



Research Article

ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF NON ACADEMIC STAFF MEMBERS IN THE UNIVERSITY SYSTEM OF SRI LANKA: A CASE STUDY IN UNIVERSITY OF JAFFNA

*Kandeepan, V.

Registrar, University of Jaffna, Sri Lanka

ARTICLE INFO

Article History:

Received 17th October, 2015
Received in revised form
29th November, 2015
Accepted 15th December, 2015
Published online 31st January 2016

Keywords:

Empowerment,
Leader member Exchange and Other,
Exchanges,
Non-Academic Staff,
Organizational Citizenship Behavior.

ABSTRACT

The main aim of this study is to find out the impact of leader member exchange & other exchanges (LMX O) and empowerment on organizational citizenship behavior (OCB) of non academic staff members of the University of Jaffna. Organizational citizenship behavior is vital for the effective performance of the staff in the organizations. Many organizations are giving a very high degree of importance on the organizational citizenship behavior of the staff to achieve their organizational goals in an effective way. This study was done among the non-academic staff of University of Jaffna, through the primary data. Descriptive, regression and correlation analysis were done. According to the quantitative analysis the impact of leader member exchange and other exchanges (LMX O) on organizational citizenship behavior is at a high level ($P < 0.01$). Further, there is a significant impact of empowerment on organizational citizenship behavior of non-academic staff members of the University of Jaffna. Correlation analysis confirmed that there is a significant relationship among leader member exchange and other exchanges, empowerment and organizational citizenship behavior of non-academic staff of the University of Jaffna. Descriptive analysis has shown that courtesy as an antecedent of OCB has the highest mean value (6.0159) among the antecedent factors of OCB on the contribution to the organizational citizenship behavior of non-academic staff of the University of Jaffna. Management of the University of Jaffna should ensure ways of maintaining the optimum level of leader member exchange and other exchanges and empowerment of non-academic staff to maintain the effective organization citizenship behavior in the University of Jaffna.

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INTRODUCTION

Due to obvious reasons the impact of organizational culture and organizational citizenship behavior (OCB) on the performance and achievement of organizational objectives of universities need to be studied. It has been reported in management literature that organizational citizenship behavior is related to organizational performance and research indicates that OCB is beneficial to organizations (Bolino & Turnley, 2003). OCB is essential and critical to organizational functioning (Bateman & Organ, 1983; Organ, 1988). It is widely believed that OCB improves organizational efficiency and effectiveness (Organ, 1988; Podsakoff, Mackenzie, Paine & Bachrach, 2000; Podsakoff, Ahearne, & MacKenzie, 1997; Williams & Anderson, 1991). In a university non academic staff constitutes significant number of the total staff population and their contribution through academic support and facilitatory role definitely has an impact on overall performance of the university. Since number of non academic staff members is large their behavior can be expected to have a high degree of impact of resultant organizational citizenship behavior.

Therefore, overall performance is thought to be affected significantly by OCB of non academic staff.

Statement of the Problem

University system in Sri Lanka has only less than a century old history. Most of the universities are of recent origin and have yet to pass the 50 years mark. However, in the present context the university system has to face plethora of challenges that has put in motion by globalization, policy changes, ever increasing competition with restricted and limited resources at its disposal, multiple and different type of competitive players and stakeholders and rapid strides in the field of technology (Samaranayake Gamini, 2013). In order to effectively meet all these challenges it has to transform itself as an effective system. OCB is defined (Organ, 1988) as 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. In other words, OCB is those extra work related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations (Bateman and Organ, 1983). Since these efforts are made beyond the requirements specified in the job description, their presence cannot be enforced

*Corresponding author: Kandeepan, V.,
Registrar, University of Jaffna, Sri Lanka.

(Organ, 1988), and their absence cannot be penalized (Van Dyne et al., 1995). Examples of these efforts include cooperation with peers, performing extra duties without complaint, punctuality, volunteering and helping others, using time efficiently, conserving resource, sharing ideas and positively representing the organization (Turnipseed and Rassuli, 2005).

