

Two-way Effects of Organization Citizenship Behaviour in Managing Interpersonal Relationship and Occupational stress Survey of Teachers from Southern Punjab, Pakistan

Abid Hussain (PhD)
*Department of Public Administration,
Gomal University, Dera Ismail Khan Kpk, Pakistan. .*

Prof. Dr. Allah Nawaz
*Department of Public Administration,
Gomal University, Dera Ismail Khan Kpk, Pakistan.*

Abstract

OCB being the abilities of conscientiousness, altruism, civil-virtue, sportsmanship and courtesy, obviously enables an individual like an employee to generate effective IPR as well as fight back the issues of occupational stress in the workplace. How far and effective is the occurrence of these two relationships among the teachers in the schools of South Punjab was explored in this research project. Paper in hand is a strand of research from the same project. Results are encouraging as they verify the existence of OCB's positive and negative relations with IPR and OS respectively. Following positivist stand for research philosophy, literature and field surveys were used for data collection both for developing a theoretical model as well as verifying this model from the first-hand data from the sample of respondents. For reliability and validity, Cronbach's Alpha and Factor-analysis were applied with KMO and Bartlett's tests. Skewness and Kurtosis have been computed to validate normality of data. To confirm absence of autocorrelation or multicollinearity, both Durbin-Watson test was run and VIF values were computed. The results from testing of hypotheses are highly significant in terms of association, regression and group mean differences.

1. Introduction

Building relationship and extra ordinary performance within the organization, a variable that have took place in the organization management is organization citizenship behaviour. Organization citizenship behaviour is employee personal behaviour. Many researcher linked occupational stress with employee performance in current employment (1).

Organization citizenship behaviour defined by organ Individual behaviour that is not part of the job and not be rewarded. This is personal choice of a person to help someone, cooperate, conscientious and good manner. Organization citizenship behaviour is one of the fundamental phenomena that is essential at workplace setting and its keep closer people and facilitate to interpersonal relationship, to increase the organizational performance (2). Another important variable in job setting that is occupational stress, occupational stress is significantly associated with behaviour that related to task or non task of employee at workplace (3).

When employee feel high level of stress, he will not happy with current environment and leave the job. In this situation Organization citizenship behaviour will cope with stressor and interpersonal relation make person comfortable to adjust in any situation. In the field of education cooperative behaviour may lead in the success of education sector. In education field teacher play a vital role to helping behaviour and cope with stress.

The main aim of the phenomena to examine the nature OCB association with occupational stress and interpersonal relation in primary school education sector. This study will help to understand behaviour in

education sector at school level. The high-level impact of Organization citizenship behaviour on the psychological health on the employee at workplace. The increased stress level in current era will cope with OCB and the role of IPR. So, the relationship amid OCB, Occupational stress and Interpersonal relation is typically considered in primary school education teachers.

2. Literature Review: Conceptual, Empirical and Statement of Hypotheses

2.1 Organization citizenship behaviour

A change in any essential school features brings the change in working environment (Hoy).The dependence of the school on teachers in the change environment become more essential element to perform duty regardless their formal job. In the study of organizational literature, the behaviour of the employee which is not the part of his job but increase his level in the formal role of obligation and shows his loyalty towards organization. A employee voluntary behaviour that is not the part of his job behaviour and not be rewarded, but this particular behaviour increase the overall effectiveness of the organization such type of behaviour is called organizational citizenship behaviour, consisted dimensions civic virtue, altruism, conscientiousness, sportsmanship and courtesy (3). The performance of the Organization can improves due to Organization citizenship behaviour, It adds also in the social capital of the organization, which give the competitive advantage as whole. An appropriate and good environment due to OCB, OCB is key source for workers to accomplish their tasks and complete their work (4). The organization citizenship behaviour is the surplus behaviour to play role in school by the teachers (5,1). The employee's voluntary associated with each other in different school tasks (6). The study of (8) uttered that there is far above the ground of helpfulness, conscientiousness, virtuousness and sportsmanship in school teachers.

2.2 Occupational stress

Physical and emotional responses of an individual can be destructive due to Occupational stress, when a person job working styles do not match an individual needs, resources and capabilities of the an individual (NIOSH). The emotional, behavioral, cognitive and physiological reactions that unpleasant and lethal of work matching, work environment and work organization (European Commission). At the workplace other name of occupational stress is work stress or job stress, it has been acknowledged as worldwide predicament in all business. Every employee practically experience some variety of stress during at workplace. An individual can cope stress up to level in job, but stress may perceived by an individual when it comes from physical, social and psychological demands (6).Occupational stress is a career related stress matter, that influence individual performance as well as organization outcomes (7). The physical symptoms of occupational stress is headache that comes through tension, that affects the forehead and neck (8).

