

## **IMPACT OF PERCEIVED WORK-LIFE BENEFIT USEFULNESS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): THE MEDIATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT (POS)**

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### **ABSTRACT**

This study proposed and tested a model that links perceived work-life benefit usefulness with OCB based on the Social Exchange Theory (SET), and it also proposes that the direct relationship is mediated by Perceived Organizational Support (POS). SET supports the possibility that perceived usefulness of work-life benefits would promote employee OCBs as workers may feel obligated to exert 'extra' effort in return for 'extra' useful benefits. The study was designed to investigate why the female school teachers of international schools do not demonstrate desired OCBs. A significant positive relationship was found between perceived work-life benefit usefulness and OCB and that relationship was partially mediated by POS. The study is done among 212 female teachers of international schools located in the Western province of the country. Data were collected using an anonymous self-administered questionnaire filled by the teachers and their respective officers-in-charge. Data were analyzed using SPSS version 17.0 where simple regression analysis was used to test the direct relationship and four step three regressions approach was used for the mediator test. This study is of immense significance for the managements of non-governmental schools as they require high levels of employee commitment to ensure quality of service to the satisfaction of students and their parents to face the competition amidst the large number of such schools in the country at present. Though the potential to produce the desired effects is obvious, research is yet to address the issue in the present context, and this study fills that void in research.

**Key Words:** *Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), Perceived Work-Life Benefit Usefulness*

### **INTRODUCTION**

Organizations are adopting work-life benefits as a practical response with the increasing number of females in the workforce and the number of dual earner couples. By offering this kind of benefits, organizations are attempting to be family supportive and to create an image as a preferred employer (Allen, 2001). In addition, organizations also expect their existing employees to go an extra mile for their organizations and contribute to the effective functioning of the organization, after offering a family responsive useful benefits package (Bolino & Turnley, 2005). A major reason for this expectation is that by offering this kind of benefits, the organizations believe that they have released the heavy family and personal burdens of employees which is the main barrier preventing the extra mile of contribution of employees. According to Bolino and Turnly (2005), many employees who go this extra mile for their organizations and contribute to the effective functioning of the same are not only performing well in their job tasks but also manifest other non-traditional performance behaviors as well, which are defined in the Organizational Behavior (OB) theories as OCBs.

According to a few preliminary interviews with some officers in charge of international schools, there are problems with the manifestation of OCBs among their staff

members, especially the teachers and such institutions are struggling to improve this non-traditional performance of those employees. Accordingly, the problem of ‘why international school teachers are not manifesting the desired OCBs?’ are addressed in this study and as it is indicated that there is a possibility to get the employees to manifest the nontraditional performance behaviors by offering work-life benefits which they perceive as useful to them, perceived usefulness of work-life benefits is considered as a variable which can explain this problem. However, despite having the potential, research is yet to address the issue of whether work family supports provided by organizations, promote active participation and initiative from the part of the employees, which lead them to manifest organizational citizenship behaviors. Hence, the main objective of this study is to investigate the impact of perceived usefulness of work-life benefits on getting organizational citizenship behaviors from employees. Though there are substantial numbers of research (e.g., Conway, 1999; LePine & Van Dyne, 2001; Motowidlo & Van Scotter, 1994; Van Scotter, Motowidlo, & Cross, 2000; Williams & Anderson, 1991 as cited in Bolino & Turnly, 2005) conducted on job performance behaviors from the aspects of both task performance and organizational citizenship behaviors, there is only very limited amount of research that has looked at perceived usefulness of work-life benefits as an antecedent or a determinant of OCB. According to the authors’ knowledge, there are no such studies conducted in the Sri Lankan context and that void in research is expected to be addressed to a certain extent through this study.

In addition, it is also believed that the employees of the organizations would believe offering useful work-life benefits by an organization as a support given by their organizations to their personal life and based on the several empirical evidence indicating the relationship between POS and OCB (Muhammed, 2014), there is an indication that the POS would mediate the relationship between work-life benefits and OCB. Accordingly the second objective of the study is to identify whether there is an impact of work-life benefits on perceived organizational support of employees. Organizational scholars have examined the relational ties between organizational support and employee work outcomes. There is evidence that employees who perceive a high degree of organizational support in terms of the extent to which an organization cares about their well-being (Eisenberger, Fasolo, & LaMastro, 1990; Wayne, Shore, Bommer, & Tetrick, 2002), display increased OCBs (Moorman, Blakely, & Niehoff, 1998; Shore & Wayne, 1993). As such, it is also expected to study whether POS would be a possible mediator between the relationship of perceived work-life benefit usefulness and OCB.

The next section of this article covers literature related to the variables examined in the study with the purpose of bringing in relational ties of these key areas with each other and other variables in the domain of management and OB.

