



## ANALYSIS OF EXTRINSIC FACTORS AND ITS IMPACT ON THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR (WITH SPECIAL REFERENCE TO ADVANCED TECHNOLOGICAL INSTITUTES IN SRI LANKA)

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### ABSTRACT

*The research was designed to analyze the extrinsic factors and its impact on organizational citizenship behavior. A structured questionnaire was used to collect data from randomly selected 137 respondents from a population of 225 academics from eighteen Advanced Technological Institutes in Sri Lanka. The evidence was obtained from the Senior Lecturers, Lecturers and Assistant Lecturers in Advanced Technological Institutes. Descriptive statistics, Pearson correlation coefficient and multiple regression used to obtain the results. The results indicated that there was a significant positive impact in term of relationship with subordinates, compensation, working condition and job security with OCB. The findings of the research revealed that extrinsic factors were having a significant positive association with organizational citizenship behavior, altruism and general compliance at 0.01 significant level (2-tailed). The multiple regression analysis indicates that 63% of variations in organizational citizenship behavior is caused by the extrinsic factors of job satisfaction of academic staff of ATIs.*

**KEYWORDS** - Advanced Technological Institutes, Altruism, Extrinsic Factors, General Compliance, Organizational Citizenship Behavior.

### 1. Introduction

Academics play a significant role in the development of a country. Job satisfaction of academic staff in the Advanced Technological Institutes (ATIs) is important because it

influences in delivering excellent educational services and producing qualified students. Academic staffs' job satisfaction has a dynamic impact on their organizational citizenship behavior. As far as the literature concerned, there are no studies have been done on the Extrinsic Factors (EFs) of job satisfaction and Organizational Citizenship Behavior (OCB) of the academics in the context of Sri Lanka. Thus, the present research is designed to study the influence of the EF towards the organizational citizenship behavior with special reference to ATIs in Sri Lanka.

## **2. Literature Review**

### **2.1. Organizational Citizenship Behavior (OCB)**

Organizational citizenship behavior is the extra role behavior performed voluntarily and not enforceable through the formal job description. Similarly, Organ (1988) recognizes OCB as the “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the efficient and effective functioning of the organization”. Schnake (1991) has identified it as "Functional, extra-role, prosocial organizational behavior, directed at individuals, groups, and/or an organization.”

OCB contribute to the effective functioning of an organization (Robbins and Judge, 2001, p. 25). It helps employees in an organization to cope with stressful conditions through interdependence (Smith, Organ, & Near, 1983) and also contribute to performance and competitive advantage (Nemeth and Staw, 1989).

#### **2.1.1. Dimensions of OCB**

**General compliance:** General compliance refers to “a more impersonal form of conscientiousness that does not provide immediate aid to any one specific person but rather is indirectly helpful to others involved in the system” (Smith, Organ & Near, 1983, pg. 657). These behaviors benefit to the organization in general.

**Altruism:** Helping behavior or Altruism behavior is “directly and intentionally aimed at helping a specific person in face-to-face situations (e.g. Orienting new people, assisting someone with a heavy workload)” Smith, Organ, & near (1983, pg. 657). The Behaviors that immediately and indirectly through this means contribute to the organization.

Podsakoff et al., 2000 identifies altruism as Organizational citizenship behavior directed towards the individual (OCB-I) and general compliance as Organizational citizenship behavior directed towards the organization (OCB-O).

## **2.2. Job satisfaction**

Robbins & Judge in 2010 state that job satisfaction is ‘a positive feeling about a job, resulting from an evaluation of its characteristics’. Furthermore, Armstrong (2006) explains job satisfaction as ‘the attitudes and feelings people have about their work’; positive attitudes indicate job satisfaction, while negative attitudes indicate job dissatisfaction. The satisfied employees are more committed to their job than their dissatisfied employees.

Previous studies have identified that satisfied employees tend to contribute more in terms of job performance, organizational citizenship behavior, job commitment, customer satisfaction, cost reduction, the polite undertaking of responsibilities, Organizational productivity and conducive work environment (Robbins & Judge, 2012; Smith,1992). Whereas employee job dissatisfaction will lead to high levels of stress, rise absenteeism, high employee turnover cost, withdrawal behaviors and poor employee morale and low productivity in an organization. (Terry, Nielson and Perchard, 1993; Luthans, 1995; Cameron & Pierce, 1997; Bennett & Robinson, 2003)

Herzberg’s (1966) two-factor theory emphasizes two distinct categories, intrinsic (motivation) factors that lead to job satisfaction and extrinsic (hygiene) factors that contribute to job dissatisfaction.

