

# Organizational Citizenship Behaviour and Public sector school teachers' commitment towards their work: An Evidence from Sri Lanka

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## Abstract

The purpose of this study is to examine the relationship between Organizational Citizenship Behaviour (OCB) and organizational commitment of public sector school teachers in Anuradhapura District. OCB considered as the independent variable and the organizational commitment considered as the dependent variable. The researcher selected 100 teachers in Anuradhapura district as the sample of this study by using simple random sampling method and used structured questionnaire to collect data. Respondents were asked to indicate their agreement or disagreement on Five Point Likert as the scaling method. Data analysis was performed by using descriptive statistics, ANOVA, correlation and regression analysis by using Statistical Package for Social Sciences (SPSS) 21.0 version. According to the data analysis results, there was a significant and positive relationship between OCB and organizational commitment with an adjusted R square value of 0.73. The recommendations may helpful to future increase of OCB and organizational commitment in the education field and to policy makers to plan the future objectives, policies and guidelines

## 1. Introduction

Education in Sri Lanka has a long history that dates back two millennia and education is important for the personal, social and economic development of the nation. The teacher's role in the educational system is very much important and with the dynamic nature of the society, teachers now have not only to comply with the rules and regulations of schools, but also demonstrate the pre-emptive behaviors in order to adapt to this environmental change [1]. Thus, the victory of schools profoundly rests on the teachers who are enthusiastic to drive beyond their formally assigned roles voluntarily [2]. These voluntary behaviors have been recognized as the organizational citizenship behavior (OCB) in the organizational context and the Organizational Citizenship Behavior can be defined as the individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization [3]. An empirical study on teachers' OCB conducted by Garg and Rastogi [2] confirmed that teachers are involved in beyond the job behavior to fulfill the new standards of educational policies.

Organizational citizenship behavior in schools provides a serious educational context in which teachers are rarely absent, make efficient use of time, work collaboratively and emphasize professional activities rather than personal things [2]. Thus, this study evaluated OCB and organizational commitment of teachers in Anuradhapura district where there is a gap of the existing literature in this field. Accordingly, the researcher developed the main objective of the study based on organizational citizenship behavior and organizational commitment as to examine the relationship between OCB and organizational commitment among the public sector school teachers in Anuradhapura District in order to address the research question whether there is any relationship between organizational citizenship behavior and organizational commitment among the public sector school teachers in Anuradhapura District?"

## 2. Hypothesis and conceptual framework

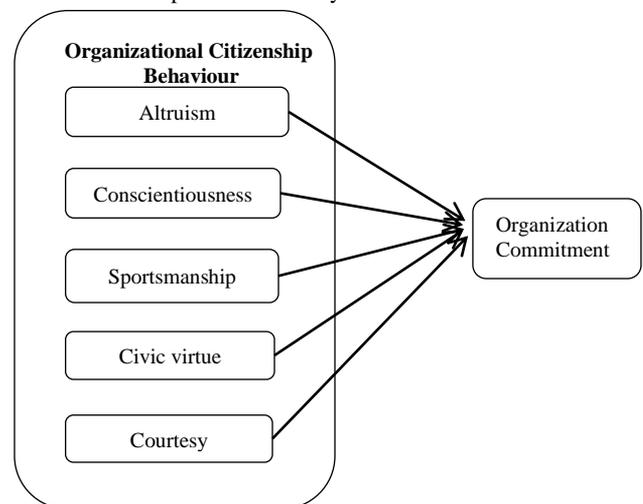
Based on prior research and on theoretical reasoning, this study developed following conceptual framework and hypothesis as follows. Organ (1988) is defined OCB as the extra- role behaviour that an employee plays in executing responsibility. According to Organ (1988), it includes five dimensions as altruism, conscientiousness, sportsmanship, courtesy and civic virtue. According to the empirical evidence, it can be predicted that there is a significant relationship between organizational citizenship behaviour and organizational commitment. By considering the

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relationship between research variables, the following theoretical framework was adapted for the study.



**Fig.1 :** Conceptual Framework

- H1: There is a significant relationship between altruism and organizational commitment.
- H2: There is a significant relationship between Conscientiousness and organizational commitment.
- H3: There is a significant relationship between Sportsmanship and organizational commitment.
- H4: There is a significant relationship between Civic Virtue and organizational commitment.
- H5: There is a significant relationship between Courtesy and organizational commitment.

## 3. Methodology

This study used deductive approach as the research approach which is backed by explanatory research design. The study was conducted in non- contrived settings and the unit of analysis was individual level as the study collected data from individual teachers in Government schools. The sample size of this study is 100 teachers of government sector schools in Anuradhapura district and the sample was selected using simple random sampling method. Data was gathered in both primary and secondary sources whereas the secondary sources the study used journal articles, internet and e books as secondary data sources. As the main data source the study collected data from respondents by using a structured questionnaires. The questionnaires were originally developed in English and then it translated to Sinhala language before distributing

among the teachers of public sector schools in Anuradhapura district. The first parts of the questionnaires were developed for gather demographical details of the respondents and the second part of this questionnaires were developed to measure the dependent and independent variable in five point Likert Scale by rating the questionnaire with value 5 representing strongly agree and value 1 represent strongly disagree. Data analysis was performed by using Descriptive statistics, ANOVA, correlation and regression analysis by using Statistical Package for Social Sciences (SPSS) 21.0 version.

