

# ROLE OF WORK ENGAGEMENT IN PREDICTING ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG SCHOOL TEACHERS

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## ABSTRACT

*The primary objective of this research was to examine the mediating role of work engagement in the relationship between perceived organizational support, perceived organizational justice as antecedents of work engagement and organizational citizenship behavior and job satisfaction as the consequence of work engagement. A survey was administered to 246 respondents. Results supported the hypothesis that perceived organizational support and perceived organizational justice positive influences work engagement. Also work engagement has a positive relationship between organizational citizenship behaviour and job satisfaction. This paper contributes to theory building as also offers suggestions for working managers.*

**KEYWORDS:** Job Satisfaction, Organizational Citizenship Behaviour, Perceived Organizational Justice, Perceived Organizational Support, Work Engagement.

## INTRODUCTION

The challenging workplaces today demand energetic and committed employees who have commitment (Bhatnagar & Sharma, 2009) and are enthusiastic about their work roles. Identify strategies to simultaneously enhance the productivity and workplace wellbeing of the employees is a major challenge among the HR managers. Extant research confirms the positive relationship between work engagement and positive business results (Harter et al., 2002). The

current study aims to understand the effect of perceived organizational support and perceived organizational justice on work engagement and also study the impact of work engagement on two potential consequences i.e. organizational citizenship behaviour and job satisfaction.

## REVIEW OF LITERATURE

**Work Engagement:** Work Engagement is described as a positive work related mindset that leads to discretionary efforts. It is referred to as focused energy directed towards organizational goals (Kahn, 1990; Macey, et.al. 2009). Schaufeli and Bakker (2004) define work engagement 'as a positive, fulfilling work related state characterized by vigor, dedication and absorption'. On the other hand Macey and Schneider (2008) define engagement as consists of high activation (absorption, vigor), high energy and enthusiasm (dedication). Work engagement is the willingness to exert energy, take pride in, accept challenge and exert discretionary effort (Macey, Schneider, 2008).

**Perceived Organizational Support (POS):** Committed employees expect organizations to reciprocate and be committed towards them (Makanjee, Hartzer, & Uys, 2006). Employees develop beliefs about organizations (Levinson, 1965) personify the organization and expect organizational support. Perceived Organization Support is the extent to which the organization values the contributions of its employees, cares about their well-being and provides assurance when needed (Biswas and Bhatnagar, 2013). Extant research confirms positive relationship between perceived organization support and employee engagement (Biswas and Bhatnagar, 2013; Yang, Yeh, Yang, & Mui, 2013).

**Perceived Organizational Justice:** This term relates to how an employee perceives the behavior of the organization (Greenberg, 1987). Extant research examines the processes by which employees determine whether they have been treated fairly in their jobs (Pillai, Williams, & Tan, 2001) and make an overall sense of fairness (Lind, 2001) while forming impressions of justice (Greenberg, 2001). Various studies including the work of Ambrose & Schminke (2009), Lind (2001), Tornblom & Vermunt (1999) have suggested that overall

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justice perceptions are shaped by multiple dimensions of justice. According to Saks (2006), employees who perceive higher level of justice feel more gratified and hence exhibit higher level of engagement (DeLara, 2001).

**Organizational Citizenship Behavior:** Organ (1988) define organizational citizenship behaviour as 'individual behaviour 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'. Five categories of OCB are conscientiousness, altruism; civic virtue, sportsmanship and courtesy (Organ, 1990). Existing research confirms the positive relationship between Organizational citizenship behaviors (OCB) and organizational performance (Marinova et al., 2010); work engagement and OCB (Halbesleben & Wheeler, 2008; Macey & Scheider, 2008).

**Job Satisfaction:** Job satisfaction is defined as "the extent to which people like or dislike their job" (Spector, 1997, p.2). According to Broaden-and-Build theory (Fredrickson, 2001) employees who are highly engaged will experience positive emotions (e.g., joy) and therefore shall feel more satisfied in their jobs. Existing research confirms that satisfied employees with experience overall well being (DeLange et al., 2004).

**OBJECTIVE**

The primary objective of this research was to examine the mediating role of work engagement in the relationship between perceived organizational support, perceived organizational justice as antecedents of work engagement and organizational citizenship behavior and job satisfaction as the consequence of work engagement.

