level of satisfaction remains within the individual no matter what they do some major life events changes the critical level of happiness experience by an individual later the individual will return to their usual



bottom line level of happiness with the time. Comparison theory explains happiness as a judgment of comparing individual's life with a perceived "ideal life." In this scenario, happiness is mainly originated based on once mental evaluation rather than the situations in which an individual lives. Affect theory states that individuals figure the balance of pleasant and unpleasant incidents based on an estimate of the occurrence of those incidents and on the duration.

Relationship of variables

Many constructs happiness in organizations are conceptualized at the person level, where all the variance of interest occurs between individuals. The enormous research in organizational behavior has focused on this level (Fisher, 2010). Happiness-related constructs usually defined and measured at person level include dispositional affectivity, job satisfaction, affective commitment, and typical mood at work.

In 2010, Fisher demonstrated a model to measure happiness. Constructs of happiness were job satisfaction, organizational commitment, job involvement, engagement, thriving and vigor, flow and intrinsic motivation, and affect at work. As mentioned previously, work-related happiness constructs focus heavily on the hedonic experiences of pleasure and liking, and/or positive beliefs about an object (e.g. job satisfaction, affective commitment, the experience of positive emotions while working). Other constructs include both hedonic and eudaimonic content, the latter involving learning/development, growth, autonomy, and self-actualization (Fisher, 2010). Further,

Fisher (2010) has mentioned that job satisfaction and organizational commitment are the most studied predictors that has been linked with the individual effectiveness. Ajzen and Fishbein (1977) have revealed that the relationship between individual attitudes and behaviour too. A review of the literature on attitudes predicting behavior by Kraus (1995) verified the importance of correspondence between attitudes and behavior. Kraus also found that attitudes predicted behavior more strongly when the attitudes were stable, certain, accessible, and formed on the basis of direct personal experience. Job satisfaction, affective commitment and work engagement would seem to fulfill these requirements and thus could be expected to predict appropriately matched behavioral criteria. Further, Fisher has proposed that a **comprehensive measure of individual-level happiness might include work engagement, job satisfaction, and affective organizational commitment.** Therefore, In order to identify the relationship between employee happiness and organizational citizenship behavior, dimensions in Fisher's (2010) conceptualization of happiness at work is used by specifying three dimensions, which are job satisfaction, organizational commitment and engagement that widely cover the happiness at work or the employee happiness. Further, in 2017, Salas- Vallina, Vidal and Fernandez have tested empirically and confirmed these three dimensions measurement scale.



Engagement and OCB

Employee engagement is defined as emotional and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006; Shaw, 2005 as cited in Messner, 2013). As in Anitha (2014), Saks (2006) identified job characteristics, perceived supervisor support, perceived organizational support, procedural justice and distributive justice and reward and recognition as the antecedents of employee engagement. Further, he recognized job satisfaction, organizational commitment, and organizational citizenship behaviour as the consequences of engagement. Thus, for the literature, it has concluded that one of the consequences of engagement is organizational citizenship behaviour. In general, employee engagement is defined as the level of dedication and contribution an employee display towards his or her organization. Hence, an engaged employee is attentive about his or her responsibilities in achieving business goals and meantime they motivate his colleagues to do displays the same behaviour. The optimistic approach of the employee with his work place and organization's value system can be described as the favorable feeling or the attachment an employee has towards once work. In order to perform the work in excellent way engaged employees do a lot more than they are required to or expected to do from their job. Hence, the researcher could state that employee engagement support the concept of organizational citizenship behavior.

Job Satisfaction and OCB

Brief (1998) defined job satisfaction as “an internal state that is expressed by affectively and/or cognitively evaluating an experienced job with some degree of favor or disfavor” (p. 86). Gonzalez & Garazo (2006) stated that job satisfaction of employees are positively relates to the improve employees organizational citizenship behaviour. Further, social exchange theory (Konovsky and Pugh, 1994) and psychological contract theory (Robinson and Morrison, 1995) strengthen the relationship between job satisfaction and organizational citizenship behaviour. Foundation of both these theories are based on the “reciprocity rule.” Further Bateman and Organ (1983) stated that satisfied employees give in return to the organization by displaying organizational citizenship behavior towards those who benefited him or her (as in Gonzalez & Garazo (2006). In addition, employee's satisfaction leads to dedication, which in return motivates employees to behave in a citizen like manner. Employee who works dedicatedly to the work is competent of attempting beyond what is expected from them so that they could contribute to the interest of the firm. Thus, the researcher could state that the satisfied employees display organizational citizenship behavior at work.