## **LITERATURE REVIEW**

### **Perceived Work-Life Benefit Usefulness**

The concept and the introduction of work-life benefits in the workplace emerged in response to the increasing female participation in the workforce, world over and also as they tend to occupy top positions in the corporate ladder, breaking the glass ceiling. Offering of work life-benefits is often a policy decision of organizations also as a measure of support for women to break the glass ceiling. However, on the contrary, Osterman (1995) has identified through a study done in USA that the implementation of work-life benefits has little impact on companies which rely heavily on female labor and experiencing problems with absenteeism and high employee turnover as a result. However, his study has further revealed

that adoption of such benefit programmes are appropriate for companies using 'high-commitment work systems' that depend on worker input and loyalty and demand high levels of employee commitment to the enterprise. But according to traditional OB theories, work-life benefits should not affect the performance of the workers as benefits in general are considered to be extrinsic job characteristics that promote job satisfaction and not job performance (Lambert, 2000).

Hence, this study does not merely take work-life benefits into account, but instead takes perceived usefulness of work-life benefits into account, as it differs from employee to employee, though the work-life benefits offered by the organization is common to all workers. Perceived usefulness of work-life benefits refer to the degree to which the employees perceive work life benefits provided by the organization to be useful to them. Lambert (2000) suggests that the evaluation of work-life benefits by workers depends on the socio-economic status of the individual employees as the facilities that employees have outside the work place have an impact on how much employees perceive work-life benefits to be useful. This can be further confirmed with the Gouldner's (1960) argument that individuals react differently to the same action based on their value system. Accordingly, it is possible to justify the importance of focusing on value of work-life benefits in determining an employee's resulting feelings of obligation. In other words, since individuals can value work-life benefits differently, it is the value or usefulness ascribed by the employees to the benefits offered rather than just the offering of benefits that engenders reciprocation.

Though Kanter (1977) proposed a view that work and family and other personal life elements are two separate domains, more recently businesses have begun to realize that work and family are indeed intertwined and need to be treated as such. Each year in their 100 best companies to work for list, Fortune magazine identifies organizations that are increasingly expanding and diversifying their work-life benefit programs in an attempt to help employees better manage the work and non-work demands facing them. Evolving from 'family-friendly' initiatives, 'work-life' benefits are designed to help employees with the many facets of their lives including their personal well-being, professional development, and family responsibilities (Galinsky, Bond, & Friedman, 1996; McShane & Von Glinow, 2000). Work life-benefits include typical work-life benefits such as dependent care assistance (e.g., support for child and elder care), work schedule flexibility to a certain extent, and other benefits that support workers' personal wellbeing and professional development (fitness centers, counseling facilities, and educational fee reimbursement).

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

Extra role behavior such as OCB refers to additional things people do at work that are beneficial to the organization, but the employees are not mandated to do (George & Brief, 1992 as in Lambert, 2000). This is also identified as a type of non-traditional performance, an excess role behavior, social organization behaviors, organizational spontaneity, or civilian organizational behaviors in literature (Ince & Gul, 2011) and workers engage in such behavior at their sole discretion. The concept of organizational citizenship had been introduced by Dennis Organ and others in 1983 (DiPaola and Hoy, 2005). Organ (1988) has defined OCB as "the voluntary individual action which is not defined clearly in the formal reward and punishment system of the organization, but supporting the effectiveness and efficiency of the organization as a whole". This definition is used as the working definition for OCB in the study. As stated previously, these behaviors are mostly not obligatory by job descriptions, do not need to be punished in case of violation, not rewarded directly and formally, and are mostly based on choices of the individuals and result in increasing the efficiency and

effectiveness of an organization as a whole (Organ, 1988). Possible examples of OCB would be helping coworkers with their job responsibilities (altruism or individual helping behavior), sharing insights on improvements with others, and doing what is needed to help their organization perform smoothly and productively (Lambert, 2000). Citizenship behaviors improve the organizational effectiveness by providing high performance in qualitative and quantitative senses (Truckenbrodt, 2000). Furthermore, employees with higher levels of OCB, tend to participate more in the organization as they have a heightened sense of responsibility to contribute to the collective. These kinds of behaviors encourage managers to keep workers informed about the organizational strategies and further engage such employees in efforts to improve the organization. OCBs are expected when the actors are more emotionally attached to an organization with which they have membership. As Lewicki and Bunker (1996) suggest, salient identification enhances frequency of cooperation and cooperative behaviors. When individuals identify with their organizations, they are more willing to engage in cooperative, altruistic, and spontaneous unrewarded citizenship behavior (Mowday, Steers, & Porter, 1979; O'Reilly & Chatman, 1986).

