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The research work focused on the observation of the organizational citizenship behaviour, Job satisfaction and organizational commitment among college teachers of private college in Erode. A conclusive research design has been used to test the hypotheses, proposed for examining Organizational Citizenship Behaviour, Job Satisfaction and Organizational Commitment in private college of Erode District. 123 faculties from various Arts and Science colleges were used for the study. Convenience sampling technique was adopted for selecting the sample. The results show that there is a significance relationship between the impact of the Organizational citizenship behaviour, job satisfaction, and organizational commitment. The reliability of the results shows that the responses of the data were at average. The researcher however, recommends possible ways to remedy the situation.

## INTRODUCTION

Organizational Citizenship Behaviour Organizational citizenship behaviour is defined 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” (Organ, 1988). Organizational citizenship behaviour has been directly linked to organizational performance (Podsakoff & MacKenzie, 1997). In terms of this study, organizational citizenship behaviour examined teaches job satisfaction, and organizational commitment in positive manner to improve the organizational level.

## REVIEW OF LITERATURE

## Organizational Citizenship Behaviour

In the literature, studies on organizational citizenship (Smith et al., 1983; Organ, 1988, 1990; Organ and Ryan, 1995) and organizational justice (Beugre, 1998; Greenberg and Lind, 2000) are not new. The concepts of organizational citizenship and organizational justice have been discussed in many studies of organizations. However, studies on organizational citizenship and organizational justice in schools have been limited (Hoy and Tarter, 2004; DiPaola and Hoy, 2005). According to Oplatka (2006) the number of research papers on organizational citizenship in schools is only ten worldwide. In the study by DiPaola and Tschannen-Moran (2001), the first authors to examine organizational citizenship behavior in the field of education, Organ's organizational citizenship concept (Organ, 1988; Organ and Ryan, 1995) was adapted to public schools (DiPaola and Hoy, 2005, p. 35). One may claim that the first study of the adaptation of the organizational justice concept to schools was by



Hoy and Tarter (2004) who explained organizational justice in schools in terms of its relationship with trust. As seen above, studies concerning the adaptation of organizational citizenship (Somech and Drach-Zahavy, 2000; DiPaola and Tschannen-Moran, 2001; Christ et al., 2003; Bogler and Somech, 2005;