2.3 Interpersonal Relationship

Interpersonal relationship is the attachment, connection and relationship between more people at workplace and IPR at workplace is most important. Collectively works of individuals is form of team, who perform their task independently and divide responsibility for the results or outcomes of the organization (9). In interpersonal relationship due social support the employees can enhance interpersonal relation .A social support provide help to employee to cope stress that is related to work environment and this allow employee to develop their abilities. Workplace relation has positive impact on job satisfaction. A team work mainly focused on improved interpersonal relationship, productivity and team goal reflect the organization goals, teamwork for future of organization. Interpersonal communication between employee means building mutually a relationship that beneficial for team and organization. It's also purpose to manage interdependence.

2.4 Empirical Literature Review

Organization citizenship behaviour is a contextual factor that increase the employee level of obligation to reach its objectives. The more positive attitude of person towards organization. Organization citizenship behaviour is one of the fundamental phenomena that is essential at workplace setting and its keep closer people and facilitate to interpersonal relationship, to increase the organizational performance (3). In organization subordinates who perform organization citizenship behaviour support their managers, they also become the part of long term planning of the organization so due this cooperated behaviour organization overall perform positive. The descriptive correlation study between the occupational stress and organization citizenship behaviour conducted by, it was explained that there is negative correlations amid OCB and OS. In the research of (10) in Nigeria banking sector, they found there is inverse relation between organization citizenship behaviour and occupational stress. A noteworthy negative relationship among occupational stress and Organization citizenship behaviour in banking sector in Malaysia. The survey study conducted by in university 109 librarians, The variable job stress, organization citizenship behaviour and satisfaction had been observed, The finding of their result was negative associations between OCB and job stress. Organization citizenship behaviour is reduced by involvement of stress, OCB will high if level of stress will be low.

Hypotheses

- H₁- Predictor is significantly associated with both Criterion variables.
- H₂- IPR is significantly (and positively) explained by OCB.
- H₃- OCB significantly (and negatively) affects OS in the workplace.
- H₄- Seniors are scoring higher on OCB and IPR.

3. Research Design, Sample and Procedure

In this research the research design adopted that is cross-sectional research design, This research design used positivist approach this means data generation from quantitative and testing hypotheses. The data collected from 334 primary school teacher in southern area in Punjab province both seniors and juniors teachers were participant in this research. Data collected from structured questionnaire that is distributed in primary school teachers.

3.1 Research Instrument

For this study of Organization citizenship behaviour, interpersonal relationship and occupational stress we used for Occupational stress, a job stress scale 9 items used which developed by (jamal & baba)The score of Cronbach Alpha is 0.81,while in our study the score of Cronbach Alpha is 0.82. For the organization citizenship behaviour scale is used, that consist on 15 items but after doing pilot study scale items reduced into 9. The value score of Cronbach Alpha of OCB is 0.82 while in this study value of Cronbach Alpha is .904. The dimensions of Interpersonal relation had used in different studies, The value score in their studies .75 and in our study the score of Cronbach Alpha is .922.

All the collected data through questionnaire were coded with reference number and enter in SPSS for analysis.

Research Design

Table. 1

Reliability Statistics			
	Constructs & Instrument	N of Items	Cronbach's Alpha
1	Organizational Citizenship Behavior	9	.904
2	Interpersonal Relationships	9	.922
3	Occupational Stress	8	.827

4	Questionnaire	26	.747
---	---------------	----	------

As per Cronbach the critical value for alpha (α) must be at least .7. In the above table, all the alpha values are far more than the required minimum limit, ranging from .747 to .922.

Validity-Statistics

a. RC-Value

KMO test [Adequacy of Sampling] = or > 0.7; [test of Sphericity], Bartlett’s test = or < 0.05; and Factor Loading = or > 0.4

Table. 2

b. Pretests [KMO & Bartlett]

	Organizational Citizenship Behavior	Interpersonal Relations	Occupational Stress
KMO test	.884	.879	.844
Bartlett's test	Chi-square [1698.894] [df.36] p-value = .000	Chi-Square [2656.898] [df.36] p-value = .000	Chi-Square [931.404] [df.28] p-value = .000

c. Factor-Loadings

Organizational Citizenship Behavior		Interpersonal Relations		Occupational Stress	
Ocb1	.713	Ipr1	.928	OS1	.862
Ocb2	.661	Ipr2	.528	OS2	.461
Ocb3	.683	Ipr3	.471	OS3	.554
Ocb4	.798	Ipr4	.746	OS4	.685
Ocb5	.754	Ipr5	.848	OS5	.596
Ocb6	.846	Ipr6	.852	OS6	.829
Ocb7	.816	Ipr7	.870	OS7	.700
Ocb8	.803	Ipr8	.900	OS8	.681
Ocb9	.699	Ipr9	.886		

