The Relationship Between the Occupational Stress, Organizational Commitment , and Job Satisfaction With Organizational Citizenship Behavior.

*Azizi Yahaya[1],   Noordin Yahaya[2], ,Halimah Ma'alip[3],Jamaludin Ramli[1]. Malinii Md Kamal [2]

[1] Faculty of Education, Universiti Teknologi Malaysia *(Corresponding author)

*p-azizi@utm.my

[2]Faculty of Bussiness Management,Universiti Teknologi Mara (Melaka)

noordinyahaya@yahoo.com

[3]Languange Academc, Universiti Teknologi Malaysia

m-halima@utm.my

Abstract

The Organizational Citizenship Behavior (OCB) is an important variable in to study of organization management. It's a part to build relationship and performance within the organization. The purposes to create impression to the variable do to contribute significantly toward organization management. From the descriptive study used by the researcher, the researcher have observe the Organizational Citizenship Behavior (OCB) that usually used within Benama TV. The researcher observe through the commitment of Bernama TV employees towards Organizational Citizenship Behavior (OCB); Are they concern towards behavior, commited towards their tasks, attitude of the employees or are they always punctual when arriving or leaving the office etc. to maintain the organizational citizenship behavior, the management should maintain the Organizational Commitment (Affective). Commitment is not something that you can directly see. The employees should have to characteristics that will show our commitment within organization, they are focus and personal sacrifices.

Key word: Occupational Stress, Organizational Commitment , and Job Satisfaction With Organizational Citizenship Behavior

1.0   Introduction

The Organizational Citizenship Behavior (OCB) is an important variable in order to study of organization management. It's a part to build relationship and performance within the organization. The purpose to create the impression to the variable due to contribute significantly toward organization management. Compared with another organizational behavior present by the employees, OCB is the employees personal behavior that difficult to identify by the employer because it was the personally apply by the employer. Occupational stress (stressor), organizational commitment and job satisfaction are predictors variable to the Organizational Citizenship Behavior (OCB). All the variable useful to the organization to avoid the employees from making problems and if the variable not being applied, the company will be faced by the

comment employees' problem such as low productivity and low performance. The employers should provide the conducive working environment to reduce or to overcome the employee's problem within the organization. Further, the findings show that only one component of organizational commitment-affective commitment-has a positive direct effect on OCB. In addition, the study indicates that occupational stress, organizational commitment (affective) and job satisfaction has the relationship on OCB.

According to Organ's (1988) definition, OCB represents "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization". Organizational citizenship behavior is not part of the employee's informal job requirement but it's more on effective functioning of the organization. It more focus on the personal discretion itself and the matter of personal choice, Such as; attitude of the employees, conscientious, good manner, helpful and cooperative. For example, they like to help others without selfish intent, they also actively involved in organizational activities and also they will perform the task beyond normal role requirement. Organizational commitment is one of the important part within organizational behavior. And have found that the clear relationship between organizational commitment and attitudes and behaviors in the workplace (Porter et al., 1974). Two most comment approaches have been determine, they are commitment-related attitudes (Job Satisfaction, the employees feeling about the job) and commitment-related behaviors and it have been done not only in private, public and non profit sector, but also it have been determine internationally. Commitment is not something that you can directly see. The employees should have to characteristics that will show our commitment within organization, they are focus and personal sacrifices. Focus means the employees should focus and pay fully attention on the job or task that have been given from the production level of the product or services until on how to making profit to the company. Personal sacrifices means the employees should be more loyal and have self belonging to the organization and it will show the commitment straightly to the organization. The employees will be willing to make personal sacrifices to reach your goals. People need to attach a meaning to the sacrifice. If this sacrifice does not provide them with a sense of achievement, they will not be willing to do it. Commitment is a willingness to put extra effort to make organization function better. It focuses on eliminate the procrastinating the task given and confronting on what is not working. Commitment within Bernama TV not are the same for each level. Bernama TV have two different areas or two different working field which is management team and production team. They have different commitment to be show, practice and present. According to Buchanan (1974) most scholars define commitment as being a bond between an individual (the employee) and the organization (the employer), though his own definition of commitment Meyer and Allen (1991) and Dunham et al (1994) identified three types of commitment; affective commitment, continuance commitment, and normative commitment. Normative commitment is a relatively new aspect of organizational commitment having been defined by Bolon in 1993. According to Organ's (1988) definition, it represents "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization".

