

An Analysis of Quality of Work Life Dimensions on Organizational Citizenship Behaviour Among School Teachers

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Abstract

Organizational citizenship behavior has been emerging as a key concept in today's scenario. The extra role behaviours shown by employees have very efficiently affected the performance of the institution they are working with. Quality Work Life is one of the determinants of Organizational citizenship behaviour shown by employees. The study investigates the relationship between Quality Work Life and Organizational Citizenship Behaviour among the teachers of private schools in Kochi city. Teachers are those groups whose extra role behaviour can impact positively in several ways. Thus a study on this perspective on teachers was inevitable. The study included 85 teaching staff from 5 major private schools in Kochi city. Five dimensions of OCB including Altruism, Civic Virtue, Conscientiousness, Sportsmanship, Courtesy has been considered in the present study. The factors of QWL including working environment, remuneration, employee relationship, job security, quality of students, career development, and constitutionalism are investigated in this study. The study also tries to find out whether the gender and experience make any difference in perceiving QWL and exhibiting OCB. Kolmogorov-Smirnov test is used for testing the normality of the sample. Independent sample t-test, One-way ANOVA and Karl Pearson's correlation, is used for analyzing the data using SPSS software. The study revealed a positive correlation between Quality of Work Life and all the 5 dimensions of OCB. The study also revealed that OCB and QWL have no significant relationship with gender and experience.

Key Words: *Quality of Work Life, Organisational Citizenship behaviour, Teachers*

1. Introduction

Satisfaction with work affects the employee's performance regardless of the position or the industry they work with. The frustration and anger caused by dissatisfaction can be

costly to both individuals and organisations. Every management must see to it that job satisfaction is maintained at all the levels, including their own. Every employee can be made more satisfied by maintaining a Quality of Work Life(QWL). The term “Quality of Work Life” appeared in research journal only in 1970s. Since then it has been area of research.QWL is concerned with the satisfaction of the needs of employees by making arrangements of work environment in such way that it leads to improve employee satisfaction and productivity. The attributes which affect the quality of work life are to be investigated in a systematic manner so that dissatisfaction can be reduced. Employee satisfaction and quality of work life directly affect company’s ability to serve its customers. Efforts towards QWL measurement help in efficient and effective allocation of resources to enhance productivity and stability of the workforce.The factors of QWL like working condition, salary, relationship, job security, quality of students, career development, and constitutionalism are considered in this study.

When the work life quality is improved employees are found to exhibit a behaviour called Organizational citizenship Behaviour(OCB). OCB has been a vastly researched area in the present scenario. Organizational citizenship behaviour is a discretionary behaviour that is not a part of the job description. This behaviour is also not a part of the official system of rewards and compensation. The term was first coined by Dennis Organ in 1988. Some extra role behaviours observed in organizational citizenshipbehaviour include sportsmanship, involvement in all professional and social company activities, and acceptance of the rules of the organization. The five dimensions of OCB Organ (1998) including Altruism, Civic Virtue, Conscientiousness, Sportsmanship, Courtesy has been considered in the present study.Altruism includes discretionary behaviours that aim at helping specific individual in the situations with an organizationally relevant task or problem. Altruism (Pro-Social Behaviour) is defined as the behaviour within an organization that is aimed at improving another person’s welfare (Organ et al., 2006). Conscientiousness (Extra-role behaviour)refers to impersonal behaviours such as compliance with norms which are defining a good employee. It involves workers to go beyond minimal requirements in carrying out their assigned tasks (Bambale et al., 2011). Sportsmanship refers to behaviours of refraining from complaining about trivial matters or filing up petty grievances. Courtesy includes actions such as consulting with others before decision making, giving others advance notice, and passing along information and issuing reminders to others. Organ noted that civic virtue refers to keeping up with matters that affect an organization such as attending to meetings, contributing to discussions, and performing organizational activities in order to assist and improve the organization.