Based on these arguments we can hypothesize following hypotheses:

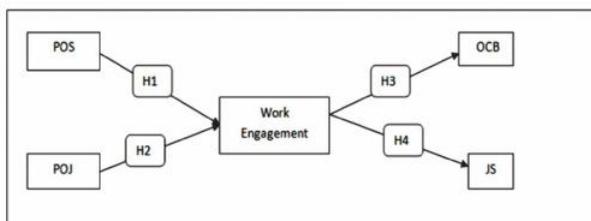
**H<sub>1</sub>:** Perceived Organizational Support will be positively related to work engagement.

**H<sub>2</sub>:** Perceived organizational justice will be positively related to work engagement.

**H<sub>3</sub>:** Work engagement will be positively related to organizational citizenship behaviour.

**H<sub>4</sub>:** Work engagement will be positively related to job satisfaction.

**Figure 1:** Hypothesized Relationships



POS-Perceived Organizational Support; POJ - Perceived Organizational Justice;

satisfaction.

OCB - Organizational Citizenship Behaviour; JS - Job Satisfaction

**RESEARCH METHODOLOGY**

**Sample and Procedure:** The target populations for the study were teachers employed in the senior secondary school from 367 senior secondary school teachers working in chain of private schools in Jammu (India). Prior to the survey, a pilot study was conducted on the sample of 48 respondents to ensure the consistency of the questionnaire. Initially, private school having more number of teachers was identified and the researcher personally visited to get questionnaire filled from the respondents based on simple random sampling approach in Jammu. They responded very politely and on the same time they were asked to get this filled from their colleagues as well. Subsequently, they were asked to evaluate their responses on the basis of the certain questions on 7 point likert scale. The survey questionnaire included items on demographic profile, work engagement, perceived organizational support, perceived organizational justice, organizational citizenship behavior and job satisfaction. A total of 246 completely filled questionnaires were returned representing a response rate of 67 percent.

**Measures:** Work engagement was measured with the 17-item Utrecht Work Engagement Scale (UWES-17) includes three subscales Vigor (six items), Dedication (five items), and Absorption (six items) developed by Schaufeli et al. (2002). Whereas POB have been measured using 6 items based on Ambrose and Schminke (2009). Similarly, POS has been measured using 8-item POS Survey based on Eisenberger et al (1986) scale. Based on the argument of LePine et al. (2002) and Hoffman, Blair, Meriac & Woehr (2007) concluded that single latent construct was the best fitting model for the underlying structure of citizenship performance; therefore this study has used unifactorial citizenship performance measure developed by (Poropat and Jones, 2009). Job satisfaction was measured with a 4-item scale as used in a study conducted by Caprara et al. (2003).

**RESULTS & ANALYSIS:** AMOS (version 20.0) was used to assess the relationship between the hypothesized constructs. The proposed model was assessed by testing internal reliability of the scale, convergent and discriminant validity (Joseph and Tomas, 2016). The reliability of the questionnaire was determined by Cronbach's alpha. The values of the cronbach alpha are shown in Table 1 which is more than 0.7 in all cases. The descriptive statistics including

**Table 1: Descriptive Statistics**

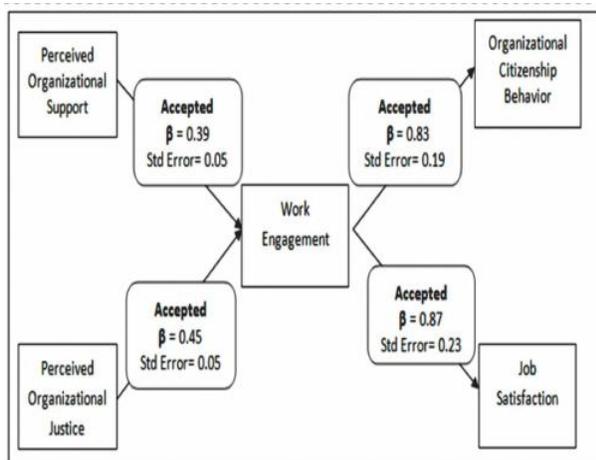
Variable	Mean	SD	$\alpha$	POS	POJ	WE	OCB	JS
POS	5.72	0.41	0.77	<b>0.73</b>	0.23	0.10	0.22	0.14
POJ	5.41	0.52	0.81	0.48	<b>0.75</b>	0.08	0.10	0.18
WE	6.12	0.63	0.72	0.32	0.28	<b>0.69</b>	0.22	0.20
OCB	5.12	0.71	0.88	0.47	0.31	0.47	<b>0.79</b>	0.19
JS	5.93	0.62	0.79	0.37	0.42	0.45	0.44	<b>0.74</b>

Note: The average variances extracted are presented in the diagonal. The inter correlations are presented below the diagonal and squared correlations are presented above the diagonal.

mean, standard deviation, internal reliabilities, validity of the scale and inter correlations are presented in Table 1.