Organizational citizenship behavior is not part of the employee's informal job requirement but it's more on effective functioning of the organization. It more focus on the personal discretion itself and the matter of personal choice, such as; attitude of the employees, conscientious, good manner, helpful and cooperative. For example, they like to help others without selfish intent, they also actively involved in organizational activities and also they will perform the task beyond normal role requirement. Occupational stress is a pattern of emotional, cognitive, behavioral and physiological reactions physiological reactions to adverse and noxious aspects of work content, work organization and work environment (European Commission, 1999) Occupational stress was the stress that is related to the workplace. The stress may have to do with the responsibilities associated with the work itself. Occupation stress can affect both physical and emotional well being if not managed efficiently and effectively. Occupational stress has been linked to absenteeism, decreased productivity, increased health care costs and illness. Occupational stress can be both positive and negative. Occupational stress is a very subjective concept, affecting every individual differently. In the area of organizational psychology, job dissatisfaction, workload dissatisfaction, work/non work conflict, absenteeism, reduced job performance, reduced life satisfaction and increased turnover intentions (Siu, 2003).

2.0 Background of study

Mention the nature of all the variable under your discussion in your organization you may in introduce the variable in term of nature of work that contribute stress or as a result of consequences.

The identification of occupational stressor, organizational commitment (affective) and job satisfaction. This study was to examine employees' reactions to the use of organizational citizenship behavior (OCB) in performance evaluations. Considering that employees are evaluated on their OCB, it is important to know that they feel that it is fair to do so.

Bernama TV was launched on 28 February 2008; Bernama TV is Malaysia's first and number one 24 hours News channel, delivering up to the minute News from all over Malaysia, Asia and around the globe. This 24 hours News channel delivers local News with an international style creating Malaysian News that is accessible, pertinent, relevant and current. Bernama TV offers News in four languages, Bahasa Malaysia, English, Mandarin and Tamil.

Besides current News, the network also airs other News-based programmes like Biz@Bernama, Sukan@Bernama, live talk show/forums on current issues and interviews with well-known local personalities and celebrities. Well-known for its tagline "Right & Now", Bernama TV aims to ensure its credibility and accuracy is maintained. Bernama TV News Channel is available over ASTRO's Channel 502, mobile 3G video call (Celcom) and web-TV on www.bernama-tv.com. The Vision is to add a valuable presence to the Malaysian Television Industry by providing a new perspective, and improving the way information is presented, while maintaining the high appreciation of morals and ethics. The mission is too raw the confidence of the public as an alternative local News channel in the country and to become an alternative news channel which is real, accurate and fast. Bernama TV has almost 200 employees which

consist by Permanents staff, contract staff and part time staff. And to control all the 200 staff is difficult because Bernama TV staffs are mobility and they not only complete their task in the office, most of the time they have to go out to do assignment or task, such as; broadcast journalist, cameraman and VSAT staff. Because of that, they should have good attitude and behavior and also should have high commitment and focus on their regular task for being trusted by their employer. Stress in Bernama TV Synergy Sdn Bhd is very high. In way to reduce the consequences of stress, the factor of the stress should be identify. For example, the staff have to pursue the assignment deadline because they should complete their assignment before managing editor edit all the articles and sent it to the conty to view it to the viewer. The manager should understand why the staff stress so it easy to control and they will perform the task easily when their problem have solve already. Organizational commitment (affective) in Bernama TV Synergy Sdn Bhd. People with high commitment may help the organization to reduce the rate of turnover and absenteeism of the organization. Studies from literature contribute to high turnover and high absenteeism it may result to low performance within organization. Job satisfaction in Bernama TV Synergy Sdn Bhd. High job satisfaction, the staff will perform better. When the job satisfaction is high, the organization will face lower absenteeism and lower turnover. Organizational citizenship behavior (OCB) in Bernama TV Synergy Sdn Bhd now really good because the staff will do the task when they have been paid but if the pay or salary is late, they will never want to perform well. People with god OCB will become more loyal and have self belonging to the organization. The employer should recruit the employees which have good working experience and should have to identify their good attitude and behavior along the six-month   probation period before them able to become a permanent staff to make sure they can perform their task successfully. Bernama TV had to maintain their services with other competitors such as Awani (ASTRO), TV3, RTM and other tv channel, so that they will get more viewers compared with other.

3.0   Problem Statement

All the variable have been choose to identify the problem uccors wtihin Bernama TV Synergy Sdn Bhd. The problems in terms of occupational stress, commitment and job satisfaction. Key issue in Bernama TV Synergy Sdn Bhd work mobile. They have to move from one place to the other place per day to make sure they delivered the minute news on time. Stress in Bernama TV Synergy Sdn Bhd is very high when the staff trying to send the assignment on the deadline because they should complete their assignment before editor edit all the articles and sent it to the conty to view it to the viewer, and also they have to mobile to a far area by the editor to get the news and sometime they have to go more than three places to get a new per day in order to deliver the minutes' news. In way to reduce the consequences of stress, the factor of the stress should be identifying. A dimension of a stressor are role overload, role ambiguity, role conflict, unreasonable group, person responsibilities, powerlessness, poor peer relation and strenuous working condition. Organizational   commitment (affective) in Bernama TV Synergy Sdn Bhd. They will highly be committed to their task when they receive their pay on time, but they will be the delay to complete their task if the pay is delayed. The high commitment staff may contribute to low rate of turnover and

absenteeism of the organization. High turnover and high absenteeism may lead to the lower performance of the staff.