Efforts identified above should have been adequately exhibited by non academic employees of University of Jaffna during extreme difficult periods. Therefore, it is obvious that during the tumultuous times OCB of employees had played a major part in overcoming the organizational difficulties (Silver Jubilee Souvenir, University of Jaffna, 1999). However, the organizational climate (which is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior (Ivancevich et al, 2013) of the university has changed and as pointed out before employees face new challenges in new context and there is reason to believe that alignment to the current context of their organizational citizenship behavior needs improvement. Since organizational climate has been changing and organizational dynamics have been continuously influenced to a higher degree by many factors as mentioned above investigating the OCB and factors affecting it and identifying ways to improve OCB to ensure a better organizational performance have become important.

The scope of the investigation is, at present, limited to non academic employees for logistical reasons. However, need for improvement in their organizational citizenship behavior is stressed as they form a larger portion of 67% (787 out of 1171 by the end of November 2015), (Academic Establishments and non Academic Establishments, University of Jaffna, 2015) of all the permanent employees. Therefore, inclusiveness of them will have a definite impact on support services thereby improve the overall organizational performance. Empirical research in the area is very limited. Further, finding out the causative relationship between OCB and its antecedents will be very useful in setting up policy decisions that would enhance the organizational performance and thereby fill a gap in the management and decision making arena by giving specific recommendations for the management to consider improving organizational effectiveness. Thus, a research on OCB is conducted as below.

Review of Literature

Organizational Citizenship Behaviour

Organizational citizenship behaviour forayed into the field of organizational sciences as a new construct (Bateman and Organ, 1983; Smith et al., 1983). However, Chester Bernard observed the phenomena of organizational citizenship behaviour in the 1930s and named it "extra-role behaviour", (Barnard, 1938). Later on (Katz, 1964) used the term "citizenship" to represent the workers that showed "extra-role behaviours". Employees who show "citizenship behaviour" are valued by their managers, because they make their jobs easier (Rajkumar and Akarsh, 2014). Extra-role behaviour is referred to as innovative and spontaneous behaviour, whereas technical performance required by the job and acceptable behaviour to management is referred to as in-role behaviour (Bateman &

Organ, 1983). A basic notion determining the concept of in-role and extra-role behaviours is the idea that an employer can force a certain degree of work out of the employee who needs the job (in-role behaviour). On the other hand the organization can encourage the extra-role behaviours that can increase their competitiveness (Raghoebarsing, 2011). Organizational Citizenship Behaviour has turned out to be one of the most important concepts in controlling the efficiency and effectiveness of an organization in terms of productivity and quality of the organization (Rajkumar and Akarsh, 2014). Over the past years researchers have studied and tried to define Organizational Citizenship Behaviour, initially created by Dennis Organ and his colleagues (Bateman & Organ, 1983) (Smith, Organ, & Near, 1983) as individual behaviour in the workplace, not directly recognized by an organization's formal reward system, yet serves to promote the general well-being of the organization.

Katz (1964) asserted that an organization which depends solely on its blueprints of prescribed behaviour is a very fragile social system. He went on to describe five behaviours not specified by role prescriptions that, nevertheless, facilitate the accomplishment of organizational goals. Employees engage in these kinds of behaviour which are discretionary and considered to be over and above the job contract. OCB should have a particular impact on the overall effectiveness of organizations by adding to the social framework of the work environment (Todd 2003). OCBs influence organizational effectiveness, because they enhance coworker and managerial productivity, adapts to environmental changes, improves organizations ability to attract and retain the best people and obtain stability of organizational performance and organizational effectiveness by creating social capital (Organ, Podsakoff, & MacKenzie, 2006, pp. 200-202). OCBs' influence on organizational effectiveness is made by freeing up resources for more productive purposes, reducing the need to use scarce resources and improving the coordination of activities (Organ, Podsakoff, & MacKenzie, 2006). OCB is desirable because this behavior assist resource transformation, adaptability and innovation in order to increase the organizational efficiency (Turnipseed & Murkison, 1996).