Affective Organizational Commitment and OCB

Bateman and Strasser (1984) defined organizational employee commitment is about an employee's loyalty to the organization, the willingness to exert effort on behalf of the organization, the degree of goal and value congruency



between the employee and the organization, and the employee's desire to remain employed by the organization. Maume (2006) stated that organizational commitment is usually measured by how far the employees are willing to work hard to enhance the companies fit between the employees and the organization thus employees are reluctant to leave the organization, and taking pride in working for their employer (as in Pandey & Khare , 2012). Hence, the employees identify himself or herself as a citizen in the organization thus displaying the organizational citizenship behavior.

Having considered the evidence in existing literature and conceptual framework of this study, following hypothesis was advanced and tested with empirical data collected from mobile telecommunication industry in Sri Lanka.

H1: There is a significant impact of employee happiness on employee citizenship behavior

Conceptual Framework and Hypothesis

According to the literature review, it is proven that the elements in Fisher's conceptualization of happiness helps in enriching the concept of employee happiness leading to create an impact on organizational citizenship behavior. Thus, the below shown conceptual framework can be developed for this research study.

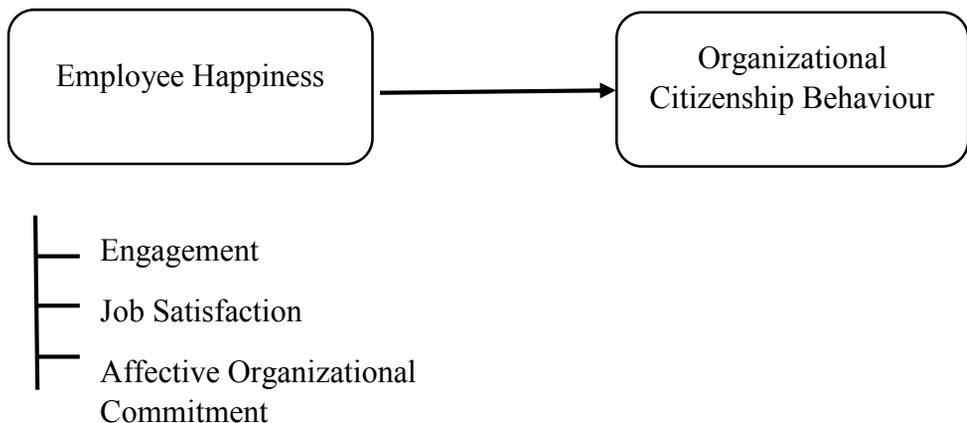


Figure 1 Conceptual Framework of the Study

Source: Author. 2017



Methodology

Deductive reasoning approach is used for this study, since the non-directional hypothesis is developed based on existing theories. This Study, which involves in hypothesis testing generally clarifies the nature of relationship, or establish the difference among group or independence of two or more

Factor in a situation (Sekaran, 2009). This is a correlational study, as the researcher is concerned in explaining the main variables associated with the problem (Sekaran, 2009). This correlational study is conducted in natural work environment in the normal procedure of work setting with least interference by the researcher to the usual flow of work in the organization, which could be again identified as a field study (Sekaran, 2009).

The target population of the study is executive level employees in mobile telecommunication industry in Sri Lanka. Simple random sampling is used to select a sample for the study and unit of analysis is an individual employee working for the selected companies. The sample size is 153. When it comes to the time horizon of the study, this is a cross sectional study as the data collected only in a particular point of time and it was not repeat. The data were collected from distributing a questionnaire to executive level employees in selected five leading mobile telecommunication companies.

The survey questionnaire comprises two sections. Section I includes five demographic questions relating to gender, civil status, age, monthly

income and years of experience in current organization which are related to the current study to describe the sample composition. Section II comprises with thirty one (31) items to assess the variable employee happiness through dimensions; engagement, job satisfaction and affective organizational commitment. Section III comprises with 16 items to assess the variable organizational citizenship behaviour.

All the statements in section II and III were put on the scale ranging from strongly disagree to strongly agree (five point scale). Moreover, one open-ended question is given at the end of the questionnaire to record other comments relating to employee happiness and organizational citizenship behaviour of the respondent.

Secondary data was taken from relevant literature. The researcher used descriptive statistics to present the socio - demographic information of the sample. Formulated hypothesis was tested based on the collected data by performing the correlation analysis and simple regression analysis.

Reliability and validity statistics of the instruments are as follows. To test the internal consistency of the instrument Cronbach's Alpha is used and for the each dimension of the independent variable and dependent variable fell above 0.70 and therefore it concluded the reliability of the measurement scales for each dimension of happiness at work and the reliability of the dimensions of OCB.

