

“A STUDY ON THE EFFECT OF INTERPERSONAL & SYSTEM-LEVEL TRUST ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR”

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Abstract : Organisational citizenship behaviour is a voluntary behaviour exhibited by teachers who undertake jobs beyond their prescribed tasks without expecting any official reward from the organization. The main purpose of this research is Studying Relationship of Interpersonal-Level Trust, System-Level Trust and Organizational Citizenship Behaviour of the academicians from the geographical area of Hubballi-Dharwad, Karnataka.

Descriptive Research was used with the sample size of 155 academicians across Hubballi-Dharwad chosen based on stratified random sampling. Around four set questionnaires on Organizational Citizenship Behavior-Individual, Organizational Citizenship Behavior-Organisation, Interpersonal-Level Trust and System-Level Trust was used to measure the relationship across all the said variables. The validity of questionnaire was calculated through face validity; nevertheless, in order to assess reliability of questionnaire Alpha Cronbach's was determined with the value of 0.837 for organizational citizenship behaviour-individual questionnaire, value of 0.903 for organizational citizenship behaviour-organisation questionnaire, value of 0.919 for Interpersonal-Level Trust and value of 0.923 for System-Level

Six hypotheses were formulated and tested using correlation and regression analysis. The results revealed that there is positive significant relationship between variables of Interpersonal-Level Trust, System-Level Trust and Organizational Citizenship Behaviour of the academicians from the geographical area of Hubballi-Dharwad, Karnataka.

KEYWORDS: Organizational Citizenship Behaviour-Individual, Organizational Citizenship Behavior-Organisation, Interpersonal-Level Trust, System-Level Trust.

I. INTRODUCTION

India's educational sector offers an awesome opportunity with roughly 29 per cent of India's populace within the age gather of to14 a long time. India's higher education segment is anticipated to extend to Rs 2,44,824 crore (US\$ 35.03 billion) by 2025. India was positioned 34 among the 100 nations in English Proficiency Index 2019. Expanding web entrance is anticipated to assist in instruction conveyance. As of September 2019, web infiltration in India come to 52.08 per cent. As of Walk 2019, there were 66 million web supporters in India within the age bracket of 5 to 11 years.

India has over 250 million school going understudies, more than any other nation. It too has one of the biggest systems of higher instruction educate within the world. Number of colleges and colleges in India come to 39,931 and 993, individually, in FY19. India had 37.4 million understudies selected in higher instruction in 2018-19. Net Enrolment Proportion in higher instruction come to 26.3 percent in FY19.

In academic institutions, Organisation Citizenship Behaviour is one of the important means to evolve the academician to the higher horizons. Organisation Citizenship Behaviour programmes provides push to the overall internal and external integrity of academicians to excel the individual's and the organisations' prospects. Organisation Citizenship Behaviour makes to lower the curve of absenteeism, and also pushes to upsurge productivity, efficiency, customer satisfaction and rates of turnovers. Organisation Citizenship Behaviour is an ongoing process which fosters relationship between the academicians and attempts to increase the gauge of trusts. The results of the Organisation Citizenship Behaviour can be met in the reduced absenteeism, reduced turnover and increased rate of retention of employees in the organisation.

II. LITERATURE REVIEW

Smith, Organ, and Close (1983) formally started utilizing the term “organizational citizenship behavior” within the to begin with formal ponder of OCB’s nature and predecessors. Their study looked for to evaluate the degree to which “good citizenship behavior can be accounted for by characteristic disposition state, and the degree to which certain natural powers and individual contrast factors seem freely foresee citizenship behavior” (Smith et al., 1983, p. 656). Their study was completed by 220 subjects and appeared that there were unmistakable classes of OCB, which the creators recognized as either benevolence or generalized compliance. This consider laid the foundation for Podsakoff et al.’s (2000) seven fundamental topics of OCB.

MacKenzie et al. (1991, 1993) inspected the impact of worker productivity; specifically, OCB’s impact on managers’ appraisals of execution. Their considers evaluated 372 protections specialists and 312 deals supervisors, individually. MacKenzie et al.’s work confirmed that OCB was comprised of particular develops per Organ (1988), which IRB was a particular develop (Williams & Anderson, 1991). OCB was found to account for some change in agents’ and managers’ assessments (MacKenzie et al., 1991) in the initial ponder. Within the moment ponder (MacKenzie et al., 1993), it accounted for a larger portion of the fluctuation than did objective deals efficiency.