A teacher is a key to every student's success and quality education depends on the quality of a teacher. So improving or maintaining the performance of a teacher is a mandatory function of the management. Teachers are the source of knowledge, skill and inspiration for the students and their competencies capabilities and character are a result of the effort of a teacher. Teachers in educational institutions are not merely a human resource of the institute but they are the creators of all the human resources in the country which are necessary for every organisation, be it business, social, cultural, sports or educational. Dr. APJ Abdul Kalam has said that 'teachers are the backbone of any country, the pillar upon which the aspirations of students are reconverted into realities. The teachers must be perpetual seekers of intellectual integrity and universal compassion'. Quality of Work Life of a teacher is the perception of teachers regarding their work related attributes such as salary, working environment, relationship among employees, job security, quality of student, opportunity for career development and constitutionalism in the work organisation. It is the amount of satisfaction of teachers regarding their work related aspects. Higher the level of satisfaction on job related aspects, higher will be the quality of work life of teacher which in turn leads to higher level of OCB.

2.Literature review

Organisational Citizenship Behaviour

Turnispeed and Rassuli (2005) envisaged that OCB refers to an extra role and behaviour such as working in a team with other employees, approaching workplace earlier and leaving late, helping other employees, behaving positively in an organization. There are a number of determinants of OCB. These factors include job satisfaction, leadership, fairness, perceived organizational support, psychological contract, and commitment (Ravichandran et al., 2007). Several studies have revealed that OCB has positively affected the organizations (Barbuto et al., 2001; Hodson, 2002; Cardona et al., 2004; Appelbaum et al., 2003). According to Kasraie et al. (2014), occupational stress, QWL, and job satisfaction influence OCB. The authors also revealed that these variables help in preventing employees from making problems. Cohen and Vigoda (2000) noted that OCB is an important factor for all organizations and it can enhance organizational effectiveness.

Quality of Work Life

ChoudhuryJyotirmayee (2015) studied the relationship between quality of work life, employee commitment and organizational behaviour of IT employees in Orisa district, India. The result of the study revealed that there is positive correlation among dimensions of quality of work life, employee commitment and organisational citizenship behaviour. ‘Jain Bindu and Swami Yashika (2014) highlighted that Quality of work life of teachers in academic sector is below satisfactory level and hence proper attention should be given to improve their Quality of work. The major issues regarding QWL in academic sector were identified as: i. career development not satisfactory. ii. Promotional aspects are not satisfactory. iii. Teacher’s participation in decision making is not satisfactory. iv. Job satisfaction and Job involvement is missing. Training, redesign of work, workshops for knowledge enhancement and personal growth, valuable participation in decision making, modification in promotion scheme etc. are some of the ways through which we can improve QWL. Improved QWL is beneficial for both the employee and institute so it is the mutual responsibility of both. KaurKuldeep and RandhawaGurpreet (2012) in their article named ‘Quality of work life issues: a comparative study of multinational and Indian food companies of Punjab’ compared the employees’ perceptions on QWL issues. The findings of the study revealed that a significant difference exists between the MNCs and INCs employees’ perception over various QWL issues such as job characteristics, welfare facilities, personal growth and development and social relevance of work. Finding revealed that in most of the cases MNCs are performing better than INCs. Josiah Roman Aketch, OdhiamboOdera, Paul Chepkuto and OchiengOkaka (2012) observed that QWL is one of the most important workplace issues of the modern times. The literature indicates strong relationship between employees’ well-being at work and performance of such organizations. The importance of considering QWL, organization performance and motivation is demonstrated in the strong relationship between employee’s wellbeing at work and performance of such organizations. SinhaChandranshu (2012) studied the factors affecting quality of work life. He studied the reasons behind employees perceiving about high-quality working-life experiences. There are three emerging factors which are “relationship sustenance orientation,” “futuristic and professional orientation” and “self-deterministic and systemic orientation” which have substantial roles to play in satisfying the need of the employees.