Empowerment

The original meaning of empowerment is giving power to the other person (Tulloch, 1993). Clutterbuck and Kernaghan (1995) define empowerment in terms of encouraging and allowing individuals to take personal responsibility to improve the way they do their jobs and contribute to the organizational goals. The creation of a culture encourages people at all levels to help them gain confidence and skills so that they can make a difference. John Newstrom & Keith Davis (2002) defined empowerment as any process that provides greater autonomy to the employees by sharing of relevant information and the provision of control over factors affecting job. Empowerment is giving employees the ability to make choices. It is the combination of the subordinate psychological state that is affected by the supervisor's behavior of empowering the subordinate (Pastor, 1996). Empowerment creates structures and opportunities for people to take more control over their tasks. The individual empowerment forms or relates to an increased sense of self-efficacy (Conger & Kanugo, 1988) many studies (Morrison, 1996; Nihoff & Moorman, 1993) have

concluded different outcomes to relate empowerment with organizational citizenship behaviour (OCB).

Leader Member Exchange and other exchanges (LMX O)

Leader Member Exchange (LMX) represents the quality of the relationship between leader and subordinate (Schriesheim, Castro, & Cogliser, 1999). Leader-member exchange (LMX) has its unique characteristic of exploring different levels of relationships between a leader and his or her immediate subordinates (Yukl & Van Fleet, 1992). Researchers have tried to examine a theoretical linkage between LMX and OCB, because LMX has been considered as one of the relational motives of OCB (Hui et al., 1999). Social exchange theory has been widely applied to investigate the role of leader-member exchange (LMX) on organizational citizenship behaviors (OCB) (Kim et al., 2004; Lam, 2003; Setton et al., 1996; Wayne et al., 1997). High-quality relationships imply a high level of mutual trust, respect, and obligation (Graen & Uhl-Bien, 1995).

Social exchange theory suggests that employees are motivated to engage in extra-role behaviours when they perceive that their employment relationship is based upon a fair social exchange (Tumley et al., 2003). Thus, employees select and then engage in different organizational citizenship behaviours (Van Dyne et al., 1995). Lord and Brown (2001) revealed that leadership works best when there is a match between the identity level of followers and the focus of leaders, as people of similar behaviour tend to be attracted to each other. With time, leaders develop close relationships with some employees (Dansereau et al., 1975). Social exchange theory has been explored to investigate the role of LMX in organizational citizenship behaviour (OCB). A study conducted by House & Aditya (1997) confirmed that leader-member exchange is positively related to organizational citizenship behaviour, from the social exchange perspective. A study conducted by Lo, Ramayah & Jerome (2006) reported that employees with more conscientiousness are more likely to display OCB as an output from job satisfaction that they gained. This study reported that due to the high quality of social exchange developed between superiors and subordinates it has motivated employees to exhibit OCB.

Employees are motivated as a result of high quality LMX and they gain more job satisfaction. Further, another study has found an approximately 20% increase in performance and a 50% increase in satisfaction for high LMX subordinates over their low LMX counterparts (Mayfield & Mayfield, 1998). Moreover, high-quality LMX employees tend to benefit from extra resources, both tangible and intangible (Dienesch & Liden, 1986; Gerstner & Day, 1997; Graen & Uhl-Bien, 1995; Liden et al., 1997; Liden & Maslyn, 1998). Non Academic employees in the university, however, do not just interact with their leader (supervisor). They interact most often with coworkers and other stakeholders including mainly students who are the 'main customers'. Therefore, attention is needed, along with leader-member exchange, to the other exchanges the employees are involved in too.

Research Questions

As discussed above, i) the organizational citizenship behavior (OCB), ii) leader- member exchanges and other exchanges

(LMX O) and iii) empowerment may be having significant association among them and to expect and postulate a usable model for empirical research is possible according to the evidences gathered in the literature

- Is there any significant relationship among leader member exchange & other exchanges (LMX O), empowerment and OCB of non academic staff?
- Is there any significant impact of leader member exchange & other exchanges (LMX O) and empowerment on OCB of non academic staff?