Job satisfaction in Bernama TV Synergy Sdn Bhd. When the staff satisfied with their job, they will perform better and they will enjoy with their task. It also may help the organization to reduce the rate of turnover and absenteeism. Organizational citizenship behavior (OCB) in Bernama TV Synergy Sdn Bhd. People with good OCB will become more loyal and have self belonging to the organization. The problem where the staff don't know what is the effect if they apply OCB within organization. And people who have low OCB only follow all the assignment due date and doesn't care about other thing that even link with their task such as conserves and protects organizational property, inform the manager if they come late to the organization, help other to complete their task when you have a free time, attendance at work is above the norms and complain about the insignificant things at work. Organizational citizenship behavior (OCB) in Bernama TV Synergy Sdn Bhd now really good because the staff will do the task when they have been paid but if the pay or salary is late, they will never want to perform well. People with god OCB will become more loyal and have self belonging to the organization. The organization should find the Organizational Citizenship Behavior (OCB) of the Bernama TV staff as indicator to measure staff performance. Nature of the Organizational Citizenship Behavior (OCB) is applicable to various types of performance so it can be use in any organization. Since the Organizational Citizenship   Behavior (OCB) important, so it should be build or apply within organization to make sure the level of job satisfaction and job performance of the employees increase or high. Dimension of OCB are enthusiasm, sportsmanship, conscientiousness, civic virtue and community. At Bernama TV Synergy, the organization acknowledges that one of the news channel to delivering minute news all over Malaysia, Asian and around the globe. As a caring employer, the organization has ensured a working environment that is comfortable, conducive and good relationship with all employees within organization. Bernama TV Synergy has outlined a Management Strategies in preparation of the commitment of their employees so they will become more motivated, performed, satisfied and committed to completing their task. Management Strategies which comprises a series of factor such as attitude of the employees and the behavior of the employees in order to achieve the organizational Citizenship Behavior that to make sure they will be highly committed with the job.

4.0 Research Question

Having identify problem face by Bernama TV Synergy Sdn Bhd researcher develop several research question to aid researcher develop research model. Which type of stressor effect toward the dimensions of organizational citizenship behavior (OCB).

Which type of commitment effect toward the dimensions of organizational citizenship behavior (OCB).Which type of satisfaction effect toward the dimensions of organizational citizenship behavior (OCB).

5.0 Research Objectives

From research question, several objectives were developed.

1. It to identify if there is any different in level of stress between male and female staff in term of commitment and job satisfaction.
2. It to identify if there is any different in level of commitment between male and female staff in term of commitment and job satisfaction.
3. It to identify if there is any different in level of satisfaction between male and female staff in term of commitment and job satisfaction.

6.0   Theoretical Framework

Here is the creation of the theoretical framework about the relationship between Occupational Stressor, Organization Commitment (Affective) and Job Satisfaction with the Organization Citizenship Behavior of the organization. The Organizational Citizenship Behavior (OCB) becomes the dependent variable that is the primary interest to this research. From this research, l have come out the theoretical framework as below in figure 1.
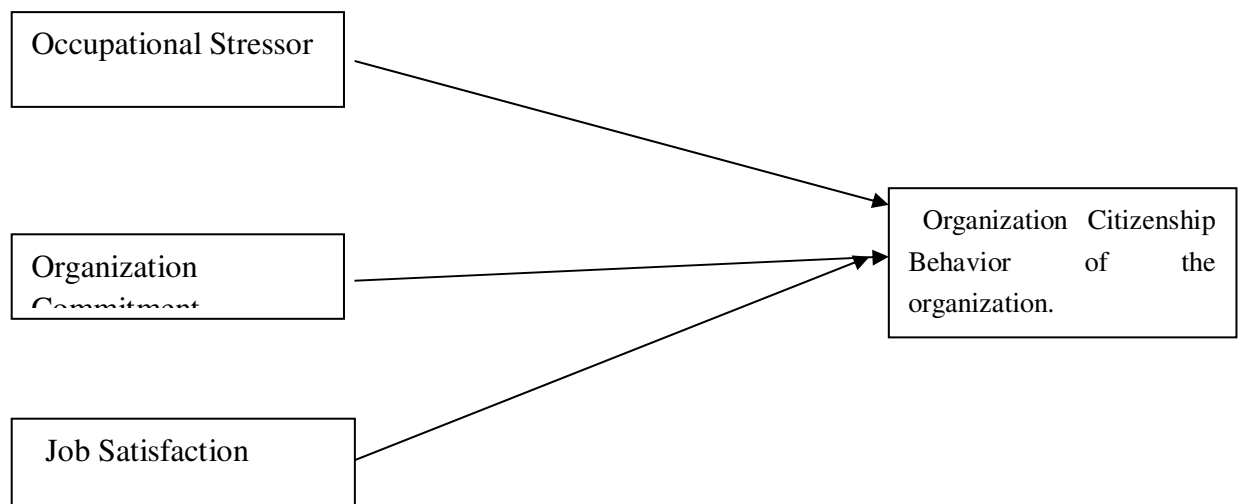
Figure 1: Theoritical framework of this Research