In order to test the validity of the instrument Kaiser-Meyer-Olkin Measure of Sampling Adequacy value



is used. The KMO Value for the each dimensions of the variables fell above 0.50 and the overall validity of both the variables were fell above 0.7 and therefore, it concluded the validity of the measurement scales for each dimension of happiness at work and the validity of the dimensions of OCB. Table 1 shows the results of the reliability and validity.

Results

Univariate and bivariate analysis were done in order to achieve the set objectives and to test the hypothesis of the study. Table 2 explains the sample profile and the majority of the each sample composition.

The ratio of females in the target sample is 54% while 46% represents the male category, there is imbalance between male and female. Females are far by in the majority (82). Sample consist of 42 married employees and 111 unmarried employees. As a percentage, it is 27% married executives and 73% is unmarried executives. The unmarried employees have represented the majority of the sample. Majority of the sample population, which is 51.6%, falls under the category of 24 – 30. Second highest is represented by the category of Less than 24 years which is 31.4 %. However, it is evident that the young employees have represented the majority of the sample. Nearly 70% of the sample earn an income below Rs.50, 000 and the rest 30% respondents earn an income, which is in between Rs.50, 0001 to above Rs.100, 000. When determining the job seniority of the sample majority of the sample population, which is 41.2%, falls under the category less

than one year of experience in the current organization that they are working.

As indicated by the table 3, mean value of the distribution of happiness is 3.7426. Mean indicates that happiness at work for the respondents is “Moderate.” Skewness value, which is -1.150, which interpret that the data is negatively skewed. The kurtosis value is 2.240, which states that distribution is positively skewed. The mean value of the distribution of OCB is 4.0212. Then, the organizational citizenship behaviour displayed by the respondents is “High.” Skewness value, which is -1.032, which interpret that the data is negatively skewed. The Kurtosis value is 1.715, which states that distribution is positively skewed.



Table 1 Reliability and Validity Statistics

	Items	Cronbach's Alpha Value	KMO Value	df Value	Sig Value
Employee Happiness - IV					
Engagement	17	0.930	.931	136	.000
Job Satisfaction	6	0.857	.869	15	.000
Commitment	8	0.893	.899	28	.000
Overall	31	0.956	.930	465	.000
Citizenship Behaviour - DV					
Altruism	6	0.851	.868	15	.000
Civic Virtue	3	0.792	.637	3	.000
Courtesy	2	0.737	.500	1	.000
Conscientiousness	2	0.657	.500	1	.000
Sportsmanship	3	0.781	.687	3	.000
Overall	16	0.943	.931	120	.000

Source: Survey Data, 2017

Table 2 Sample Composition

Sample Composition	Majority	Rate
Gender	Female	53.6%
Civil Status	Unmarried	72.5%
Age	24 years – 30 years	51.6%
Monthly Income	Less than Rs.50,000	69.3%
Job Seniority	3 years and below	79.8%

Source: Survey Data, 2017



Table 4 Simple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.800 ^a	0.640	0.637	0.34091

a. Predictors: (Constant), Average Happiness

b. Dependent Variable: Average Organizational Citizenship Behaviour

(Source: Survey Data, 2017)

Table 3 Descriptive Statistics of Employee Happiness and Organization Citizenship Behavior

	EH	OCB
Mean	3.7426	4.0212
Median	3.8065	4.0000
Range	3.10	2.81
Std. Deviation	0.53305	0.56601
Skewness	-1.150	-1.032
Kurtosis	2.240	1.715

Source: Survey Data, 2017



Table 5 Result of Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.843	0.196		4.299	0.000
Average Happiness	0.849	0.052	0.800	16.371	0.000

(Source: Survey Data, 2017)

Pearson correlation is used to test the strength of the relationship among above mentioned two constructs/variables. It was two tailed test (2-tailed) since the hypothesis is non directional. The coefficient value was 0.800.

It shows there is a strong positive relationship among employee happiness and organizational citizenship behaviour. As relationship is strong, use the variable employee happiness for the regression analysis.

As the significant value (0.000) is smaller the desired level of significance (0.05) at 95% confidential level, the found correlation coefficient (0.8) is statistically significant. Therefore, there is statistical evidence to claim that there is a significant positive relationship between employee happiness and organizational citizenship behaviour in executive level employees in selected mobile telecommunication companies.