4. Research Results

4.1 Descriptive

Table.3

DEMOGRAPHIC GROUPSON SENIORITY					
		Freq.	Percent	Valid Percent	Cumulative Percent
	Seniors	163	48.8%	48.8%	48.8%
	Juniors	171	51.2%	51.2%	100.0%
	Total	334	100.0%	100.0%	

DESCRIPTIVE STATISTICS& NORMALITY-TEST									
	N	Min	Max	Mean	Std. D	Skew.		Kurt.	
	Stat.	Stat.	Stat.	Stat.	Stat.	Stat.	Std. E	Statistic	Std. E
OCB	334	2.00	5.00	3.4644	.70932	-.334	.133	-.445	.266
IPR	334	1.89	4.11	3.0220	.56397	.045	.133	-.496	.266
OS	334	1.00	4.00	2.7253	.67717	-.182	.133	-.706	.266

All variables have skewness is near to zero followed by kurtosis which is also near to thereby qualifying the normality assumptions.

Testing of Hypotheses

Table.4

Hypothesis-1 Predictor is significantly associated with both Criterion variables.

CORRELATIONS (n = 334)		OCB	IPR
Interpersonal Relations	Pearson Correlation	.709**	1
	Sig. (2-tailed)	.000	
Occupational-Stress	Pearson Correlation	-.619**	-.460**
	Sig. (2-tailed)	.000	.000

Both criterion variables are significantly associated with predictor – OCB. Further, all associations are significant at 99% as the value of *p* is less than 0.01 for all variables. The above table result explained the relationship that exist between interpersonal relationship and OCB is positive. The occupational stress relationship with OCB is negatively associated. So the H1 that is Predictor is considerably related to both Criterion variables is confirmed.

Table. 5

Hypothesis-2 IPR is significantly (and positively) explained by OCB.

Model Summary							
Model	R	R²	Adjusted R ²	Std. Error	Durbin-Watson	F	Sig.
1	.709a	.503	.501	.39821	2.053	335.922	.000b

The correlation of model which is 70.9% which is reasonably reasonable. The change in criterion variable observed 50% that is explained by explanatory. Moreover, There is less than 5% difference between R and R square which indicates that there is not error in sample. To test for the autocorrelation, Durbin Watson-test was used, which suggests that test values less than 1 or greater than 3 are cause for concern. The computed value of Durbin-Watson test is 1.960, which comes between the standard ranges from 1 to 3. Table 5 indicates two results; one is the regression model that is overall significant at 1%, and second is goodness of fit model is substantial as the value of F-statistics is greater than 4 cut-off for F which is further sanctioned by significance value which is lesser than 0.01.

Table.6

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.069	.109		9.823	.000		
	OCB	.564	.031	.709	18.328	.000	1.000	1.000

a. Dependent Variable: **Interpersonal Relations**. Predictors: (Constant), OCB

The variable OCB reading ($\beta = .564, p < 0.05$) The change in the single unit of OCB causes increase in IPR by .564. As per collinearity statistics, In this model there is no multicollinearity as the Variance inflationary factor VIF- value is lesser than 2, a stringent slash inedible for collinearity.

Table.7

Hypothesis-3 OCB significantly (and negatively) affects OS in the workplace.

MODEL SUMMARY					DURBIN-WATSON	ANOVA	
Model	R	R²	Adjusted R ²	Std. Error	Statistics	F	Sig.
1	.619a	.383	.381	.53281	1.690	205.890	.000b

Overall correlation of the model 61.9% which is good and quite reasonable. The explanatory power of the model observes that is 38%, The adjusted R square shown goodness of fit. Moreover, There is less than 5% difference between R and R square which indicates that there is not error in sample. To check the autocorrelation, Durbin Watson-test was run to get values that occur between 1 and 3 as per Durbin-Watson test. The goodness of fit model is further endorsed as significant because F-statistics value observes that is greater than 4, additionally supported by sig value of <0.01, meaning at the significance level of 1% overall regression model is significant.

Table.8

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.772	.146		32.782	.000		
	OCB	-.591	.041	-.619	-14.349	.000	1.000	1.000

a. Dependent Variable: **Occupational-Stress**; b. Predictor: (Constant), OCB

The variable OCB reading ($\beta = -.591$, $p < 0.05$) every single unit change in OCB reasons to the reduction in OS by **.591**. Likewise, there is **nomulti collinearity** in the model as variance inflationary factor VIF is lesser than 2, (VIF = 1.000), as per proposed cut off for collinearity. H3 is therefore accepted as true and substantiated with significant statistics.