### **Perceived Organizational Support (POS)**

POS is an employee belief that the organization cares for and values his or her contribution to the success of the organization. According to Rhoades and Eisenberger (2002), POS includes the different dimensions of beneficial treatments which lead to employee loyalty towards the organization. Rewards, better working conditions, supervisor support, and fairness are associated with POS. It is an employees' perception concerning the extent to which the organization values their contribution and cares about their well being. POS has been found to have important consequences on employee performance and well-being (Krishnan & Mary, 2012). According to the same authors behavioral outcomes of POS would include increases in in-role and extra-role performance and decreases in withdrawal behaviors such as absenteeism and turnover. Although there were relatively few studies of POS until the mid 1990's, research on the topic has burgeoned in the last few years.

Antecedents of POS fall into three broad categories as, fairness (e.g., procedural justice in performance appraisal, providing opportunity to voice concerns, etc.), supervisor support (e.g., work-family culture, perceived supervisor support, etc.), rewards and job conditions (e.g., job stress, growth opportunities, etc.). This justifies selecting work-life benefits as an antecedent in this proposed model as it belongs to the category of rewards. Furthermore, Krishnan and Mary (2012) have identified work family support as an antecedent of POS. In addition, they have listed organizational commitment, job satisfaction, task performance, intention to stay with the organization, reduced tardiness, absenteeism and turnover, low job stress, increase in role and extra role performance as consequences of POS.

Based on this support from literature and the Social Exchange Theory (SET), the following section presents the conceptualization and the research model.

## **THEORETICAL DEVELOPMENT AND HYPOTHESES**

### **Direct relationship between perceived work-life benefit usefulness and OCB**

Though it is argued in literature that there is no impact benefits in general on employee performance, SET support the possibility that work-life benefits may promote employee participation and initiative as employees may feel obligated to exert 'extra' effort in return for 'extra' benefits (Emerson, 1976). SET explains that under certain conditions people feel obligated to reciprocate when they benefit from one party's actions. These obligations are

not clearly defined anywhere and the reciprocation may be not to exactly reconcile the benefits enjoyed by exchange partners (Blau, 1964; Emerson, 1976). Hence, these obligations cannot be explained by theories related to economic exchange. Settoon, Benet, and Liden (1996) also confirm that basic tenets in social exchange theory hold strongly in the workplace, where positive and beneficial actions by the organization or the management directed at employees contribute to the establishment of high quality exchange relationships that create an obligation to employees to reciprocate positively and in a beneficial manner to the firm. The fact that a package of employee benefits provided by the organization elicits a set of obligations to an employee where their efforts to reciprocate should be directed more at the organization than other partners of exchange in the workplace such as co-workers and supervisors, as employee benefits are a matter of organizational policy. This nature of reciprocation should be of significance to the organization as the benefits are significant to the employees (Lambert, 2000). The traditional basket of benefits provided by organizations to employees does not often involve work-life benefits and therefore the organizations are going an extra mile to offer employees with a work-life benefits package. As such, employees will also be motivated to give something extra special to the organization in return. Based on these developments in theory and practical observations, it is possible to anticipate a relationship or a link between OCB and workers' experiences with work-life benefits.

However, it is also suggested by Emerson (1976) that the value of things for people will be relative and will not have an absolute value. As such, something offered by an organization will engender different obligations depending on the extent to which the individual targeted by the offer values it. Accordingly, even when all employees are covered by the same benefits plan the employees may value that plan differently and subsequently incur different obligations to the organization. This perceived value of benefits depends on the personal requirements, professional needs, and family situations of employees. Hence, the greater the perceived usefulness of work-life benefits provided by the organization, the more the employees would give something such as an extra role behavior back to the organization. This extra role behavior is more specifically referred to as OCB (Organ & Konovsky, 1989; Schnake, 1991). According to Lambert (2000) selecting OCB is suitable here for reciprocity as employees have the discretion of performing such behaviors. She also states that advances in conceptualization of OCB help to pinpoint that such behaviors are most likely to show the effects of obligations incurred as a result of workers' experiences with work-life benefits.

Accordingly, the first hypothesis of the study could be raised as:

*H<sub>1</sub>: The greater the perceived usefulness of work-life benefits provided by the organization, the more the employees would engage in organizational citizenship behavior.*

### **Mediating Role of POS**

Konovsky and Pugh (1994) identify a set of variables as 'macro-motives' which provide the foundation for social exchange by setting the tone for the relationship between exchange partners. These macro-motives are identified to have an impact on the quality of the relationship between the partners in exchange and this quality of the relationship has an impact on the strength of obligations of exchange partners. One such macro motive that can be proposed here as relevant would be POS (Lambert, 2000). This argument is supported by the work of Eisenberger et al. (1990), where they suggest that workers tend to consider an organization as a living object and develop an attitude where they have an obligation towards the organization, when the organization values their contributions and cares about their well-being. Furthermore, Settoon, Bennet, and Liden (1996) has pointed out that greater POS create obligations within individuals to repay the firm. In addition, Grover and Crooker

(1995) have stated that work-life benefits can enhance workers' perceptions of organizational support.