Factors which are internally related to individual work or task is known as intrinsic factors. Examples include responsibility, recognition, achievements, advancement and work itself. On the other hand, the extrinsic factors are factors that are external to the individual and distinctive from the work itself. Thus factors such as organizational policies, working condition, salaries, and relations with, supervisors, colleagues, and subordinates cannot be controlled.

### **2.2.1. Dimension of Extrinsic Factors**

**Company Policies** –Company policies are set of documented broad guidelines that can affect a firm's objectives, operations and strategies. On the other hand, if company doesn't have clear policies and strategies it may lead toward dissatisfaction (Locke, 1976)

**Relationship with supervisors-** A good working relationship with the supervisor is essential at every stage of the job. A positive relationship with supervisor stimulates job satisfaction. (Vroom, 1982; Bruce & Blackburn, 1992; Harris, Harris & Eplion, 2007).

**Relationship with co-workers-** The quality of interpersonal relationships between co-workers associated with job satisfaction (Harris, Winkowski, & Engdahl, 2007). Furthermore, co-worker relationships also benefit the organization in improving productivity and success. However, lack of co-worker relationships has a negative effect on job satisfaction, turnover and job-related depression (Luthans, 1998; Shirey, 2004)

**Relationship with subordinates** – Relationship between superior–subordinate is found to be the most important predictors of job satisfaction (Goldhaber, Yates, Porter, & Lesniak, 1979). A Satisfactory upward and downward communication are essential to fill the gap between superior and subordinates, to increase the levels of job satisfaction, performance and may reduce the job stress.

**Compensation** – In developing countries, compensation plays a crucial role in job satisfaction. Hence organizations have to make sure employee salaries and benefits are comparable to other organizations. Lai (2011) notes that a positive relationship between employee satisfaction and job-based wages, skill-based pay and performance based pay.

**Job Security** - Job security is an important factor which determines the job satisfaction among both state and non-state employees. It is affected by a worker's performance, the success of the business and the current economic environment. Conversely, organizational instability, political unsteadiness, and economic uncertainty will have potentially negative consequences which undermine job security.

**Status-** Rostamy, Hosseini, Azar, Khaef-Elahi, & Hassanzadeh (2008) have acknowledged a positive connection between status and job satisfaction. When the job status improves employees enable to enjoy special privileges such as company-transportation, medical insurance, employee accommodations that would distinguish one employee from another. This would enhance an employee's importance in the job and lead to job satisfaction.

**Working Conditions** – A working work environment with up to date facilities and equipment, adequate personal workspace, safe handling of tools and equipment, proper

working methods can decrease dissatisfaction. Else, the likeliness of job dissatisfaction increases (Luthans, 1998). Further, most employees prefer working relatively close to home, in clean and relatively modern facilities, and with adequate tools and equipment (Locke 1976).

### **3. Objectives**

- I. To study the extrinsic factors influence on the job satisfaction of the academic staff
- II. To identify the impact of extrinsic factors toward organizational citizenship behavior.
- III. To offer possible recommendations to increase Organizational Citizenship Behavior.

### **4. Hypotheses**

**H1:** Extrinsic factors has a significant positive impact with OCB of the academic staff.

**H2:** Extrinsic factors has a significant positive relationship on the general compliance of the academic staff.

**H3:** Extrinsic factors has a significant positive relationship on the altruism of the academic staff.

### **5. Methodology of the Research**

#### **5.1. Population & sample**

The population consists with the Senior Lecturers, Lecturers and Assistant lecturers of 18 no of Advanced Technological Institutes in the higher educational sector in Sri Lanka. Since the population is more or less homogenous with similar organization structure and working force, stratified random sampling was used in this study. According to Sekaran (2003), the researchers distributed 150 questionnaires among the academic staff in ATIs. One hundred thirty-seven members returned and the response rate was 91 %.

#### **5.2. Measurement of Variables**

A structured questionnaire was used to collect the views of the respondents. It consisted three parts. Section-A deals with the demographic characteristics.

Section- B measured the OCB adapted from Spector, P. E., Bauer, J. A., & Fox, S. (2010) OCB Checklist.

Section- C used to measure the extrinsic factors of JS derived from Ewen et al. (1966), Graen (1966), House and Wigdor (1967), Lindsay et al (1967), Maidani (1991), and Pizam &

Ellis (1999) ,Teck-Hong & Waheed (2011) Klassen, Usher, and Bong (2010), and Tang et al. (2004).

### 5.3. Mode of Analysis

Descriptive statistics used to measure the central tendency of the data. Correlations were used to ascertain the connection between extrinsic factors and OCB. Multiple linear regression was then executed to estimate the value of the dependent variables based on the independent variables. Model assumptions were checked for accuracy.