7.0   Literature Review

This is a study about the Organizational Citizenship Behavior (OCB), which essentially is a steering instrument that Bernama TV can use in order to change the behavior of their employees to work in the best interest for the Bernama TV and hence can also the Bernama TV's employees managing their attitude to give a good impact towards Bernama TV productivity and quality. The purpose of this study is to see how

the Organizational Citizenship Behavior can be apply by all the Bernama TV employees within the organization and how it can give an impact to the Bernama TV's employees in terms of their behavior and attitude. The aim is also to see which affective commitment should the organization and the employees in Bernama TV focus more or change. A comparison between Bernama TV Management Team and Bernama TV Production Team will be done in order to observe the similarities as well as the differences in terms of their behavior and attitude towards to achieve good Organizational Citizenship Behavior (OCB). As ground work of this thesis theories regarding the behavior and attitude will be used and which dimension (occupational stress, organizational commitment – affective and job satisfaction) that the employees Bernama TV always used within the organization. The research question is based on the purpose with this study and is stated as follows: ". Is dimension of Occupational Stress, organizational commitment (affective), job satisfaction effect the dimension of Organizational Citizenship Behavior (OCB)". In order to conduct this study, the researcher have observe all the possibility dimension that may give big impact of Organizational Citizenship Behavior (OCB) towards Bernama TV employees behavior. Although Bernama TV is a well-known company that have emerged since 2 years ago, but still lack of the employees performance because of thei employees behavior and attitude rather than to have spirit of self belonging. The researcher really want to know which dimension (base on occupational stress, organizational commitment – affective, and job satisfaction) may build the organizational citizenship behavior and which one they should focus more or change. Besides of observing the Bernama TV employees behavior and their attitude, the researcher have come out those theories based on the previous researcher that have been done by other researcher. Lots of searching of journals, articles, books also from the internet, lots of reading in order to understand the concept of Organizational Citizenship Behavior, behavior, commitment related behavior and commitment related attitude so that the researcher theory cannot be misinterpreted and also the study are reliable and valid.

In order to answer those question that arise about the behavior and attitude, the researcher have conducted a quantitative study. The researcher have collected all the information from the Bernama TV employees. The collection of information and observation have been done in between two months, that are, December 2009 and January 2010. It is to collect the evidence of Bernama TV employees behavior and attitude. Based on the information, the researcher will collect about the Bernama TV employees that late arriving to the office, that have desciplinary warning latter and when Bernama TV employees leaves the office without switch off all the PC, lamp, air cond etc properly.

8.0   Organizational citizenship behavior

According to Organ's (1988) definition, it represents "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization". Consequence of organizational citizenship behavior (OCB) is when high OCB apply within organization so the performance of an individual also high. High performance of individual may lead to the high organizational performance and the productivity will be high, the

problem of organization reduce (absenteeism and turnover). Low cost of managing the organization. Organizational citizenship behavior (OCB) is a dependent variable of this research because OCB is a measurement of performance not base on the core task of the job requirement. OCB is the indirect contribution to the performance. The problem of OCB happen because of the different job have different task and different task have different requirement and should have use different measurement method. The dimension of organizational citizenship behavior (OCB) are altruism, conscientiousness, courtesy, sportsmanship and civic virtue. Courtesy is excellence of manners or social conduct or it more on polite behavior that should by the staff within organization. Courtesy can shown also by respect or considerate expression done by the staff. Altruism is like a feeling of loving others as oneself and also its all about the self-sacrifice for the benefit of others. They do something that may helps people within organization or the organization itself to reduce any cost or any circumstances that may effect the operation of the organization. For example, when they have a project and the project have a short time period, they should work overtime and they did not asked for the pay on it or one of them prepared same meal for all of them. Conscientiousness is the trait of being careful, or the quality of acting according to the dictates of one's conscience. It includes such elements as self-discipline and carefulness within organization, and the tendency to think carefully before acting. Conscientious individuals are generally hard working and reliable. They may also be workaholics, perfectionists, and compulsive in their behavior to doing their job done if they too conscientious. People who are low on conscientiousness are not necessarily lazy or immoral, but they tend to be less goal oriented and less driven by success.

Courtesy is polite behavior shows by the staff within organization or willingness in providing something needed, such as; free advertising through the courtesy of the local newspaper. Respect the dignity of all persons and accept individual differences and also respect the environment and the rights and property of others and the organization. Sportsmanship is defined as a good attitude/behavior displayed by the staff of the organization. They also followed all the rule and regulation of organization. Staff will demonstrate good sportsmanship when they show respect for own self and other staff. Sportsmanship is a style and an attitude, and it can have a positive influence on everyone around you. Civic virtue refers to behavior between persons and groups that conforms to a social mode or society. Civic virtue is the development of habits of personal living that are claimed to be important for the success of the community.