While the work-life benefits may directly stimulate a desire to reciprocate, using such benefits might also signal a generalized feeling of organizational support that encourages reciprocation. Providing work-life benefits that are used and/or valued by employees can be viewed as a message from the organization that it is concerned for its employees' well-being. Offering a benefits package that addresses employee needs not covered by traditional benefit plans, manifests the genuine interest of the organization towards employees and creates the perception within employees that the organization is supportive of them.

Based on the signaling theory also it is possible to conceptualize that an organization's actions such as providing workers with work-life benefits will enhance their level of POS, to the degree to which those benefits offered by the organization pass the message to the employees that they are of particular value to the organization (Lambert, 2000). For this to occur, the benefits should be offered by the organization on its discretion and not upon requests made by the employees to the management. Wayne, Show, and Liden (1997) state that this argument is not applicable to benefits such as retirement benefits which are available to all employees, and as they do not indicate or signal to the employee that they are of particular value.

However, according to Lambert (2000),

Research has yet to provide evidence, that workers' perceptions of organizational support are only sensitive to actions targeted specifically at them as individuals and are unaffected by organizational policies and practices targeted at them as members of a particular organizational constituency,...(p. 804)

As such, it is possible to suggest that the work-life benefits package provided by the organization will have an impact on POS of the employee. But ,yet again, it is appropriate to consider the perceived level of usefulness of work-life benefits by employees rather than considering the work-life benefits offered by the organization as the level POS would vary according to the extent of how useful employees find a work-life benefits package, depending on their individual circumstances.

As such, it is possible to raise the following hypotheses in relation to the possible mediation effect of POS on the relationship between perceived work-life benefit, usefulness, and OCB.

*H<sub>2a</sub>: The greater the perceived usefulness of work-life benefits provided by the organization, the greater the perceived level of organizational support in the minds of employees.*

*H<sub>2b</sub>: POS would mediate the impact of perceived usefulness of work-life benefits on OCB.*

Though this hypotheses suggest that perceived usefulness of work-life benefits links with OCB, indirectly through the greater perception on organizational support, Lambert (2000) suggests that empirical evidence linking POS and OCB are mixed where in certain studies has found that POS is unrelated to OCB. There are also studies which have found a strong relationship between POS and supervisor's ratings of workers on measures of OCB (Wayne et al., 1997). Taking this contradiction in literature into consideration, the study attempts to test the relationships to see the situation, in this local research context.

Next, it is expected to present the design of the study, data collection and analyses to test the hypotheses established above.

## **METHOD**

### **Research Design**

The study adopted the quantitative method being in line with the positivistic research philosophy. Based on the explanations of Saunders, Lewis, and Thonhill (2011), this is a deductive explanatory study as it attempts to explain relationships between variables. This is a mono method study according to the explanation of Saunders et al. (2011), as a single data collection technique questionnaire and its corresponding data analyses is used. The researchers used cross sectional data collected at one point of time in the research.

### **Population, Sample, and the Research Context**

The study is based on primary data collected from female teachers, who comprise the majority of permanent staff employed in International Schools (personal information, June 10<sup>th</sup>, 2014, Nanayakkara, P.) located in the Western province of Sri Lanka. One of the reasons for this would be the socio cultural beliefs in the Sri Lankan society about the woman's role at home and society and the belief that this is a job that can be conveniently performed within that socio cultural framework. The main reason for the selection of female teachers excluding male teachers is because most of the work-life benefits are directed towards assisting women's responsibilities at home.

Though it is possible to obtain the number of International Schools located in the Western province, it is practically difficult to obtain the statistical details regarding female teachers working in those schools and thereby it is not possible to obtain the total size of the population or a sampling frame. As such in line with the guidance given by Polit and Beck (2010) and Shutt (2006), convenience sampling techniques is used in the study. The population includes only the schools in the Western province as most of the international schools are located there and that group includes all the popular schools which offer a relatively bigger work-life benefits package compared to international schools in other areas.

The major reason for the selection of this research context is the demand in the job world and with the greater expectations of parents to improve their children, the raising expectations upon the international schools. As such these organizations need to engage extensively in student development and prepare them for various exams and extracurricular activities. But with the traditional beliefs of people about the freedom and the convenience to balance work with personal responsibilities, it is challenging for the schools to get their staff to elicit nontraditional types of performance. A major reason for this is that the teachers expect to go home early and also do not wish to take extra burden as that would disturb their personal responsibilities. Taking these into consideration international schools now gradually understand the need for offering work-life benefits to see whether this will elicit such required behaviors.

### **Data Collection**

The study is based on primary data collected using two self-administered anonymous standard questionnaires distributed to the teachers and their respective officers-in-charge. Hence, the study employed the survey method and only used individual level data. No official permission was obtained from the schools for the study as data collection was done using personal contacts of the authors. Questionnaires were either personally handed over and collected or emailed. 346 questionnaires were distributed among teachers and their officers in charge which amounted to 153. 212 responses yielding a final sample size of 212 and a response rate of 61%.