Culbert and McDonough (1986) contended that system-level believe allowed individuals and bunches to bargain with irregularities and incidental issues that they encountered inside the work environment and to preserve organizational viability. They asserted that strengthening was the key to understanding system-level trust; consequently, they centered their investigate on individuals’ internalization of the system’s goals. They inspected the results of people who did not believe the framework and became disempowered. When representatives moved their introductions to be more protective and preservationist, they weakened the framework and went through time and exertion discriminating between their possess needs and the reasonability of the system’s needs (Culbert & McDonough, 1986).

Hart’s (1988) investigate on system-level believe given the field with information on top managers’ parts in making system-level believe. In the event that they appropriately impact the culture of the organization and offices, top-level officials can make an institution conducive to system-level believe. When best administrators make pictures to supplant actual interactions with workers, they can make an impact culture and construct system-level trust by institutionalizing collective propensities (Feldman, 1986; Hart, 1988). This concept of impersonal believe, or the creation of believe in people or educate that people or groups don’t bargain with specifically, was investigated assist by Shapiro.

In spite of the fact that a couple of ponders particularly inspected the relationship of system-level trust and OCB (Altuntas & Baykal, 2010; Paille et al., 2010), two later dissertations examined system-level believe between staff and staff individuals and their IHEs (Park, 2001; Vineburgh, 2010). Stop (2001) assessed the impact of system-level believe on 554 faculty members’ commitment levels at Korean IHEs. His comes about unequivocally proposed that both system-level believe and interpersonal-level believe were profoundly related with organizational commitment.

III. RESEARCH METHODOLOGY

3.1 NATURE OF STUDY:

To comprehend the implications of inter-personal level trust, system level trust and various demographic variables on organisational citizenship behaviour on academicians the descriptive nature of research has been implemented.

3.2 STATEMENT OF PROBLEM:

Organisational citizenship behaviour is a desirable for any organization, as it is associated with important organisational variable such as job satisfaction, organisational productivity and systematic maintenance. The main purpose of this study is to comprehend the implications of inter-personal level trust, system level trust and various demographic variables on organisational citizenship behaviour on academicians of Hubballi-Dharwad, Karnataka.

3.3 TITLE OF THE PAPER:

The title of the paper is “A study on the effects of interpersonal & system-level trust on Organisational Citizenship Behaviour- With special reference to the case of academicians of Hubballi-Dharwad, Karnataka.”

3.4 OBJECTIVES OF THE STUDY:

1. To analyse the OCB-I & OCB-O of the academicians with respect to demographic variables.
2. To determine the relationship between OCB-I and OCB-O among academicians.
3. To determine the relationship between interpersonal-level trust and OCB among academicians.
4. To determine the relationship between system-level trust and OCB among academicians.
5. To determine the relationship between interpersonal-level trust and system-level trust among academicians.
6. To determine the relationship between interpersonal-level trust, system-level trust and OCB among academicians.

3.5 HYPOTHESIS:**H1**

- HO: There exists no significant relation implication between OCB-I & OCB-O on demographic variables (Age, Gender, Educational Qualification and Academic Experience).
- HA: There exists significant relation implication between OCB-I & OCB-O on demographic variables (Age, Gender, Educational Qualification and Academic Experience).

H2

- HO: More elevated levels of OCB-I will be not related with more significant level of OCB-O.
- HA: More elevated levels of OCB-I will be related with more significant level of OCB-O.

H3

- H0 :More elevated levels of interpersonal level trust will be not related with more significant level of OCB.
- HA: More elevated levels of interpersonal level trust will be related with more significant level of OCB.

H4

- HO: More elevated levels of system level trust will be not related with more significant level of OCB.
- HA: More elevated levels of system level trust will be related with more significant level of OCB.

H5

- More elevated levels of system level trust will be not related with more significant level of interpersonal level trust.
- HA: More elevated levels of system level trust will be related with more significant level of interpersonal level trust.

H6

- HO: There do not exist any relationship between OCB, ILT and SLT.
- HA: There do exist a relationship between OCB, ILT and SLT.

3.6 STUDY AREA:

The study area of the research, are the academicians of the geographical area of Hubballi-Dharwad, Karnataka.

3.7 DATA COLLECTION METHOD:

To assemble the essential data for the research, a set of standardized questionnaires were designed for the academicians and it had been distributed. Survey type of data collection method had been executed for the research.