Organizational Citizenship Behavior (OCB) is not part of the employee's formal job requirement but it's more on effective functioning of the organization. For example, they like to help others without selfish intent, they also actively involved in organizational activities and also they will perform the task beyond normal role requirement.

8.1 Organizational Commitment

Organizational commitment has been extensively researched as an important factor in employee retention and motivation (Vijay Krishna, 2008). There has been considerable interest in this construct due to its reported relationship with organizational efficiency and effectiveness (Beck & Wilson, 2000).

Organizational Commitment is an employee psychological additional behavior to the organization. Organizational commitment is one of the important parts within organizational behavior. And have found that the clear relationship between organizational commitment and attitudes and behaviors in the workplace (Porter et al., 1974, 1976; Koch and Steers, 1978; Angle and Perry, 1981). Two most comment approaches have been determine, they are commitment-related attitudes (Job Satisfaction, the employees feeling about the job) and commitment-related behaviors and it have been done not only in private, public and non profit sector, but also it have been determine internationally. Commitment is not something that you can directly see. The employees should have to characteristics that will show our commitment within organization, they are focus and personal sacrifices. Focus means the employees should focus and pay fully attention on the job or task that have been given from the production level of the product or services until on how to making profit to the company. Personal sacrifices means the employees should be more loyal and have self belonging to the organization and it will show the commitment straightly to the organization. The employees will be willing to make personal sacrifices to reach your goals. People need to attach a meaning to the sacrifice. If this sacrifice does not provide them with a sense of achievement, they will not be willing to do it. Commitment is a willingness to look for a new and better way to do something and then do it. It focuses on eliminate the procrastinating the task given and confronting on what is not working. This spirit of commitment allows a person to take risks they would not have taken before. This risk is looking to the future in its place of revise the past. Commitment within Bernama TV not is the same for each level. Bernama TV has two different areas or two different working fields which is management team and production team. They have different commitment to be show, practice and present. According to Buchanan (1974) most scholars define commitment as being a bond between an individual (the employee) and the organization (the employer), though his own definition of commitment Meyer and Allen (1991) and Dunham et al (1994) identified three types of commitment; affective commitment, continuance commitment, and normative commitment. Normative commitment is a relatively new aspect of organizational commitment having been defined by Bolon in 1993.

Affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals (Mowday et al, 1997, Meyer& Allen, 1993; O'Reily & Chatman). Continuance commitment is the willingness to remain in an organization because of the investment that the employee has with "nontransferable" investments. Meyer and Allen (1997) further explain that employees who share continuance commitment with their employer often make it very difficult for an employee to leave the organization. Normative commitment (Bolon, 1993) is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace. Normative commitment can be clarify by other commitments such as marriage, family, religion, etc. Meyer & Allen (1997) define a committed employee as being one "stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals". This employee positively contributes to the organization because of its commitment to the organization

8.2   Affective commitment

Affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals (Mowday et al, 1997, Meyer& Allen, 1993; O'Reily & Chatman). Affective commitment also can be known by on how ones bind toward organization and it also more to the psychological bonding such as love

and have spirit to being self belonging toward the organization. Emotional attachment is the feeling of the employees itself toward their job. When they happy with the task given, so they will perform much better rather than before. Good affective commitment shows by the employees, the performance and the satisfaction of the employees and of the job will be increase. So that, they will gain more profit to the organization and the rate of turnover will reduce. Organizational commitment can be considered to be affective responses or attitudes which link the employee to the organization. Employees with strong affective commitment remain with the organization because of their feeling of love toward their organization. Research on the relationship between pay and organaizational commitment has found that the individuals earn, the more they have to lose by leaving their jobs and , therefore, they are less likely to leave their organizations (Cohen & Gattiker, 1992).

8.3   Occupational stress

Occupational stress is the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. (NIOSH, 1999)Occupational stress is a pattern of emotional, cognitive, behavioral and physiological reactions to adverse and noxious aspects of work content ,work organization and work environment (European Commission, 1999)Occupational stress where the stress that is related to the workplace. The stress may have to do with the responsibilities associated with the

work itself. occupation stress can affect both physical and emotional well being if not managed efficiently and effectively. Occupational stress has been linked to absenteeism, decreased productivity, increased health care costs and illness. Occupational stress is a very subjective concept, affecting every individual differently. In the area of organizational psychology, job dissatisfaction, workload dissatisfaction, work/non work conflict, absenteeism, reduced job performance, reduced life satisfaction and increased turnover intentions (Siu, 2003). Four major reasons for organizations to be concerned about occupational stress, including: general concern for the health of employees, financial impact of health care, organizational effectiveness and legal compliance with worker compensation programs. Organizations have become concerned about more than just monetary profit. Employee satisfaction, health, accidents on the job, employees' turnover, absenteeism and productivity have been included in a broader evaluation of success and return of investment of the organization. The effects of Job stress on productivity and performance of the employees, such as; MC, hospitalization, compensation, loss of passion for work, missing datelines and reduced quality & quantity of work