Two questionnaires were used for data collection as Questionnaire A and B. The Questionnaire A was filled by female international school teachers and that comprised of three parts. Part I covered perceived usefulness of work-life benefits whereas Part II included POS items and Part III covered personal details. Questionnaire B comprised of items related to OCB of the teachers and few items to identify which questionnaire related to which teacher. Both questionnaires were in English medium as the respondents were proficient in with the language as all teaching takes place in the English medium in these schools.

The sections in the questionnaire are arranged in a manner that the initial data requirement is about the key variables, and finally the personal information about the respondent is inquired as the subject may be tired by the time he or she reaches the latter part of the questionnaire and at that time it is better to fill in personal information which does not demand much thinking. Both questionnaires were packed in one envelope where, the teacher was requested to get the Questionnaire B filled and sealed by the supervisor in a separate envelope and handed over to the researcher along with Questionnaire A. Each questionnaire is pre-coded so that questionnaires for each dyad could be easily matched.

### **Measures**

The measure used for perceived work-life benefits usefulness was developed and used by Lambert (2000) in a very similar study and consists of four items. According to her it attempts to capture the assistance provided by the work-life benefits offered by an organization to help the worker and his/ her family members. This measure was used with slight amendments to suit the research context of the present study. POS was measured using a widely used 08 item shorter version of the Survey of POS by Eisenberger, Huntington, Hutchison, and Sowa(1986). This is a uni-dimensional measure with a very high level of internal consistency. Since work-life benefits are measured according to how it is perceived by the employees along with POS both of these variables are considered to be attitudes of workers. OCB is a construct with five dimensions as presented by Organ (1988), which are altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. OCB was measured using a 24 item OCB scale developed by Podsakoff, MacKenzie, Moorman, and Fetter(1990) assessing the above five dimensions of OCB of Organ (1988).

### **Data Analyses**

Data was analyzed using the Statistical Package for Social Sciences (SPSS) version 17.0.

### **Sample Description**

As stated above, all the teachers in the sample were females and a majority of them were in the age limit of 20-35 years and there were only very few teachers who belonged to the 50-65 age limit. The personal details section did not inquire about the school that they work for as it was received as a feedback, that it will reduce the response rate during the pilot test with 10 teachers personally known to the researchers. A majority of the respondents had a tenure of 1.5 to 3 years work experience with the current school and none of the respondents had less than 06 months tenure at the current school. The highest level of education they had were G. C. E. A/L with a course related to their area of teaching such as CIMA, IPM, Chemistry, etc. 128 respondents in the sample were married out of which 63 had children and the rest had no children. There were 76 single women, 02 widows one with a child and one without in the sample. There were 06 divorcees in the sample and out of them 04 were with one or more children.



### Descriptive Statistics

The following table includes the descriptive statistics related to three main variables of the model tested.

Table 1 Descriptive statistics related to key constructs in the conceptual model

	Work-Life Benefits	POS	OCB
Mean	3.65	3.77	3.82
Median	3.20	3.43	3.73
Mode	3.01	4.38	2.19
Std. Deviation	1.25	1.34	1.38
Variance	1.56	1.82	1.91
Skewness	0.36	0.34	0.24
Kurtosis	-1.16	-1.34	-1.31
Range	4.49	4.54	4.83
Minimum	1.85	1.90	1.67
Maximum	6.35	6.34	6.52

*Note. Work-Life Benefits – Perceived usefulness of Work-Life Benefits, POS- Perceived Organizational Support, OCB – Organizational Citizenship behavior*

### Preliminary Analyses

This section discusses the analyses performed for cleaning data and ensuring that it is ready for hypotheses testing.

#### Entry accuracy

A manual random check was done to ensure exact details are entered from the questionnaires and certain erroneous data entering were observed and corrected.

#### Missing data analysis

No missing data were found in the questionnaires received and therefore no treatment was required for missing data.

#### Normality

The most fundamental assumption to use parametric methods of analyses (Field, 2009) and multivariate analyses is normality (Hair, Black, Babin, & Anderson, 2010). Hence, univariate normality was tested for all variables using the numeric method. According to Kline (2005, as cited in Harrington, 2008) where he states that variables with a skew index of absolute value less than 03 and kurtosis value less than 10 are sufficiently univariate normally distributed. As stated in the descriptive statistics table the skewness and kurtosis values are meeting the criteria and therefore can be concluded as normally distributed.

#### Linearity.

Another implicit assumption of all multivariate data analysis techniques is linearity (Hair et al., 2010). 'Lack of fit' test was performed on data to confirm linearity. The null hypothesis for this test is, a linear model is appropriate and the alternative hypothesis is that a linear model is not appropriate. Thus, failure to reject  $H_0$  satisfies the linearity assumption. Rejection or acceptance of the alternative hypothesis depends on the significance level of the F statistic. Table 2 gives the statistical figures confirming that linearity assumption was met.