3.8 PRIMARY DATA:

Standardized questionnaires were the primary data for the research.

3.9 SECONDARY DATA:

Articles from journals & magazines of national and international platforms were implemented as secondary data for the research.

3.10 SAMPLING:

Data sets of altogether 155 academicians from geographical area of Hubballi-Dharwad, Karnataka, who filled in all relevant items in a standardised questionnaire are used for analyses in the present study.

3.11 SAMPLING METHOD:

Convenience sampling method has been implemented in the present study.

3.12 TYPES OF STATISTICAL TOOLS:

The statistical tools which are implemented in the present study are Cronbach's alpha, Descriptive Statistics, Correlation, ANOVA & Regression.

IV. DATA ANALYSIS

The analysis and interpretation of data collected from 155 employees with more than two months of experience focusing on the implications of various demographic variables (Age, Gender, Educational Qualification, Academic Experience), Interpersonal-Level Trust, System-Level Trust on Organisational Citizenship Behaviour. The Data is analysed and presented in the various section, starting from reliability and validity of the scale, Descriptive Statistics, ANOVA, Regression tests of Demographic Variables, OCB-I, OCB-O, OCB, ILT & SLT.

4.1 Background of the sample

The samples selected for the present study are the academicians from the geographical area of twin-cities of Hubballi Dharwad from the state of Karnataka, India. In the sample the academicians are from high school teachers to university professors. when it comes to academicians, the sample is irrespective of the subject they teach, the department they belong to, specialization subject they offer, the educational institute they belong to.

4.2 The reliability of the scale**Cronbach's Coefficient Alpha for Organisational Citizenship Behaviour**

| Factor | Cronbach's Alpha |
|---------|------------------|
| OVERALL | .931 |
| OCBI | .837 |
| OCBO | .903 |
| ILT | .919 |
| SLT | .923 |

Source: Data compiled from the survey

It is found that there is good reliability across OCB like OCB-I, OCB-O, ILT & SLT as their alpha values are more than 0.70. Hence, the internal consistency is found to be very high as their alpha values are more than 0.70

4.3 Descriptive Statistics

- a. Gender wise classification is very important in studying organizational citizenship behaviour. Therefore, it is essential for the researcher to classify the respondents' gender. It is inferred from the above table that male is 76 whereas female respondents are 79 in number. Male respondents are less than female respondents. As the study included educational sector, male and female strength were nearly equal.
- b. Respondents at different age groups, so it is important for the researcher to study the age wise classification. The researcher classified respondents into five different age groups like less than 25, between 25 to 35, between 35 to 44, between 45 to 54, between and more than 55 years. It is observed that majority of the employees fall in the age group between 25-35.
- c. Respondents at different levels of departments have various qualifications. So, the researcher has to study the qualification wise classification bases. The researcher classified the employee's qualification into four levels starting with Doctorate of Philosophy, Master's Degree, Bachelor's Degree and Diploma. It was inferred that 57.41% of them were completed master's degree followed by 29.67% with PhD.
- d. Respondents at different levels of age group have various work experience. So, the researcher has to study the Work Experience wise classification bases. The researcher classified the employee's work experience into six levels starting with less than 01 year, 1-5 years, 6-10 years, 11-15 years, 16-20years and 21+ years of experience. It was inferred that majority of the academicians had the work experience of 1-5 years.

4.4 Analysis:

H1

- **HO:** There exists no significant relation implication between OCB-I & OCB-O on demographic variables (Age, Gender, Educational Qualification and Academic Experience).
- **HA:** There exists significant relation implication between OCB-I & OCB-O on demographic variables (Age, Gender, Educational Qualification and Academic Experience).