Table.9

Hypothesis-4 Seniors are scoring higher on OCB and IPR.

Group Statistics						
		Experience	N	Mean	Std. D	Std. Error
1	Organizational Citizenship Behavior	Seniors	163	3.8575	.49683	.03891
		Juniors	171	3.0897	.67890	.05192
2	Interpersonal Relations	Seniors	163	3.2931	.49457	.03874
		Juniors	171	2.7635	.50222	.03841
3	Occupational-Stress	Seniors	163	2.4632	.57901	.04535
		Juniors	171	2.9751	.67091	.05131

Independent Samples Test						
		F	Sig.	t	df	Sig.
OCB	EVA	27.822	.000	11.749	332	.000
	EVNA			11.835	311.502	.000
IPR	EVA	.335	.563	9.706	332	.000
	EVNA			9.709	331.645	.000
OS	EVA	6.106	.014	-7.450	332	.000
	EVNA			-7.476	328.799	.000

EVA= Equal Variance Assumed

EVNA= Equal Variance Not Assumed

5. Discussion

The results have been established relationship between OCB, occupational stress and interpersonal relationship. A tough positive relationship amid organization citizenship behaviour and interpersonal relationship, The observed relation between OCB and interpersonal relationship is reliable. The study of (10) and (3) also support the result we get from primary school teachers. The relationship between

organization citizenship behaviour and OS negatively associated. The prior work of this area also mentioned in their work negative relation between OCB and occupational stress. This means when level of organization citizenship behaviour is more than occupational stress will be less. Organization citizenship behaviour effect on both variables, interpersonal relation in school will be high due to organization citizenship behaviour. Due to OCB the level of cooperation, helpful behaviour and assistance will overcome stress and cope occupational stress.

6. Conclusion

Based on analysis this support prior literature review evidence there is significant positive relation between OCB and interpersonal relation. Furthermore, there is negative association between OCB and OS, the change due to both variables interpersonal relation and occupational stress observed this means organization citizenship behaviour in education sector play important role in education sector. The outcomes of organization citizenship behaviour brings the change in interpersonal relation and occupational stress. Teachers can easily cope stressor due to organization citizenship behaviour and interpersonal relation. The more level of organization citizenship behaviour also improve overall work environment and performance in education sector.

Reference

- [1] Laschinger, H.K.S. 2011. 'Job and career satisfaction and turnover intentions of newly graduated nurses', *Journal of Nursing Management*. Advance online publication.
- [2] Organ, D.W. *Organizational Citizenship Behavior: The Good Soldier Syndrome*; Lexington Books/DC Heath and Com: Lexinton, MA, USA, 1988
- [3] Pradhan, R.K. & Jena, L.K. & Bhattacharya, P. (2016). Impact of psychological capital on organizational citizenship behaviour: Moderating role of emotional intelligence. *Cogent Business & Management*, 3(1): 1-16.
- [4] Adebisi, D.R. 2013. 'Occupational stress among academic staff of Ekiti State University, AdoEkiti', *European Scientific Journal*, 9(4): 202-208.
- [5] Obamiro, J. K., Ogunnaike, O. O., & Osibanjo, O. A. (2014). Organizational citizenship behaviour, hospital corporate image and performance. *Journal of Competitiveness*, 6(1), 36–49. doi:10.7441/joc.2014.01.03
- [6] Terzi, A. R., & Derin, D. (2015). Primary School Teachers' Views on the Relation between Organizational Commitment and Organizational Citizenship Behavior. *International Journal of Academic Research in Business and Social Sciences*, 5 (10), 12.
- [7] Chhabra, M., & Chhabra, B. (2013). Emotional intelligence and occupational stress: A study of Indian border security force personnel. *Police Practice and Research*, 14 (5) , 3 5 5 - 3 7 0 . doi:10.1080/15614263.2012.722782
- [8] Beheshtifar, M. & Nazarian, R. 2013. Role of occupational stress in organizations', *Interdisciplinary Journal of Contemporary Research in Business*, 4(9): 648-657.
- [9] Chandra, N. & Parvez, R. 2016. 'A review article: Impact of environmental and occupational stress on health', *Paripex - Indian Journal of Research*, 5(5): 456-457
- [10] Zumrah, A. R. (2015). Examining the relationship between perceived organizational support, transfer of training and service quality in the Malaysian public sector. *European Journal of Training and Development*, 39(2), 143-160