Table 2 F- test statistics of the 'lack of fit' test

Relationship	F Statistic	Significance Level	Linearity Assumption
Work-Life Benefits and OCB	.98	.55	Met
Work-Life Benefits and POS	1.34	.64	Met
POS and OCB	0.84	.13	Met

*Note. Work-Life Benefits – Perceived usefulness of Work-Life Benefits, POS- Perceived Organizational Support, OCB – Organizational Citizenship behavior*

### **Validity.**

Content and criterion related validity in the measures are met as already validated standard measures are used. Construct validity of the variables were measured using a confirmatory factor analysis (CFA) (Arbuckle, 2009). A second order factor analysis was performed for the variable OCB as it has dimensions and CFA established that the loadings of items on latent constructs were significant. POS and perceived work-life benefits usefulness loaded as uni-dimensional constructs. The standardized factor loading estimates of the measurement model should be .5 or higher and ideally .7 or higher to ensure convergent validity (Hair et al, 2010). All the standardized regression weights for items in the measures are above .6 in the current study.

### **Reliability.**

Cronbach's alpha coefficient introduced by Cronbach (1951) is calculated to test reliability under the inter item consistency method and it is used in the current study. Based on Table 3 it is concluded that all the measures used are reliable.

Table 3 Reliability statistics of measures

Measure	Cronbach's alpha	Number of items
Organizational Citizenship Behavior	.92	25
Perceived Organizational Support	.88	08
Perceived usefulness of Work-life Benefits	.85	04

### **Correlation.**

Correlation statistics among the variables in the model are calculated and all the constructs are positively related to each other and therefore as one variable increases the other would also increase. Pearson's product moment correlation coefficient between perceived work-life benefit usefulness and OCB is .65, between perceived work-life benefit usefulness and POS is .62.

### **Multicollinearity.**

As this study has more than one predictor and as multiple regressions analysis is used, multi collinearity has to be considered. The ideal situation is to have a number of independent variables highly correlated with the dependent variable, but with little correlation between them since the scenario in the present study is also the same absence of multi collinearity is confirmed.

### **Common method variance (CMV).**

A major source of CMV is Single Source Bias (SSB) which arises when overlapping variability occurs due to data being collected from a single source (Campbell & Fiske, 1959) for both predictors and the dependent variables (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). As this will inflate the responses, based on the advice of Podsakoff et al. (2003) it was controlled for during research design, through the use of procedural remedies by collecting data for the independent and the mediating variables from female school teachers and by getting data from their supervisors for OCB. Anonymity of the respondents was protected during data collection. They were assured that there is no right or wrong answers, and they were informed of the expectation to obtain an honest response through the cover letter. These are also procedural remedies suggested by Podsakoff et al. (2003). Further, the pilot test and the content validity evaluation also helped to avoid vague concepts, keep questions simple, specific, and concise; and to avoid double barreled question, as suggested by Podsakoff et al. (2003) under procedural remedies.

However, CMV would still occur due to the nature of measurement items and the context in which measures are obtained from etc. which cannot be controlled at the design stage (Podsakoff et al., 2003). Therefore, to evaluate whether such causes have led to CMV in this study, Harman's single factor test, which is the most often used diagnostic test, is performed (Podsakoff et al., 2003). According to Podsakoff et al. (2003), a substantial amount of CMV is present if either a single factor emerges or if one general factor accounts for the majority of the covariance among the measures in the Harmon's single factor test. In the present study, 7 factors emerged and the largest factor that accounts for the covariance among the measures accounts only for 37% of the variance, which is not the majority as it is below 50%. These results indicate that no CMV is present in the data and therefore no remedial action is necessary.

### **Hypotheses Testing**

Three hypotheses established were tested using the data collected and entered in SPSS version 17.0. The primary method of analyses was simple and multiple linear regression analysis.

#### **Regression 01 – Measuring the direct effect.**

The initial simple linear regression is performed to test the relationship between perceived work-life benefit usefulness and OCB. In order for the Hypothesis 01 to be true, the relationship between the two variables must be statistically significant, and the strength of the relationship need to be correctly identified using the 'change in R square' statistic. Statistics relating to the regression testing Hypothesis 01 are depicted in Table 4.

"The smaller the value of *Sig.* (and the larger the value of *t*), the greater the contribution of that predictor" (Field, 2009, p. 239). The relationship between perceived work-life benefit usefulness and OCB is statistically significant and as such H<sub>1</sub> is supported.

#### **Regression 02 - Testing the mediation effect of POS**

Hair et al. (2010) state that, a mediator facilitates the relationship between two constructs based on a theory. Similarly, it is argued, based on the SET theory, that POS appears as a third variable to facilitate the relationship between perceived work-life benefit usefulness and OCB. To test for mediation, a series of regressions need to be performed,

following the four step approach proposed by Judd and Kenny (1981, as cited in Baron & Kenny, 1986) and significance of the coefficients is examined at each step.