ANOVA BETWEEN OCB-I AND DEMOGRAPHIC VARIABLES

| OCB-I*Demographic Variables | Sum of Squares | df | Mean Square | F | Sig. |
|-----------------------------|----------------|-----|-------------|------|-------------------|
| 1 Regression | .152 | 1 | .152 | .435 | .510 ^b |
| Residual | 53.431 | 153 | .349 | | |
| Total | 53.583 | 154 | | | |

ANOVA BETWEEN OCB-O AND DEMOGRAPHIC VARIABLES

| OCB-O*Demographic Variables | | Sum of Squares | df | Mean Square | F | Sig. |
|-----------------------------|------------|----------------|-----|-------------|------|-------------------|
| 1 | Regression | .018 | 1 | .018 | .077 | .782 ^b |
| | Residual | 36.214 | 153 | .237 | | |
| | Total | 36.232 | 154 | | | |

The ANOVA revealed that the demographic variables (Age, Gender, Educational Qualification, Work Experience) of the academicians across the educational institutes of Hubballi-Dharwad on OCB-I & OCB-O is found to be insignificant at 0.05 level of significance. It means that the OCB is negatively influenced by the demographic variables (Age, Gender, Educational Qualification, Work Experience). Hence, **we accept HO and conclude that, there exists no significant relation implication between OCB-I & OCB-O on demographic variables (Age, Gender, Educational Qualification and Academic Experience).**

H2

- **HO:** More elevated levels of OCB-I will be not related with more significant level of OCB-O.
- **HA:** More elevated levels of OCB-I will be related with more significant level of OCB-O.

Regression Analysis OCB-I & OCB-O

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | |
|-------|-------------------------------------------------|------------|---------------------------|------|-------|------|
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | 1.766 | .232 | | 7.597 | .000 |
| | Organisational Citizenship Behaviour-Individual | .480 | .054 | .584 | 8.904 | .000 |

a. Dependent Variable: Organisational Citizenship Behaviour-Organization

Source: Data compiled from the survey

The Regression test revealed that there is a significant association between OCB-I & OCB-O across the educational institutes of Hubballi-Dharwad . From the Regression Analysis test output table, as shown above, we observe that a significance level of 0.01 (P- Value) has been achieved. This would mean that the regression shows a significant association between the above two variables at 95% confidence level (alpha = 0.05). Hence, **we accept HA and conclude that at 95% confidence level more elevated levels of OCB-I will be related with more significant level of OCB-O.**

H3

- **HO:** More elevated levels of interpersonal level trust will be not related with more significant level of OCB.
- **HA:** More elevated levels of interpersonal level trust will be related with more significant level of OCB.

Regression Analysis Interpersonal-Level Trust & OCB

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 2.513 | .277 | | 9.077 | .000 |
| Interpersonal Level Trust | .317 | .062 | .381 | 5.099 | .000 |

a. Dependent Variable: Organisational Citizenship Behaviour

Source: Data compiled from the survey

The Regression test revealed that there is a significant association between Interpersonal-Level Trust of academicians and the OCB in the academic institutions of Hubballi-Dharwad. From the Regression Analysis test output table, as shown above, we observe that a significance level of 0.01 (P- Value) has been achieved. This would mean that the regression shows a significant association between the above two variables at 95% confidence level (alpha = 0.05). Hence, **we accept Ha and conclude that at 95% confidence level more elevated levels of interpersonal level trust will be related with more significant level of OCB.**

H4

- **HO:** More elevated levels of system level trust will be not related with more significant level of OCB.
- **HA:** More elevated levels of system level trust will be related with more significant level of OCB.

Regression Analysis System-Level Trust & OCB

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 2.800 | .274 | | 10.228 | .000 |
| System Level Trust | .297 | .072 | .315 | 4.104 | .000 |

a. Dependent Variable: System Level Trust

Source: Data compiled from the survey

The Regression test revealed that there is a significant association between System-Level of academicians and the OCB in the academic institutions of Hubballi-Dharwad. From the Regression Analysis test output table, as shown above, we observe that a significance level of 0.01 (P- Value) has been achieved. This would mean that the regression shows a significant association between the above two variables at 95% confidence level (alpha = 0.05). Hence, **we accept Ha and conclude that at 95% confidence level, more elevated levels of system level trust will be related with more significant level of OCB.**

H5

- **HO:** More elevated levels of system level trust will be not related with more significant level of interpersonal level trust.
- **HA:** More elevated levels of system level trust will be related with more significant level of interpersonal level trust.

Regression Analysis Interpersonal-Level Trust & System-Level Trust

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 2.673 | .305 | | 8.769 | .000 |
| Interpersonal Level Trust | .244 | .068 | .277 | 3.561 | .000 |

a. Dependent Variable: System Level Trust

Source: Data compiled from the survey

The Regression test revealed that there is a significant association between Interpersonal-Level Trust of academicians and the System-Level Trust in the academic institutions of Hubballi-Dharwad. From the Regression Analysis test output table, as shown above, we observe that a significance level of 0.01 (P- Value) has been achieved. This would mean that the regression shows a significant association between the above two variables at 95% confidence level (alpha = 0.05). **Hence, we accept Ha and conclude that at 95% confidence level, more elevated levels of system level trust will be related with more significant level of interpersonal level trust.**

H6

- **HO:** There do not exist any relationship between ILT,SLT and OCB.
- **HA:** There do exist a relationship between ILT,SLT and OCB.