#### 4. Findings

The researcher has selected sample which consist of 100 teachers, by using simple random sampling method and questionnaire distributed to the teachers who were at the five schools in Anuradhapura district. When considering the gender, sample consists of 61% of female and 39% of male respondents. Results show majority of teachers are females. According to the results 41% of respondents represents in '30- 40' years of age group where among them 21% are male. When considering the work experience, 50% of respondents are in both "5 - 10" years' experience category and "10- 15" years' experience category where only 14% of respondents have "15 - 20" years' work experience.

##### 4.1. Reliability

The reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of measure. Cronbach's alpha is computed in terms of the average inter correlations among the items measuring the concept (Sekaran, 2006).

**Table 1 :** Reliability of Construct measures

Dimension	No of items	Conbranch's Alpha value
Altruism	5	0.777
Conscientiousness	5	0.726
Sportsmanship	5	0.651
Civic Virtue	4	0.784
Courtesy	5	0.794
Organizational Commitment	16	0.887

When considering the reliability analysis results the Conbranch's Alpha value of all variables are which greater than 0.6 which is an accepted level.

##### 4.2 Descriptive statistics and Correlation Analysis

The study used mean and standard deviation to explain the descriptive nature of the variables and according to the Descriptive statistics of the study the variable selected as altruism, conscientiousness, sportsmanship, civic virtue and courtesy and organizational commitment were well above the average (average = 3) on the 1 to 5 scale.

**Table 2:** Descriptive Statistics

Variable	Mean	Std. Deviation
Altruism	4.46	0.502
Conscientiousness	4.74	0.340
Sportsmanship	4.61	0.415
Civic Virtue	4.48	0.608
Courtesy	4.61	0.434
Organizational Commitment	4.30	0.605

Moreover, the correlation analysis presented in Table 3, reveals that all the variables selected of the study as Altruism ( $r = 0.591$ ), Conscientiousness ( $r = 0.596$ ), Sportsmanship ( $r = 0.568$ ), Civic Virtue ( $r = 0.841$ ) and Courtesy ( $r = 0.622$ ) shows positive significant relationship with organizational commitment of the teachers in government schools in Anuradhapura district. Finally it can be concluded that according to the results of multiple correlation analysis, all hypothesis were accepted.

**Table 3 :** Multiple Correlation

Variable	OC	AI	CS	SP	CV
OrganizatCommit:	1				
Altruism	.591**	1			
Conscientiousness	.596**	.489**	1		
Sportsmanship	.568**	.566**	.294**	1	
Civic Virtue	.841**	.564**	.592**	.628**	1
Courtesy	.622**	.402**	.500**	.424**	.626**

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

#### 4.3. Multiple Regression Analysis

The researcher has done multiple regression to test the impact of the dimensions of independent variable on dependent variable. In multiple regression analysis, organizational commitment was entered as dependent variable and altruism, conscientiousness, sportsmanship, civic virtue and courtesy entered as predictors.

**Table 4:** Results of Multiple Regression Analysis

Adjusted R square = 0.739		F Value = 57.206		Sig	
Model	Unstandardize d Coefficients	Standardized Coefficients			
	B	Std. Error	Beta	T	
(Constant)	-1.164	0.537		-2.169	0.033
Altruism	0.139	0.083	0.115	1.667	0.099
Conscientiou sness	0.259	0.118	0.146	2.196	0.031
Sportsmanshi p	0.045	0.104	0.031	0.437	0.663
Civic Virtue	0.607	0.082	0.610	7.411	0.000
Courtesy	0.150	0.095	0.108	1.581	0.117

a. Dependent Variable: Organizational Commitment

According to the above table, adjusted R square value is 0.739. It explains approximately 73.9 percent of variance in organizational commitment is significantly explained by five independent variables (altruism, conscientiousness, sportsmanship, civic virtue and courtesy). The F value of the analysis is 57.206 and Sig f is 0.000 and it is less than 0.05 and it indicates that the model is strong enough to explain the relationship between these independent and dependent variables. Moreover, the results reveal that only conscientiousness ( $\beta = .259, p < .05$ ) and civic virtue ( $\beta = .607, p < .05$ ) have significant effect on job stress where other variables such as altruism, sportsmanship and courtesy found to be insignificant.

#### 5. Conclusions

The main purpose of this study is to identify the relationship between OCB and organizational commitment of public sector school teachers in Anuradhapura district. According to the findings there is a significant impact of OCB and organizational commitment. Thus, the study recommend to increase the altruism of teachers, the organizational commitment of teachers will automatically increase. The following recommendations will contribute to increase the organizational commitment. According to this recommendation, schools can improve the personality development programmes and community activities to increase the organizational commitment of teachers and improving the honestly, conserving resources, efficient usage of time and resources may help to increase the organizational commitment of teachers. The researcher suggested that, if sportsmanship of teachers increase, they will avoid complaints, searching mind of mistakes as themselves, spreading newly developing ideas. Further, improving civic virtue of teachers will encourage voluntarily attending functions and serving on committees and by allocating responsibilities. When increase courtesy of teachers they will

prevent problems and respecting for others' rights. Future research regarding the relationship between OCB and organizational commitment should be conducted since there are very few studies done in this regard within Sri Lankan context. The sample size of this study was limited to 100 public sector school teachers in Anuradhapura district. Therefore the number of participants in this study was small. Further research should focus a large sample; it may be generate more reliable and valid results. Therefore, future researchers can increase their coverage or conduct their research in the whole country.

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