Objectives

The main objective of this study is to find out the impact of leader member exchange & other exchanges (LMX O) and empowerment on OCB of non academic staff. The following objectives can be seen as sub objectives of this study:

- To reveal relationships between antecedents of OCB and OCB.
- To offer some policy framework using the findings for improving performance of the non academic employees and thereby contributing to the overall improved performance.

Conceptual Framework

As per research problem, research questions and objectives, a research model is postulated as follows, It is expected that this model is effectively used to analyze the relationships between key variables as above.

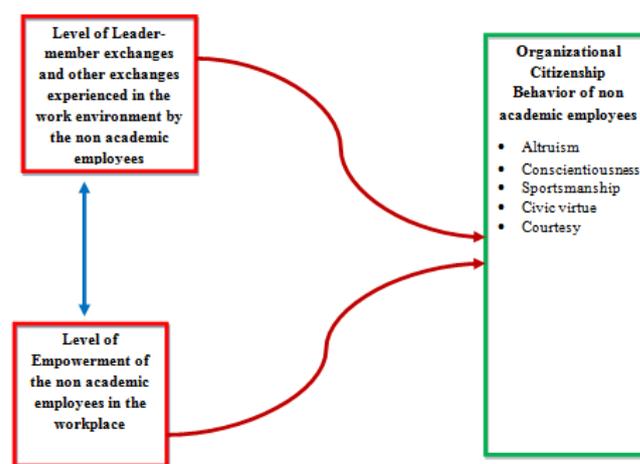


Figure 1. Factors affecting the exhibition of organization citizenship behavior

Hypotheses

H₁: There is a significant relationship between leader- member exchange and other exchanges (LMX O) experienced in the work environment by the non academic employees and Organizational citizenship behavior

H₂: There is a significant relationship between empowerment of non academic employees and organizational citizenship behavior.

H₃: There is a significant impact of leader- member exchange and other exchanges (LMX O) and empowerment on OCB of non academic staff.

H_{3a}: There is a significant impact of leader- member exchange and other exchanges (LMX O) on organizational citizenship behavior.

H_{3b}: There is a significant impact of empowerment on organizational citizenship behavior.

MATERIALS AND METHODS

Survey conducted using stratified random sampling technique and a pilot survey was proposed to identify suitable stratification and potential respondents (non academic staff of University of Jaffna). An appropriate questionnaire developed to capture data of the variables identified with high degree of reliability and validity.

from Menon Sanjay, (2001). Leader-Member Exchange was measured using 6 items from Graen and Uhl-Bien (1995). Coworker Exchange was measured using 6 items from Ladd and Henry (2000). Exchanges of students and other stakeholders (who are generally considered customers) was adopted from a study by Ma Emily &, Qu Hailin (2011), which dealt with the customer exchanges in an organization.

RESULTS

Descriptive Analysis

According to the Table 1, it can be seen that courtesy has the highest significant mean value (6.0159) among all the factors.

Table 1. Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
Organizational Citizenship Behavior	3.20	6.93	5.7712	.54025
Altruism	2.20	7.00	5.7067	.86927
Courtesy	3.60	7.00	6.0159	.76439
Conscientiousness	2.33	7.00	5.6993	.74204
Civic Virtue	1.67	6.67	5.4074	.92151
Sportsmanship	4.20	7.00	6.0067	.67635
Exchanges	2.75	9.65	5.6066	.98955
Leader-Member Exchanges	1.67	7.00	5.4748	1.11328
Co-Worker Exchanges	2.80	16.00	5.9141	1.76789
Students and other Stakeholders Exchanges	3.80	7.00	5.4034	.79067
Empowerment	2.68	6.64	5.5045	.68043
Autonomy	2.00	7.00	4.9185	1.04566
Participation	3.33	7.00	5.7874	.74347
Responsibility	2.70	7.00	5.6878	.73950