Regression Analysis Interpersonal-Level Trust, System-Level Trust & OCB.

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.941 | .331 | | 5.865 | .000 |
| 1 Interpersonal Level Trust | .265 | .063 | .318 | 4.199 | .000 |
| System Level Trust | .214 | .072 | .227 | 2.991 | .000 |

a. Dependent Variable: Organisational Citizenship Behaviour

The Regression test revealed that there is a significant association between Interpersonal-Level Trust, System-Level Trust & OCB of academicians in the academic institutions of Hubballi-Dharwad. From the Regression Analysis test output table, as shown above, we observe that a significance level of 0.01 (P- Value) has been achieved. This would mean that the regression shows a significant association between the above two variables at 95% confidence level (alpha = 0.05). **Hence, we accept Ha and conclude that at 95% confidence level, there do exist a relationship between ILT,SLT and OCB.**

V. RECOMENDATIONS

Leaders of the academic institutions of Hubballi-Dharwad should approach efforts to strengthen OCB through a lens considerate of interpersonal relationships and/or general perceptions of trust in the university system.

Since academic institutions of Hubballi-Dharwad typically tuition driven and have minimal access to alternative resources, the outcomes of OCB become particularly important when viewed as means to inject a level of discretion and flexibility into the operating and decision-making systems. Therefore, it is highly needed for the implementation of OCB into academic institutions.

Academic institutions of Hubballi-Dharwad cannot anticipate the full range of behaviours needed for the achievement of organizational goals and objectives; hence, they cannot fully specify them in terms of role expectations and job descriptions. A resource deficit is axiomatic. Consequently, they must continue to depend on faculty and staff willingness to voluntarily extend considerable effort and initiative beyond formal job requirements, in part, via OCBs.

Academicians should exhibit altruism by going beyond traditional mentoring programs for new employees. An academician should assist a new colleague by exemplar in the application of specific institutional rules and practices for time reporting or claiming travel expenses, etc.

The academic institutions should train the present academicians to cope up and make a good collaboration with new joiners which in return increases the both trust levels and foster the OCB. As the hypothesis speaks that there is stronger connection between ILT, SLT & OCB, The academic institutions should

come up with some implementable resources which fosters interpersonal level trust among academicians whose result will be stronger OCB.

The academic institutions can come up with inter-departmental involvement activities such as research work etc.. This fosters up the overall organisational behaviour.

VI. CONCLUSION

The research “A study on the effects of interpersonal & system-level trust on Organisational Citizenship Behaviour- With special reference to the case of academicians of Hubballi-Dharwad, Karnataka.” was conducted to evaluate the effect of interpersonal & system level trust on organisational Citizenship behaviour of academicians in Hubballi Dharwad. The effective sample of the study was 155 respondents through convenience sampling technique. The theoretical foundations were utilized to understand the constructs and to design the research questionnaire for data collection.

This study proves that Organizational Citizenship behavior plays a vital role in improving the performance of an organization, in terms of enhancing the effectiveness and efficiencies. It also explains the importance of Interpersonal-Level Trust & System-Level Trust in developing organisational citizenship Behaviour towards the organization which intern increases the organizations performance. Academicians at Hubli-Dharwad exhibit Civic virtue as well as conscientiousness. Experience, Educational level and Age of the employees had an impact on the helping behavior of employees; whereas the department of employee had an impact on civic virtue and conscientiousness.

We found in the present study that there is no any correlation between the demographic variable of the academicians on Organisational citizenship Behaviour. The OCB-I of the academicians has the direct impact on OCB-O and vice-versa. As per the findings ILT of the academicians is directly proportionate to the levels of SLT. The major finding was there exist positive relation in between ILT, SLT & OCB.

Organizations want and need academicians who will do those things that aren't in any job description. And the evidence indicates that those organizations that have such employees outperform those that don't. As a result, some human subject studies are concerned with organizational citizenship behavior as a dependent variable.

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