8.4 Job satisfaction

The job satisfaction consists of the mentality an individual holds regarding his job. This includes feelings about the nature of the job itself, the pay, the promotion prospects and the nature of supervision. Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997, p. 2). This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. Dimension of job satisfaction, such as; nature of the jobs (pay, distance, problem to the work place, status, gender, benefit), support by management, workplace safety, and availability of resources Nature of the jobs such as pay, problem to the workplace, status, gender and benefit should be equally to the job that they perform. There can not have bias base on the above job nature. So when no bias, the employees will perform their task successfully and they will satisfy on it. Support by the management also one of the important dimension of job satisfaction. When the management have good communication with their employees, they will enjoy with the task given and satisfy with it. The management should focus more on the safety of the workplace because if employees not comfort with the environment of the organization itself, so they cannot perform well, when they not perform well, they will not satisfy with the job.

And the last dimension is availability of the resources. The management should provide enough equipment and good facilities to the employees to use. Most of the employees within all organization they want something that will make them easy to move and complete the task given. They want all the material they want to use, should be inside the organization. When they have shortage of material or equipment, the employees cannot perform well and on time to complete their task. So the performance will be low and they will not satisfy with the job. About job satisfaction is, when the employees sense to success and able to work or complete their task successfully with own effort, enjoy and responsibility. Went the employees do the job from the start of production process until the final of the process and by giving a suitable reward, the employee satisfaction will increase. Job satisfaction one of the factor to build self respect, self esteem, increase personal satisfaction and self development. The satisfy employees, they likely to think more transparently, creative, innovative and flexible and they also will loyal to the organization. The productivity will increase and the quality of their working life also will increase automatically. Organization can help to create job satisfaction by providing employees a good work environment (secure working place, training, communication, flexible working hour, flexible benefits, up to date technology and promotion).

The employer who wants to maintain the high level of job satisfaction should have to understand the needs each of their employees. For example, the employer can maintain high level of job satisfaction by carefully matching the employees with the right jobs base on the employee's ability, skill, knowledge and capability. The employees can find own personal job satisfaction by seek opportunities to show their own talent. Its not only may lead to high level of job satisfaction but also may increase their pay and other recognition. The development of the communication skill also will be rewarded, such as; when the employees excellent in reading, speaking, listening and writing, the employer will give them some reward to appreciate the employee's effort. The ability to work in team also will satisfy the employees. Team work

is a part of job success where the employees able to work each others to get the job done. The employees should learn on how to give and receive the criticism constructively and on how to accept people with their differences and imperfection of others. And the most important thing is learn to de-stress. By developing the health stress management technique, the employees can do their job successfully without any problem and destructions. There is a positive, though weak, relationship between pay and job satisfaction. Spector (1985) found a mean correlation of r = .17 between level of pay and job satisfaction in three samples representing a heterogeneous collection of jobs. Spector (1997) found that pay levels

correlates more strongly with job satisfaction that do global measures of job satisfaction.

8.5 Job performance

Job satisfaction is a complex concept, which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more an attitude an internal state. For example, it will be linked with a personal feeling of achievement, either quantitative or qualitative. In recent years attention to job satisfaction has become more closely linked with broader approaches to improved job design and work organization, and the quality of working life movement. Individual performance can be determined by three factors. Motivation (the desire to do the job). ability (the capability to do the job) and the work environment (the tools, materials, and information needed to do the job). If an employee lacks ability, the manager can provide training or replace the worker. If there is an environmental problem, the manager can make adjustments to promote higher performance. But if motivation is the problem, the manager's task is more challenging.

9.0 Methods

9.1 Research Design

The research design, which involves a series of rational decision-making choices. The researcher used two research design. These two research design are descriptive study and causal study. Descriptive study in order to ascertain and be able to describe the characteristics of the variables of interest in a situation. Descriptive studies are also undertaken to understand the characteristics of organizations that follows certain common practices. The goal of a descriptive study is to offer to the reseacher a profile or to describe relevant aspects of the phenomena of interest from an individual, organizational, industry-oriented, or others perspectives (Uma Sekaran, 2006). From the descriptive study used by the researcher, the researcher have observe the Organizational Citizenship Behavior (OCB) that usually used within Benama TV. The researcher observe through the commitment of Bernama TV employees towards Organizational Citizenship Behavior (OCB); Are they concern towards behavior, commited towards their tasks, attitude of the employees or are they always punctual when arriving or leaving the office etc. The researcher also observe through Barnama TV employees manage their movement, are they come work early, follow of rules and regulation consistly within the system used by the organization such as hence, the researcher observe