Table 4 Model parameters and model summary - Impact of perceived work-life benefit usefulness on OCB

Variables	$\beta$	$t$	Sig.
<i>Independent Variable</i>			
Perceived work-life benefit usefulness	.51	8.41	.00
<i>Model Summary Statistics</i>			
$R$	.65		
$R^2$	.44		
Adjusted $R^2$	.43		
$\Delta F$	70.65		
Sig. $\Delta F$	.00		

\*\* - <.001, \* - <.05

Accordingly, OCB was predicted by the perceived work-life benefit usefulness (testing for the direct effect), using a simple linear regression, and the results confirm the existence of a statistically significant direct positive relationship between the two variables. Next, regression was where POS was predicted by perceived work-life benefit usefulness (testing for direct effect). A simple regression was run for this purpose also and statistics confirm that perceived work-life benefit usefulness is a significant predictor of POS with the  $t$  statistic of 4.20 being significant at .05 level. The last regression was where OCB was predicted by POS controlling for perceived work-life benefit usefulness (indirect effect)

Since there is a change (decrease) in the relationship between perceived work-life benefit usefulness and OCB, after the addition of POS as an additional predictor of OCB the mediation is supported. Thus, Hypothesis 02a and 02b of the study are supported by the data.

As there is a significant ( $p = .00 < .05$ ) relationship ( $B = .36$ ) between perceived work-life benefit usefulness and OCB, after adding POS, the present study does not have a full mediation situation. That is, there is a relationship between perceived work-life benefit usefulness and OCB that is not explained by the mediator. Before adding POS the unstandardized  $B$  between perceived work-life benefit usefulness and OCB is .48 ( $p = .00 < .05$ ) and as it is reduced to .36 ( $p = .00$ ) and remains significant after adding POS, it is identified that there is a partial mediation (Hair et al., 2010). Table 5 shows the multiple regression statistics of the mediation test.

### Discussion of Findings

This study attempted to look at the impact of two types of employee attitudes on nontraditional employee performance such as OCB. A significant positive relationship was found between perceived usefulness of work-life benefits of employees and OCB, which means the findings support the prediction  $H_1$  and thereby meets the main objective of the study. In addition, it was found that there is a significant positive relationship between perceived work-life benefit usefulness and POS, indicating that greater the usefulness of available work-life benefits the greater the perceptions of employees about the support provided by the organization. There is also a significant positive relationship between POS and OCB. In testing the extent to which POS mediates the relationship between perceived work-life benefit usefulness and OCB, the findings are consistent with hypothesis  $H_2$  as there is a partial mediation effect. This means the second objective of the study, which was to test

whether POS is a mediator between the relationship of perceived work-life benefit usefulness and OCB is also achieved.

The final model tested and supported is as shown below.

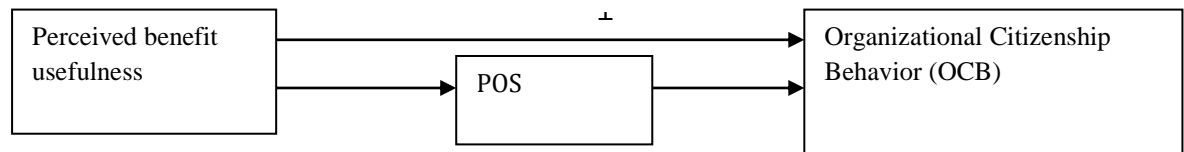


Figure 1 final model tested and supported

Through this study is attempted to establish that work-life benefits offered by an organization can encourage employee participation, by extending the basic premise of the social exchange theory to this context. Basically, what it suggests is positive actions on the part of an organization would encourage workers to reciprocate in beneficial ways to the organization. According to the findings, the greater the perceived usefulness of the work-life benefits, the greater the level of POS by the teachers, similarly as in the study of Lambert (2000).

Table 4 Model parameters and model summary - Mediation effect of POS on the relationship between perceived work-life benefit usefulness and OCB

	Model 1			Model 2		
	B	$\beta$	t	B	$\beta$	t
<b>Reg. 1 -</b>						
Independent Variable - Work-Life Benefits	.48	.51	8.41**			
R <sup>2</sup>	.45					
Adjusted R <sup>2</sup>	.44					
$\Delta R^2$	.45					
$\Delta F$	70.65**					
<b>Reg. 2-</b>						
Independent Variable - Work-Life Benefits	.27	.27	4.10**			
R <sup>2</sup>	.39					
Adjusted R <sup>2</sup>	.37					
$\Delta R^2$	.39					
$\Delta F$	16.83**					
<b>Reg. 3 -</b>						
Independent Variable - Work-Life Benefits	.48	.51	8.40**	.36	.39	6.94**
Mediating Variable - POS				.42	.47	6.99**
R <sup>2</sup>	.45			.59		
Adjusted R <sup>2</sup>	.44			.57		
$\Delta R^2$	.45			.14		
$\Delta F$	70.65**			48.91**		

\*\* - <.001, \* - <.05

Lambert (2000) also suggests that these reciprocation efforts are targeted at the organization and less reciprocation efforts are targeted at supervisors or co-workers.

