

Abstract

Banking industry of Pakistan needs attention as turnover rate is getting high and employees are less satisfied with their job. Many factors lead satisfaction rather than only considering high salary, fringe benefits and compensations like organizational commitment and organizational citizenship behavior. This research was intended to investigate the association among job autonomy, job satisfaction, organizational commitment and organizational citizenship behavior in banking sector employees. Due to huge change in banking industry this field has gained attention of many researchers and significance has increased. Correlational research design was used to explore the impact of variables. A total of 102 (68 male, 34 female) bank employees of different branches from Lahore participated in this study. The reliable and valid measures having sound psychometric properties were used in this research i.e., employee commitment survey for organizational commitment (Meyer, Allen & Smith, 1993), work autonomy scale (Breugh, 1985), job satisfaction survey (Spector, 1994) and organizational citizenship behavior checklist (Fox & Spector, 2011). Results of correlation analysis revealed significant association among job autonomy, job satisfaction, organizational citizenship behavior and organizational commitment in banking sector employees. Furthermore, multiple linear regression analysis showed that job autonomy and organizational citizenship behavior were the significant predictors of job satisfaction in bank employees 27 percentage of variance accounted for by these variables. Additionally, non-significant mean differences were reported among the study variables in terms of gender, high income and low income groups. Analysis of multivariate MANOVA was carried out that indicated employees working experience and income status affected their organizational citizenship behavior and job autonomy. Mediation model demonstrated the significant mediation of organizational citizenship behavior among the relationship of other variables. Hence, findings of this research showed employees' organizational citizenship behavior can be increased through increasing organizational behavior, their job autonomy and level of job satisfaction.

Keywords: Banking Industry, Job Autonomy, Organizational commitment, Job Satisfaction, and MANOVA.