through Bernama TV employees productivity attitude in terms of carry and operating the task, as evidence in the employees satisfaction, enjoy their job and facilitates effective performance in organization. From the observation, the researcher used questionnaire to make the observation more valid and reliable also collecting the information from Bernama TV employees. Causal study is a study of methods that test a hyphothesis in a situation to better understand cause and effect relationship. The researcher used relationship in the hyphothises to find is there any relationship between occupational stress, organizational commitment (affective) and job satisfaction with the organizational citizenship behavior. Is the lact of occupational stress dimension (under participation, powerlessness, poor peer relation, strenuous working condition, and unprofitably) are the reasons that causes the effect towards Bernama TV employees OCB Is the lact of organizational commitment – attitude dimension (attitude, belief and intention) are the reasons that causes the effect towards Bernama TV employees OCB. Is the lact of job satisfaction dimension (nature of the jobs (pay, distance, problem to the work place, status, gender, benefit), support by management, workplace safety, availability of resources) are the reasons that causes the effect towards Bernama TV employees OCB

9.2   Population

The population of the research are half of Bernama TV employees in Bernama TV Synergy Sdn Bhd at Wisma Bernama, Jalan Tun Razak, KL around 53 employees compared with the total employees around 140 people. All these employees are come from various departments. These departments are financial, sales, marketing, research, Human Reasource, Adminstration, traffic scheduling, graphic and all the production.

9.3   Sampling Design

A study have been made about the sampling design in order to get an accurate answer and to make this research more reliable. In Bernama TV, the population of the employees is about 140 employees. From Krejcie and Morgan table, it is stated that if your population is 140, about 53 questionnaire needs to be distributed to Bernama TV employees and it must be randomly selected sample. This table helps the researcher to determine (with 95 percent certainly) what the results would have been if the entire population had been surveyed.   But according to Uma Sekaran, when your population is 1,000, the sample size needed is 100. In distributing the questionnaire, the researcher using simple random sampling which is every Bernama TV employees has a known and equal chance of being selected as a sampling design. The researcher choose this sampling because of it has the least bias and offers the most generalizability. However, this sampling process could become time consuming and expensive. It is also subject to sampling error and because of this problem, the researcher used Krejcie and Morgan table so that the data will be more valid and accurate.

9.4   Measurement

The researcher used questionnaire because it is very cost-effective, easy to analyze, it is familiar to most people and reduce bias. Questionnaire also has the disadvantages that it has the possibility of low response rates. However, well-design studies consistently produce high response rates. Questionnaire also has the inability to probe responses. By allowing a space for comments, the researcher can partially overcome this disadvantage. The questionnaire has been divided into four sections. Section A is about a demographics background. Section B about the level of commitment should the organization and the employees in Bernama TV should focus more or change. Section C is about the impact of Organizational Citizenship Behavior towards behavior and attitude, and lastly Section D about any suggestion that needed to improve the employees' commitment related behavior and attitude within Bernama TV.

Other than the questionnaire, the researcher also has collected all the information about the employees behavior and attitude from all Bernama TV employees from all departments at Bernama TV Synergy Sdn Bhd at Wisma Bernama, Jalan Tun Razak, KL so that the data and the information collected will be more accurate and parallel with the data collected from the questionnaire. The limitation is that, it is very time-consuming.

9.5 Data Analysis

Data analysis is a process of inspecting, learning, transforming, and modeling with the goal of highlighting useful, suggesting conclusions, and supporting decision making (http://en.wikipedia.org/wiki/Data_analysis). In analyzing the data, there are various statistical tests and the interpretation of the results of the analyses, using the SPSS Version 11.0 and also Excel. The researcher use Statistical Package for Social Sciences (SPSS) in analyzing the data. The reasons why the researcher chose SPSS in analyzing the data is that SPSS offers a user friendliness. Many data sets are easily loaded into it, and other programs can easily import SPSS files. But SPSS has it's own disadvantages. The disadvantages are it is more on mathematical rather than a statistical side. Its menu offerings are typically the most basic of an analysis and sometimes lacking even then, and it makes doing an inappropriate analysis very easy. The default graphics are poor and not easily customizable to make them better. However, SPSS is the most convenience methods in analyzing the data from the questionnaire feedback (http://www.unt.edu/rss/class/SPSS/course1.htm).

10.0 Result

10.1 Bivariate Correlations

Table 1 presents simple bivariate correlations between the predictors and the outcomes (i.e., job satisfaction) of this study. These correlations give some insight into the relations among background characteristics such as job stress, job satisfaction and teacher's commitment with the job satisfaction towards organizational Citizen Behavior.

The correlation analysis presented in Table 1 shows a *p*-value of 0.125 which is greater than the 0.05 level of significance. This means that no significant relationship was found between job stress and

organizational Citizen Behavior among the teachers, the null hypothesis was, therefore, detained. The correlation coefficient, *r*, is 0.109 which denotes a positive association between the two variables.