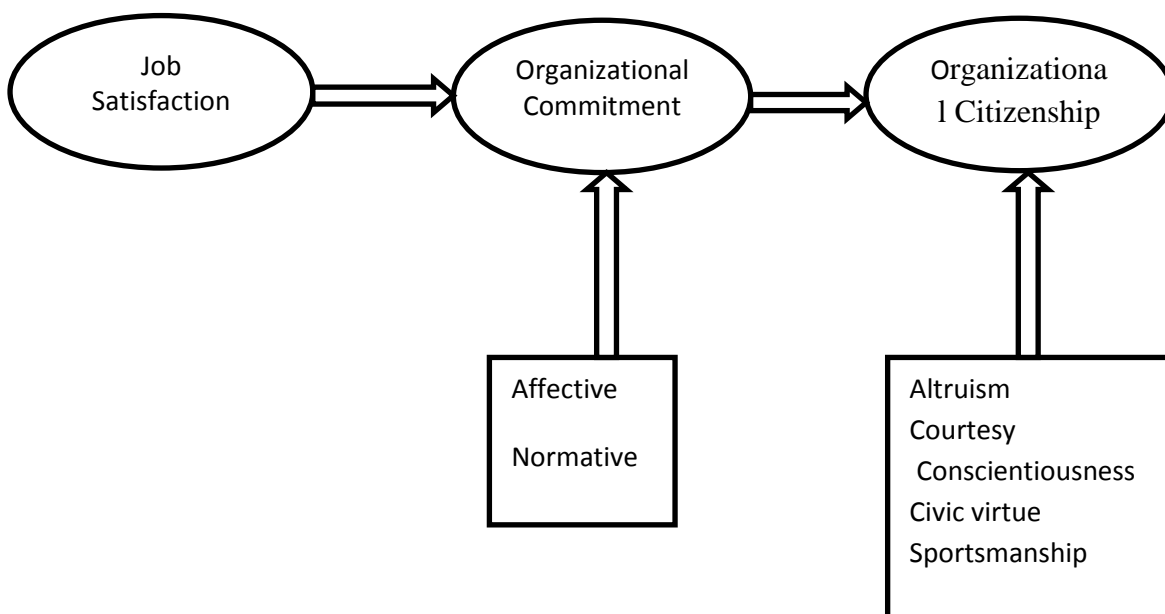
### **Organizational Commitment**

Professional commitment is an affect hold by an individual towards his/her profession and the acknowledgment of one's values, belief, and professional objectives that derives from a person's attachment to his/her profession (Porter et al. 1974; Aranya et al. 1981; Smith and Hall 2008). Professional commitment extends the discussion of organizational commitment into a professional domain. Malinowska-Tabaka (1987) argues that employee's occupational (professional) commitment is positively related to his/her job satisfaction. Greenfield et al. (2008) indicate that professional commitment affects employee's behaviours and thus benefits the organization. Employees with professionalism have autonomy at work and feel obligated to protect the interests of his/her clients (Smith and Hall 2008).

### **Job satisfaction**

Empowered individuals possess more resilience, creativity, and initiative in their work; empowered individuals are more committed to and more satisfied with their jobs; and empowered individuals exhibit organizational citizenship behaviour more frequently (Chiang and Hsieh, 2012). Najafi et al. (2011) found that psychological empowerment positively influences job satisfaction. Furthermore, job satisfaction positively influences organizational citizenship behaviour (Najafi et al., 2011). According to Valez (1972), job satisfaction has two major components of intrinsic job satisfaction (level of satisfaction with features associated with the job itself) and extrinsic job satisfaction (level of satisfaction with various features associated with the environment). Job satisfaction is defined as a person's evaluation of his or her job and work context (McShane, 2004) and as a global feeling about the job or as a related constellation of attitudes about various aspects of the job (Spector, 1997). Job satisfaction has been identified as a major requirement for organizations which aim to achieve excellence in their organizations (Chiboiwa et al., 2011). Robbins and Judge (2009) defined job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics.

### **Theoretical framework**





## METHODOLOGY OF THE STUDY

A conclusive research design has been used to test the hypotheses, proposed for examining Organizational citizenship behaviour, job satisfaction and organizational commitment in private college, Erode.

**Sources of Data:** The study has based on both primary and secondary sources of data. Secondary research was conducted first. Most of the data required for the study were collected from primary source through structured questionnaire and personal interview. The secondary data were collected from different international and local publications; include internet articles, publications of similar studies and newspaper articles.

**Measurement & Scaling:** The survey was conducted through using non-comparative scaling techniques. A seven-point Likert scale statements were used to measure the variables where 1 stands for strongly disagree and 7 stand for strongly agree effect on the statements (Luthans, 2002).

**Sampling Design:** The total sample size is 123 and the respondents were the teachers of private college, Erode. Convenience sampling technique was adopted for selecting the sample and it is one of the non-probability sampling procedures.

**Data Analysis Techniques:** Data on demographic variables- gender, age, department, salary, and academic qualifications were processed and analysed through descriptive analysis. The opinion of the respondents regarding the Organizational citizenship behaviour, job satisfaction, and organizational commitment were analysed using the Statistical Package for Social Sciences (SPSS) version 21.0.

## RESULTS:

**Table 1 – shows Demographic profile of respondents to the survey (n = 123)**

Characteristics		Frequency	Percentage
Age	23-32	54	43.9
	33-42	57	46.3
	43-52	11	8.9
	Above 53	01	0.8
Gender	Male	43	35.0
	Female	80	65.0
Qualification	Post graduate	9	7.3
	M.Phil.	67	54.5
	PhD	47	38.2
Designation	Assistant professor	105	85.4
	Associate professor	13	10.6
	Professor	05	4.1
Department	BA (ENG)	01	0.8
	BBA	15	12.2
	BBA (CA)	01	0.8
	BBM	01	.8
	BCOM (CA)	03	2.4
	BCOM (IT)	01	0.8
	BCOM (PA)	10	8.1
	BCOM	54	43.9
	CS	03	2.4
	ECONOMICS	04	3.3
	MCOM	01	0.8
	MANAGEMENT	29	23.6



Income group	Up to 1.5 lakhs	72	58.5
	1.5-3.0 Lakhs	39	31.7
	3.0-5.0 lakhs	5	4.1
	5.0- and above	7	5.7
	No income	0	0

## RELIABILITY AND VALIDITY

As a general rule, a coefficient greater than or equal to 0.5 is considered acceptable and a good indication of construct reliability (Nunnally, 1978).