### 5.4 Profile of Respondents

Sample includes 18.2% senior lecturers, 19.7 % lecturers and 62 % asst. lecturers. 37.2% of the academics were employed less than 5 years, 42.3 % academics were employed between 5 years to 10 years, and 20.4 % are employed for more than 10 years. In the selected sample most of the academics were in the middle age as the table shows that there 11.7% academics who were less than 30, 81 % in between the age of 30 to 45 and 7.3% lecturers were more than 45years above. 32.8 % respondents were males and females represent 67.2% of the total respondents. Furthermore, 81.8 % of academics were married and 18.2 % were unmarried. The table represents from the sample 62 % of employees holding the Master’s degree, 19 %of employees holding the Postgraduate diplomas and 19% of academics had Bachelor’s degree and no one with Doctoral degree. Further, the majority of the respondent were in the area of accountancy, 6.6% from the management, 20.4% from the English, 8% from the Engineering, 29% from the IT and 7.3% from the Agriculture.

## 6. Results & Analysis

### 6.1. Descriptive Analysis

**Table 6.1.1. Descriptive Analysis**

	Minimu m	Maximu m	Mean	Std. Deviation
Company policy	1.00	5.00	2.87	.982
Relationship with supervisor	2.00	5.00	3.58	.543
Relationship with co-worker	2.00	5.00	3.75	.659

Relationship with subordinates	1.50	5.00	3.72	.606
Compensation	1.00	4.50	2.99	.881
Status	2.50	4.50	3.91	.424
Working condition	2.00	5.00	3.85	.614
Job security	2.00	5.00	3.62	.538
Extrinsic factor	2.23	4.17	3.53	.359

According to the table, academic staff satisfied with the relationship with a supervisor, relationship with co-workers, relationship with subordinates, job status, working conditions and job security ( $\mu = 3.58, 3.75, 3.72, 3.91, 3.85$  and  $3.62$ ) respectively). On the other hand, company policy and compensation reported a moderate level of satisfaction as the mean value of 2.87 and 2.99. The mean value of the extrinsic factor is 3.53. Thus, the academic staff of ATIs has a moderate level of satisfaction with their job.

## 6.2 .Correlation Analysis

**Table 6.2.1 Pearson Correlation Result**

	Extrinsic factors	OCB	Altruism
OCB	.761**		
Altruism	.616**	.874**	
General compliance	.706**	.861**	.505**

Table 6.2.1 shows the results of correlations that measure the relationship between EF, OCB and dimensions of OCB. EF have a significant positive relationship with OCB (0.761). Furthermore, the extrinsic factors have a positive relationship with altruism and general compliance with a correlation coefficient of (0.616 and 0.706 respectively). Thus there is a significant association between the extrinsic factors and the dimension of OCB. OCB and its dimensions have a strong significant positive relationship with each other. Altruism and OCB are strongly and positively correlated with a correlation coefficient of 0.874 at 1% level.

Furthermore, General compliance and OCB indicate a strong positive correlation with a coefficient of 0.861 at 1% level.

**Table 6.2.2 Correlation between Extrinsic Factors, Organization Citizenship Behavior and Dimensions of Organization Citizenship Behavior**

	Company policy	Relationship with supervisor	Relationship with co-worker	Relationship with Compensation	Status	Working condition	Job security	
Relationship with supervisor	.129							
Relationship with co-worker	.197*	.315**						
Relationship with subordinates	.222**	.449**	.376**					
Compensation	.138	.108	-.016	.258**				
Status	.002	.174*	.184*	.224**	.248**			
Working condition	.200*	.268**	.258**	.416**	.302**	.195*		
Job security	-.069	.260**	.187*	.104	.109	.298**	.186*	
Altruism	.253**	.359**	.329**	.449**	.329**	.183*	.474**	.333**
General compliance	.239**	.406**	.362**	.707**	.384**	.275**	.492**	.278**
OCB	.284**	.440**	.398**	.663**	.410**	.263**	.557**	.353**

Table 8.2.3 shows that there is a significant positive relationship among relationship with company policy( .253) ,relationship with supervisors(.359) , relationship with subordinates(.329), relationship with co-worker (.449) ,compensation (.329) , status (.183),working conditions (.474) and job security(.333) with altruism. In addition to that there is a significant positive relationship between relationship with company policy( .239) ,relationship with supervisors(.406) , relationship with subordinates(.362), relationship with co-worker (.707) ,compensation (.384) , status (.275),working conditions (.492) and job security(.333) with General compliance. Table 8.2.3 further deduces that all the EF have a notable positive linear correlation with the OCB at 1% significant level .i.e. company policy( .284) ,relationship with supervisors(.440), relationship with subordinates(.398), relationship



with co-worker (.663) ,compensation (.410) , status (.263),working conditions (.557) and job security(.353).

