The Study on the Influence of Employees' Job Satisfaction and Organizational Commitment on Organizational Citizenship Be

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ABSTRACT

Globalization and market liberalization pose new challenges for many state-owned banks and credit unions in Taiwan. In order to compete in the global marketplace, state-owned banks and credit unions have often used merger as a mean to increase their global visibility and used privatization as a mean to increase efficiency. On the other hand, the job security has become a major issue for employees of these state-owned banks and credit unions since mergers often involve lay-offs and branch closures. The purpose of this study, hence, is to investigate the effects of mergers and privatization on various job performance indicators, such as job satisfaction, organizational commitment, and organizational citizenship behavior. Based on a random sampling survey of employees of the Land Bank of Taiwan, the study has concluded that there is a positive relationship between job satisfaction and organizational commitment. Further, both job satisfaction and organizational commitment have a positive relationship with organizational citizenship behavior.

Keywords : job satisfaction ; organizational commitment ; organizational citizenship behavior

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