#### Discriminant Validity of Constructs:

To ensure the accuracy and consistency of the scale reliability & validity was measured. Its aim is to distinguish between measures of dissimilar constructs (Hubley, 2014). The value that is presented diagonally in Table 1 should be greater than their corresponding inter correlations (Zhaohua et al., 2014). Hence discriminant validity is also achieved and allowing to go for further analysis.

**Figure 2: Results of Hypothesis Testing**

**Relationship between Constructs:** The standardized regression estimates are presented in Table 2. The standardized regression coefficients values suggest that work engagement regress significantly on POS ( $\beta = 0.39$ ,  $p < 0.01$ ) and POJ ( $\beta = 0.45$ ,  $p < 0.01$ ) and also OCB ( $\beta = 0.83$ ,  $p < 0.01$ ) and Job Satisfaction

**Table 2: Regression Estimates**

Model	Unstandardized Coefficients		Standardized Coefficients		Remarks
	B	Standard Error		CR	
POS -> Work Engagement	0.21	0.05	0.39	3.69	H1 accepted
POJ -> Work Engagement	0.24	0.05	0.45	4.62	H2 accepted
Work Engagement -> OCB	1.42	0.19	0.83	6.69	H3 accepted
Work Engagement -> JS	1.02	0.23	0.87	4.43	H4 accepted

( $\beta = 0.87$ ,  $p < 0.01$ ) are significantly and positively associated with Work engagement.

**Mediator Analysis:** Using Baron and Kenny (1986) approach we examined whether an alternate model would lead to significant improvement in fit indices as compared to hypothesized model. Model 1 included work engagement as the mediator between POS, POJ and OCB, Job Satisfaction whereas model 2 examines the direct relationship between the predictor and criterion variables. The fit indices of both the models are presented in Table 3. The findings suggest that model 1 indicates better fit indices and RMSEA value below 0.05. Based on these findings we accept the hypothesis that work engagement mediates the relationship between predictors i.e. POS and POJ and the criterion variables i.e. organizational citizenship behavior and job satisfaction.

**Table 3: Fit Indices**

	Fit Indices						
	Normed $\chi^2$	GFI	CFI	NFI	RFI	TLI	RMSEA
Model 1	1.35	0.95	0.98	0.94	0.86	0.97	0.04
Model 2	3.47	0.75	0.76	0.72	0.64	0.73	0.09

Note: GFI = Goodness of Fit Index; CFI = Comparative Fit Index; NFI = Normed Fit Index; RFI = Relative Fit Index; TLI = Tucker-Lewis Index; RMSEA = Root Mean Square Error of Approximation.

#### CONCLUSION:

The findings support the theoretical model as proposed by us. Findings depicts first hypothesis is supported. It is essential to create a culture of transparency within the organization which will result in mutual trust among the employees and therefore the result is higher POS. Our second hypothesis stated that perceived

organizational justice predicts work engagement. Previous work reported that wherever employee feels that they have been unjustly treated, it leads to negative emotion and behaviour (Latham & Pinder, 2005). It is therefore important for managers to be aware of fair procedures and policies that serve for the well being of employees. This study indicates that there is a significant relationship between work engagement and organizational citizenship behaviour. This is important, especially in the context of school teachers, as the teachers play an important role in building up of the society. Our findings suggest that enhancing the engagement of teachers can encourage teachers to engage in citizenship behaviour. Finally, work engagement found significant with job satisfaction as consistent with previous findings (Biswas & Bhatnagar, 2013). Therefore satisfied employees find their work more meaningful and thus are able to devote their energies onto work related tasks

**Limitations and areas of Future Research:** There is a possibility of common source bias (Podsakoff et al., 2003) as the information about POS, POJ, WE, OCB has been collected from single respondent. It can be studied into different context. Future studies can collect data from diverse respondents and also increase the sample size thereby increasing the external validity of the study. Future studies can include all the dimensions of organizational justice i.e. distributive, procedural, interactional and informational justice and examine their relationships with work engagement.

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