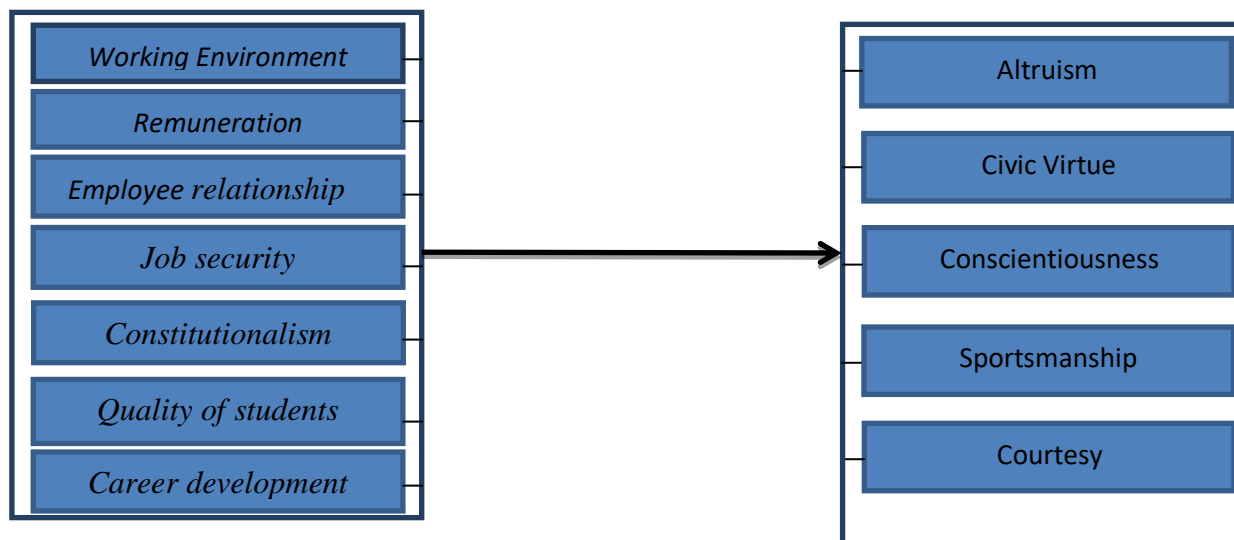
3.Objectives of the study

1. To examine the relationship between QWL and OCB of the primary school teachers of Kochi city.
2. To study the relationship between different dimensions of OCB and QWL.
3. To study the relationship of OCB and QWL with regard to the demographic factors- Gender and Experience.

4.Research Methodology

The research method used for the study is descriptive research. The study aims to investigate the relationship between QWL and OCB of teachers in select private schools in Kochi city. The independent variable for the study is QWL (working environment, remuneration, employee relationship, job security, quality of students, career development, and constitutionalism) and the dependent variable is OCB (Altruism, Civic Virtue, Conscientiousness, Sportsmanship, Courtesy). The sample for the study was selected from 240 teaching staff of four major schools in Kochi city. A random sampling method was used to select 85 teachers (51 female and 34 male) from these select schools. A questionnaire was used to collect data which contained three parts. The first part contains the demographic profile, the second part contains the QWL scale and the third part contains the OCB scale. Quality of work life scale consists of 21 questions with dimensions like working environment, remuneration, employee relationship, job security, quality of students, career development, and constitutionalism as the scale variables. Organisational Citizenship Behaviour was analysed using an OCB scale containing 20 questions including Altruism, Civic Virtue, Conscientiousness, Sportsmanship, Courtesy- dimensions. A total of 41 scale items were used in the questionnaire. The questionnaire was distributed among the sample selected and data was collected. The study used both primary and secondary data. The secondary data was collected using secondary sources. All the primary data was collected through the questionnaire and all the 95 questionnaires given were returned with completed information. The reliability of the questionnaire was determined by using Cronbach Alpha which was found to be 0.944 which is greater than 0.7. SPSS software was used to analyse the data. Karl Pearson's Coefficient of correlation was used to find the relationship between the variables.

Proposed model of the study



Quality of Work Life

(Independent variable)

OCB(Dependent variable)

Hypothesis

- 1: There is a nosignificant relationship between Quality of Work Life and OCB.
- 2: There is a nosignificant relationship between Quality of Work Life and Civic Virtue.
- 3: There is a nosignificant relationship between Quality of Work Life and Conscientiousness.
- 4: There is a nosignificantrelationship between Quality of Work Life and Sportsmanship.
- 5: There is a nosignificantrelationship between Quality of Work Life and Courtesy.
- 6: There is a nosignificantrelationship between Quality of Work Life and Altruism.
- 7: There is a nosignificantrelationship between Gender and QWL.
- 8: There is a nosignificant relationship between Gender and OCB.
- 9: There is a nosignificant relationship between Experience and QWL.
- 10: There is a nosignificantrelationship between Experience and OCB.