Table 1:Correlation Analysis between job stress and organizational Citizen Behavior

	Organizational Citizen Behavior
Job stress	0.109
	0.125
Organizational Commitment	0 .129
	0.070
Job satisfaction	0.134*
	0.048

Note: * reflects *p*-value < .05

The correlation analysis presented in Table 1 shows a *p*-value of 0.048 which is less than the 0.05 level of significance. This means that there is a significant relationship between job satisfaction and organizational Citizen Behavior among the teachers, the null hypothesis was rejected. The correlation coefficient, *r*, is 0.134 depicts a low association between the two variables, and its positive value shows that the relationship goes in a positive direction.

The *p*-value of 0.070 in Table 1 which is greater than 0.05 level of significance shows that there is a significant relationship between Organizational commitment and organizational Citizen Behavior among the teachers, the null hypothesis was, therefore, retained. The correlation coefficient, *r*, is 0.129 implies a low association between the two variables and in a positive direction.

10.2 Multiple Regression Analysis

Table Result of Multiple Regression Analysis for Contributions of stress, Job Satisfaction and Organizational commitment towards variance of Organizational Citizen Behavior

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.148[a]	0.022	0.017	6.70193	0.022	4.427	1	198	0.037
2	0.243[b]	0.059	0.050	6.58960	0.037	7.807	1	197	0.006

a.   Predictors: (Constant), occupational   stress

b.   Predictors: (Constant), occupational   stress, organizational commitment

c.   Dependent Variable: Organizational Citizen Behavior

Based on Table 2 above, result of R^2 analysis for model 1 (occupational   stress) is 0.022. As R^2 gets lower, hence the less capable it gets for an independent variable (occupational   stress) to outline a dependent variable (organizational Citizen Behavior). $F_{(1,197)}=7.807$, $p = 0.001 < 0.05$. Referring to the beta value, occupational   stress (Beta = 0.148, t = 2.104, Sig = 0.037 and $R^{2\,=}\,0.022$). This indicates that the suggested model is compatible with a change of value and data percentage of 2.2 percent applicable in the criterion variable (organizational Citizen Behavior) only. This provides an indication that occupational   stress is the main factor of organizational Citizen Behavior. The applied conclusion is also supported by a significant ANOVA analysis whereby its significant value is 0.037 lesser than the 0.05 level of significant. Such finding indicates that the occupational   stress variable as shown by model 1 contributes a variance change of 2.2 percent in the criterion variable (organizational Citizen Behavior).

R^2 analysis for model 2 (organizational commitment) is 0.059. As R^2 gets lower, hence the less capable it gets for an independent variable (organizational commitment) to outline a dependent variable (organizational Citizen Behavior). $F_{(1,198)}=4.427$, $p = 0.001 < 0.05$. Referring to the beta value, organizational commitment (Beta = 0.210, t = 2.794, Sig = 0.006 and $R^{2\,=}\,0.037$). This indicates that the suggested model is compatible with a change of value and data percentage of 3.7 percent applicable in the criterion variable (organizational Citizen Behavior) only. This provides an indication that organizational commitment is the main factor of organizational Citizen Behavior. The applied conclusion is also supported by a significant ANOVA analysis whereby its significant value is 0.002 lesser than the 0.05 level of significant. Such finding indicates that the organizational commitment variable as shown by model 2 contributes a variance change of 3.7 percent in the criterion variable (organizational Citizen Behavior).

Based on the result of multiple regression analysis above, the researcher reported that factors such as occupational   stress and organizational commitment is contributing factor of organizational citizen behavior.

11.0 Discussion

In order to increase the Organizational Citizenship Behavior, management should maintain the Organizational Commitment (Affective). Commitment is not something that   can be directly see. The employees should have to characteristics that will show the commitment within organization, they are focus and personal sacrifices. The positive relationship have been found between organization citizenship behavior with occupational stress, organization citizenship behavior with occupational stress and job satisfaction, organization citizenship behavior with organizational commitment, organization citizenship behavior (courtesy) with organizational commitment and job satisfaction and also organization citizenship behavior (civic virtue) with organizational commitment. Organizational commitment and job satisfaction of

both genders are core contribution to increase and maintain the job satisfaction of the employees within the organization. Female have shown high commitment and high job performance compared with male and they highly contribute to the organization citizenship behavior within organization.

To increase the organization citizenship behavior of the male staff and to maintain organization citizenship behavior of the female staff, the organization should provide enough facilities within organization. Give recognition for those who perform well. The top management has to friendly and close with their staffs. The organizational also need to understand the needs and want of the staff and take note with their problem. Don't push the staff to perform task that not link with their job description.

12. Conclusion

Based on the regression test, its show that Organizational Commitment is a biggest contribution to the OCB within organization and have different level of commitment between female and male staffs. The organization should be more alert with each contribution made by the staff so that they will be loyal, have feel a strong sense of belonging and feel hard to leave the organization.

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