### 6.3 Multiple Linear Regression Analysis

**Table 6.3.1. The Relationship between Extrinsic Factors and Organization Citizenship Behavior**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.121	.308		-.393	.695
Company policy	.054	.028	.106	1.930	.056
Relationship with supervisor	.070	.056	.076	1.250	.214
Relationship with co-worker	.083	.045	.110	1.843	.068
Relationship with subordinates	.332	.054	.401	6.102	.000
Compensation	.114	.033	.200	3.472	.001
Status	-.023	.068	-.020	-.343	.732
Working condition	.181	.049	.222	3.680	.000
Job security	.206	.053	.221	3.866	.000

R-square 0.652

Adjusted R-Square 0.63

F-statistics 29.97

Table 6.3.1 shows that there is strong model significance between EF and OCB ( $p=0.000$ ). Thus, 63. % of the variance in OCB is due to the variances in EF of job satisfaction ( $R^2 = 0.63$ ). Additionally, the regression coefficient results of each individual predictor show a significant positive relationship among relationship with subordinates, compensation, working condition and job security with OCB ( $\beta = 0.401, 0.200, 0.222, 0.221$  and  $p = 0.000, 0.001, 0.000, 0.000$ ) .and negligible connection among Company policy, Relationship with

supervisor, Relationship with co-worker, status with ( $\beta = 0.106, 0.076, 0.110 -0.020$  and  $p = 0.056, 0.214, 0.068, 0.732$ ).

## 7. Discussion

The study showed that there was statistically significant positive the association between EFs and OCB. However, EFs only accounted for 63 % of the variance in OCB. Thus, there are other factors such as recognition, responsibility, achievement, advancement, work-life balance, organizational culture and social factors could have an impact on OCB in academics in ATIs.

The findings of the present study indicated that EF has a significant positive relationship with, OCB, altruism and general compliance. This result was consistent with previous research (Lee & Allen, 2002). Findings further showed that there was a significant positive impact on the relationship with subordinates, compensation, working condition and job security with OCB and negligible impact on company policy, relationship with supervisors, relationship with co-workers, and status with OCB which has supported by Podsakoff et al. (2000).

The results of the correlation analysis revealed that compensation was a statistically significant predictor of job satisfaction ( $r=0.410$  and  $p = 0.01$ ). This demonstrated that the job satisfaction of academics increased when their remuneration increases. A positive association was established among the relationship with supervisors, relationship with co-workers and relationship with subordinates with job satisfaction ( $r = 0.440, 0.398, 0.663$ ;  $p =0.000, 0.000, 0.000$  respectively). This was supported by vroom (1964) & Locke (1976).A significant relationship was established between company policy and job satisfaction ( $r = 0.284$ ;  $p = 0.00$ ). A positive and weak association was established between status and job security with job satisfaction ( $r = 0.263, 0.353$  and  $p = 0.000, 0.000$  respectively)

Furthermore, it was discovered that academic staff satisfied with the relationship with a supervisor, relationship with co-workers, relationship with subordinates, job status, working conditions and job security, instead of company policy and compensation reported( $\mu = 3.58,3.75,3.72,3.91, 3.85,3.62,2.87$  and  $2.99$  respectively). However, the academic staff of ATIs had a moderate level of satisfaction with their job in terms of EF ( $\mu= 3.3$  and  $SD=0.36$ ).

## 8. Conclusion

This study aims to the analysis of extrinsic factors and its impact on OCB of academic staffs employed in the ATIs. According to the findings, it depicts that OCB and EFs are 76.10% correlated and the value of adjusted R square is 0.63 and it states that 63 % variance in OCB (dependent variable) is caused by EFs (independent variable) in the sample data set. The result supports the hypothesis of extrinsic factors has a significant positive impact (F value= 29.97) on organization citizenship behavior of the academic staff. In the study undertaken, academic staff was satisfied with the relationship with supervisors, relationship with subordinates, relationship with co-workers, status, working conditions and job security and a moderate level of job satisfaction with company policy and compensation. The findings indicated that a significant strong positive relationship between extrinsic factors and OCB. In addition to this, there was a significant relationship between extrinsic factors with general compliance and altruism. Further, the regression analyses indicated that relationship with subordinates, compensation, working condition and job security had a significant and positive impact on OCB of academic staff in ATIs.

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