For this research, simple regression was used to test the research model and develop the regression equation. Then, take the coefficient of determination to measure the marginal contribution of variables in the research model. Table 4 indicates that

R Square value of computed research model.

According to the table 4, the R Square value is 0.640. It means 64.0% of variation in dependent variable (organizational citizenship behaviour) is explained by the regression value. In other words, 64% of variation of OCB is explained by employee happiness in telecommunication industry.

According to the results of the coefficient sig values were less than 0.05, so it can be concluded that constant is significant and should include in the final model. Similarly, β which is the marginal contribution of the independent variable also significant. The F value is 268.002, which suggests that employee happiness has significantly explained the variance of organizational citizenship behaviour.

Following is the constructed regression equation, where X stands for employee happiness and Y gives the organizational citizenship behaviour.

$$\text{Regressions } Y = mX + c$$

$$Y = 0.843 + 0.849 X \quad (1)$$



Having considered the above mentioned statistical evidence alternative hypothesis H1 advanced in the current study were accepted. In addition, the relationship is positive. Hence, data support the hypothesis that employee happiness is a significant predictor variable of organizational citizenship behaviour and shows a significant impact of employee happiness on organizational citizenship behavior in selected mobile telecommunication companies in Sri Lanka. (H1: There is a significant impact of employee happiness on Employee citizenship Behavior.)

Discussions and Findings

Level of employee happiness of mobile telecommunication industry in the sample, it was found that employees experience a high level of employee happiness with a frequency of 95 respondents out of 153 respondents. The level of organizing citizenship behaviour of mobile telecommunication industry in the sample, it was found that employees experience a very high level of OCB with a frequency of 76 respondents out of 153 respondents. The study was found to be that there is a positive relationship between employee happiness and organizational citizenship behaviour. The correlation between these variables was 0.800, which is significant at 0.000 levels. This was based on two-tailed test. Since correlation value is more than +0.5 and nearest to the +1, that shows the relationship is very strong.

R square was 0.640, which means that 64.0% of variation in dependent variable (Organizational Citizenship behaviour) is explained by the simple

regression value. That means, there might be other 36% of unexplained factors, which could make a variation in the dependent variable.

The data proves the hypothesis that there is a strong positive relationship and a moderate impact from employee happiness on organizational citizenship behaviour.

The results of this study agree with those studies conducted by many other researchers. Gonzalez & Garazo, (2006) in stated that employee job satisfaction is positively interrelated to the improvement of employee OCB. They cited evidence from Bateman and Organ (1983), and stated that highly satisfied employee in return display OCB towards those who have helped him/her. Further, this result confirmed the findings of Salas-Vallina *et al* (2017) that happiness at work is positively link with OCB.

Recommendations and Limitations

Based on the results generated, researcher suggest that employers should enact measures to enhance employee happiness, which is more long-term concept rather than employee satisfaction. Moreover, employers need to promote better work life balance for the executives in mobile telecommunication organizations where the employees will enjoy personal relations or one's own hobbies and talents, which will help the employees to recharge their personal energy. This develops high positive emotions within the employees, which subsequently increase the employee happiness leading to organizational citizenship behaviour.



Most of the executive level employees in mobile telecommunication industry hold the position of customer care executive. Hence the employers need to carefully plan their work schedules which will not hinder the employees' work-life balance. As these employees engage in a routine work of handling customer queries, complaints, there is a high chance of those employees undergoing stress and a high chance of employee unhappiness. Hence the employers in mobile telecommunication organizations need to concern on maintaining a favorable work environment which is needed in order to make employees happy and also employees need to be trained well on handling situations in a way that the situational factors which are causing unhappiness will be at the lowest level. Moreover, organizations need to provide opportunities for career advancement as it could be seen that the majority of employees in the same position for long years, which might have an impact on, reduce the engagement and commitment of employees. This will have an unfavorable impact on organizations' citizenship behaviour. However, the career advancement criteria might differ from one organization to another organization. In nutshell, it can be stated that management's attention on enhancing employee happiness helps the employees to maintain an organizational citizenship behaviour.

The main limitation of the study is that the dimensions and number of variables considered under this study were based on the research model developed under the conceptual framework. Many other factors could have influenced organizational citizenship behaviour. This study is

based on the selected leading mobile telecommunication companies due to the limitations of resources such as time and money. The results could be different if the research was conducted considering all the companies in the mobile telecommunication industry. The selected sample size for this research was 153 respondents, which is not very adequate to represent the entire population. Further, the respondents are chosen by using a random sampling method and based on those findings the recommendations are given. Therefore, the bias in the research findings may have distorted the real industry context.

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