Table 2. Correlations

		Empowerment	Leader-Member Exchanges	OCB
Empowerment	Pearson Correlation	1	.607**	.560**
	Sig. (2-tailed)		.000	.000
	N	45	45	45
Leader-Member Exchanges	Pearson Correlation	.607**	1	.499**
	Sig. (2-tailed)	.000		.000
	N	45	45	45
OCB	Pearson Correlation	.560**	.499**	1
	Sig. (2-tailed)	.000	.000	
	N	45	45	45

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

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.56	.313	.297	.45294

a. Predictors: (Constant), Empowerment

Table 4. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.326	.557		5.976	.000
	Empowerment	.444	.100	.560	4.427	.000

a. Dependent Variable: OCB

Opinions of sample respondents captured on a seven point Likert type summated rating scales of questionnaire from strongly disagree (1) to strongly agree (7). Descriptive as well as inferential statistical analyses were done. Collected data were processed and analyzed using Statistical Package for Social Science (SPSS) software. The OCB scale was adopted from Podsakoff and colleagues (1990) based on Organ's (1988) five dimensional taxonomy. Empowerment scale was adopted

Courtesy contributes most significantly to the organizational citizenship behavior of non-academic staff of the University of Jaffna. According to the mean value of other antecedents of the organizational citizenship behavior, it can be seen that other antecedents of the organizational citizenship behavior also contribute significantly to organizational citizenship behavior of non-academic staff, University of Jaffna. Further, it can be seen that organizational citizenship behavior of non-academic staff, University of Jaffna is also significantly high.

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.499 ^a	.249	.231	.47364

a. Predictors: (Constant), Leader-Member Exchanges

Table 6. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.446	.358		12.413	.000
	Leader-Member Exchanges	.242	.064	.499	3.774	.000

a. Dependent Variable: OCB

Correlation Analysis

According to the table 2 it can be found that there is a significant ($P = .000$) association between leader-member exchange and other exchanges (LMX O) experienced in the work environment by the non academic employees and organizational citizenship behavior. Hence the H_1 is accepted. Also there is a significant ($P < .001$) relationship between empowerment of non academic employees and organizational citizenship behavior. Hence the H_2 is accepted.

Regression Analysis

The above mentioned table indicates the impact between the independent and dependent variables which have used in the study, from the above table; it is clearly shown that there is a significant impact of empowerment on organizational citizenship behavior ($P < 0.01$). The R^2 shows 0.313 which means that empowerment impact by 31.3% on organizational citizenship behavior remaining part not explain in this study.

Therefore H_{3b} is accepted

Table 5 shows the impact between the independent and dependent variables which have used in the study, from the above table; it is clearly seen that there is a significant impact of leader member exchange and other exchange on organizational citizenship behavior ($P < 0.01$). The R^2 reveals 0.249 which means that leader member exchange and other exchange impact by 24.9% on organizational citizenship behavior remaining part not explain in this study. Therefore H_{3a} is accepted.

Recommendation and Conclusion

According to the statistical analysis of the study it can be concluded that there is a significant impact of leader member exchange, other exchanges and empowerment on organizational citizenship behavior of non academic staff as well as there is a positive association among the 'leader member exchange & other exchanges' (LMX O), empowerment and organizational citizenship behavior (OCB) of non academic staff. According to the descriptive analysis through the mean value it can be revealed that all the antecedents of the organizational citizenship behavior (Altruism, Conscientiousness, Sportsmanship, Civic virtue and Courtesy) contribute significantly to organizational citizenship behavior of non-academic staff of the University of Jaffna.

According to the empirical results of the study it can be suggested that 'Leader member exchange & other exchanges' (LMX O) and empowerment are at significant level on organizational citizenship behavior (OCB) of non academic staff. The management of the University of Jaffna should consider maintaining this significant level of leader member exchange & other exchanges and empowerment to have a significant organizational citizenship behavior of non-academic staff for the better performance and to achieve competitive advantage in the future.

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