The reliability of scales used in this study were calculated by Cronbach's coefficient alpha. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale.

**Table 2 - shows Reliability Factors**

SL. No.	ITEMS	SCALE MEAN IF ITEM DELETED	CRONBACH'S ALPHA IF ITEM DELETED
1	OCB Altruism	235.2358	.756
2	OCB Conscientiousness	234.6992	.757
3	OCB Civic Virtue	234.2439	.749
4	OCB Courtesy	235.5772	.749
5	OCB Sportsmanship	237.4634	.783
6	OC Affective	220.4878	.736
7	OC Continuance	219.2683	.755
8	OC Normative	220.1057	.782
9	Total JS	185.2276	.734
	Mean		252.788
	Variance		1554.61
	Std. Deviation		39.42855
	Cronbach's Alpha		0.778
	F Test	.909	000 (Significant At 1% Level)

It is depicted from the above table that all the fifty nine measurement scale items are reliable as the Cronbach alpha coefficient of 0.778. It is greater than the threshold level of 0.70.

## MULTIPLE REGRESSIONS ANALYSIS

### Hypothesis

**H<sub>1</sub>** : Organization Commitment is not having a positive impact on Organizational Citizenship Behaviour

**H<sub>2</sub>** : Job Satisfaction is not having a positive impact on Organizational Citizenship Behaviour



Multiple regression analysis was used to test if Organization Commitment and Job Satisfaction significantly predicted participants' Organizational Citizenship Behaviour

**Table 3 - shows Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.664 <sup>a</sup>	.440	.431	12.71978

a. Predictors: (Constant), total OC, TOTAL JS

**Table 4- shows ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15281.467	2	7640.734	47.225	.000 <sup>a</sup>
	Residual	19415.135	120	161.793		
	Total	34696.602	122			

a. Predictors: (Constant), total OC, TOTAL JS

b. Dependent Variable: total OC

**Table 5 - shows Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.720	7.320		2.557	.012
	TOTAL JS	.662	.107	.502	6.210	.000
	Total OC	.236	.079	.243	3.003	.003

### Summary of Regression analysis

1. Dependent Variable : Organizational Citizenship Behaviour (Y)
2. Independent Variable : Organization Commitment (X1)  
Job Satisfaction (X2)
3. Multiple R value : 0.664<sup>a</sup>
4. R square value : 0.440
5. Adjusted R square : 0.431
6. F value : 47.225
7. P value : < 0.05



### Interpretation

The table shows that P value is less than 0.05 which indicates that Null hypothesis is rejected at 5 % level of significance. Hence it is concluded that Organization Commitment and Job Satisfaction is having a positive impact on Organizational Citizenship Behaviour.

The outcome can be presented in form of following equation:

$$Y = 18.720 + 0.662 X_1 + 0.236 X_2 + e_1$$

### T-TEST

Hypothesis ( $H_3$ ): There is no significant relationship between Gender of the respondents and Organization commitment

**Table 6 - shows the group statistics**

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Organizational Commitment	Male	43	1.0079E2	18.93291	2.88724
	Female	80	97.2750	16.40081	1.83367

**Table 7 - shows the Independent sample test**

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Orgn. Commt.	Equal variances assumed	.909	.342	1.073	121	.285	3.51570	3.27540	-2.96882	10.00021
	Equal variances not assumed			1.028	76.129	.307	3.51570	3.42031	-3.29625	10.32764

### Interpretation

The above Table depicts that the p value is 0.342 which is greater than .05. So we accept the null hypothesis. Hence there is no significant relationship between Gender of the respondents and Organization commitment.

### CONCLUSION

The only way to generate the sincere commitment in employees is through an ideal leadership process, which is dependable, reliable, predictable, empathetic, courageous and full of character and integrity. A committed employee is far better than the one who promises but never delivers because there is a huge difference between promise and commitment. A promise is a statement of intent whereas a commitment is a promise to be kept, no matter what. Committed employees always help to





build a healthy corporate image. Commitment is a two way process and one must go the extra mile to create and maintain it.

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