5.Data Analysis and discussion of the findings

Kolmogorov-Smirnov tested to identify the statistical normality of the data. The significance level was found to be less than .05 and thus the data was analysed as normal data.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
QWL	.163	85	.000	.886	85	.000

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
OCB	.198	85	.000	.909	85	.000

Correlation test

To investigate the relationship between “Quality of Work Life” (QWL) and its dimensions with Organizational Citizenship Behaviour (OCB) and its dimensions, Karl Pearson’s Correlation and Chi-square tests were used. The results are shown as follows.

1. Quality of Work Life and OCB

The correlation between the two variables is .886 implies that they are highly correlated. The significance level is less than .05 therefore the hypothesis 1 is rejected. It implies that QWL and OCB have a positive significant relationship with each other.

Correlations

		QWL	OCB
QWL	Pearson Correlation	1	.886**
	Sig. (2-tailed)		.000
	N	85	85
OCB	Pearson Correlation	.886**	1
	Sig. (2-tailed)	.000	
	N	85	85

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

2. Quality of Work Life and the 5 dimensions of OCB

Correlation	Karl Pearson's coefficient	Significance	Test result
QWL and Altruism	.781	.000	Reject H ₀
QWL and Civic Virtue	.694	.000	Reject H ₀
QWL and Courtesy	.556	.000	Reject H ₀
QWL and Conscientiousness	.684	.000	Reject H ₀
QWL and Sportsmanship	.677	.000	Reject H ₀

3. Gender and QWL, OCB

Independent sample t-test was done by using grouping variable as Gender and the test variable as QWL and OCB. The significance was found out to be .511 and .499 respectively. The p value is greater than .05 so the null hypothesis is accepted. It implies that there is no significant relationship between gender and OCB and Gender and QWL. Eta square was also analysed to find the significant relation between gender and QWL and OCB dimensions which came around .005 and .006 respectively which determines that there is no significant relation between the nominal variables gender and QWL and OCB dimensions.

Directional Measures

			Value
Nominal by Interval	Eta	Gender Dependent	.455
		QWL Dependent	.072

Directional Measures

			Value
Nominal by Interval	Eta	Gender Dependent	.497
		OCB Dependent	.074

4. Experience and QWL, OCB

One way ANOVA was used to find the significant relation between Experience and QWL and OCB. The result is given below

ANOVA

QWL

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	993.330	4	248.332	1.568	.191
Within Groups	12670.858	80	158.386		
Total	13664.188	84			

ANOVA

OCB

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	604.359	4	151.090	1.523	.203
Within Groups	7933.994	80	99.175		
Total	8538.353	84			

The significance is .191 and .203 respectively, so we accept the Null hypothesis which implies that there is no significant relationship between experience of teachers and QWL and OCB.

6. Findings from the study

The study was conducted on 51 female teachers and 34 male teachers of 5 primary schools in Kochi city. The study revealed a positive significant relationship existing between QWL and OCB. The analysis also indicated a positive significant relationship existing between all the dimensions of OCB including- Altruism, Civic Virtue, Conscientiousness, Sportsmanship, Courtesy and QWL including- working environment, remuneration, employee relationship, job security, quality of students, career development, and constitutionalism. The study highlights that there exist no significant relationship between QWL, OCB with regard to the demographic variables- gender and experience.

7. Conclusion

The study was undertaken to solely find the relation between the perceived Quality of Work Life and the extrarole behaviour (OCB) of primary school teachers of the selected schools. The study is of preliminary nature connecting the two variables. More variables can be added at the later stage of research. The findings reveal a positive significant relationship between Quality work life and all the dimensions of OCB. A high significant correlation of QWL was found with the Altruism component of OCB and the lowest was found with the courtesy component of OCB. It was observed that teachers who are given a good work life quality show an extra concern towards the students as well as the organisation.

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