A possible reason for this would be that work-life benefits create a general sense of obligation towards the workplace overall, rather than focusing separately at the coworkers and

supervisors. Being inconsistent to the findings of Lambert (2000), this study shows that greater the level of POS felt by the teachers, the greater the level of OCB manifested by them.

### **Significance of the Study**

There are a number of important theoretical and managerial implications of the research findings, which are discussed below.

### **Theoretical Implications**

This study is of immense significance as this looks at applying the SET in promoting types of performance – pro-social behavior, OCB, and extra role performance which was not tested much previously (Lambert, 2000). Early researches on social exchange were focusing only on the area of economic exchange more than social exchange and this study contributes to the set of research in the area of social exchange. Furthermore, though there are a number of studies in the areas of OCB and POS and relating to the two variables, there are very few studies that have looked at work-life benefits as an antecedent of both, and the study contributes to that void in literature. Since this study uses the perceived usefulness of work-life benefits in terms of ensuring work life balance of teachers, it also makes an indirect linkage to the work life balance literature and there by contributes to the stock of knowledge of multiple domains. Though international schools are extensively been established in the country and make a major contribution to the education sector of the country, they are used as the research contexts very rarely except for the work of educational researchers. But, as they also operate as private sector organizations, they also need to be considered as research contexts and that requirement is addressed in this study.

### **Managerial Implications**

The study indicates that organizations interested in fostering positive work outcomes must ensure that their policies and practices reinforce employees' perceptions of organizational support (Muhammed, 2014). Practitioners can consider this study not only in coming up with innovative HR policies but also in improving their internal CSR activities (Lambert, 2000). The organizations can use a suitable work-life benefits package to ensure that the organization cares about the employees and by communicating to the employees that they are given a special privileges which the employees of other organizations do not get, they can attract better talent to their organizations from the job market. These ideas are applicable not only to the research context of the present study which are international schools but also to other private sector organizations. International schools nowadays need to come up with a rewards system in the form of work-life benefits as most of the teachers in their schools are young mothers who have lot of family responsibilities. This concern has to be made by the managements of such schools as they need to get extra role behaviors manifested from their teachers to face the competition with increasing number of schools in the country.

### **Limitations and Directions for Further Research**

The measure used in this study to measure perceived work-life benefit usefulness is a measure developed by Lambert (2000) to be used in a similar study with a sample of lower level workers employed at a medium sized manufacturing firm. As such, the content validity of the measure is at question to a certain extent. In addition, this study collects data only from the school teachers in the Western province, and if it was possible to get a bigger sample from island wide schools a better outcome would have been possible.

The study can also be done including job performance as a variable, using traditional theories of organizational behavior. Then the dependent variables of the study can include both traditional job performance and nontraditional job performance such as OCB. Then, it would provide interesting findings where a comparison is possible between the impact of work-life benefits on traditional job performance and nontraditional job performance.

There are other possible variables that the future researchers could expect and use to mediate the relationship between perceived usefulness of work-life benefits and OCB, in addition to POS, still using the mechanism of social exchange as a base. Other variables that could be introduced to the model as mediators or dependent variables would be employee organizational commitment, employee engagement etc.

Survey type studies could be done on demand from organizations to support them in improving their work-life benefits package, where it is possible, to see the usefulness of work-life benefits to employees – whether the majority of work-life benefits offered by the company are valued only by a limited group of workers (e.g., parents, single parents, married women) or whether the majority is useful to all. This would help the employers of an organization to evaluate whether the employees perceive work-life benefits as useful even when themselves cannot take advantage of certain benefits or when benefits are equally useful to everyone.

Furthermore, it is possible to test the relationship between work-life benefits and OCB in different organizational contexts such as MNCs, organizations in the software industry etc. Individual international schools also might find the findings interesting if the study is done as a case study for the schools separately as then they can make careful decisions about their HR policies specific for their schools. The schools can use the findings of this study to introduce more family responsive policies as it will help to attract more qualified people as teachers, by being in par with the other office type organizations in the private sector.

## CONCLUSION

In conclusion, it could be stated that there is lot of insight that could be gained by investigating the impact of work-life benefits on OCB in this kind of a context, which is rarely used in academic research. The findings indicate the evidence of the link between the value of work-life benefits for female teachers and its impact in their contribution to improve the organizations. As indicated in the study if the international schools in this country can provide more useful work-life benefits to their main group of employees who are teachers, then they would be able to get the much needed commitment and performance, as the work-life benefits help the teachers to overcome the usual struggle to balance work and personal life.

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