

# Citizenship Behavior among College Teachers: A Systemic Review

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Health and Education sectors are deemed to be the two main pillars of human development (Bloom, 2019). Firstly, the management of human resources in both health and education sectors is imperative for better offering of services to the public stakeholders. In the health sector, especially hospitals which play a major role in modern economy, human factor plays a vital role. It is a well-known fact that intense interactions between patients, and doctors and nurses cannot be neglected (Fujimoto, 2011). Hence, doctors and nurses are required to take additional roles in caring their patients, thereby improving patient satisfaction.

Secondly, in the education sector, teachers as professionals work to improve the performance of students by enhancing their capabilities in studies and other activities, improving their discipline, and taking steps to address student needs (Soodak & Podell, 1996). Teachers and other higher officials at schools and higher education institutions should consider additional roles often associated with learning new methods of teaching and understanding pedagogical issues which can improve individual performance of students thereby improving the overall performance of educational institutions (Bogler & Somech, 2005). In both the case of Health and Education sectors, the additional roles are related to OCB. As it is ascertained that OCB is important in both the health and education sectors, there is a need to identify the factors influencing OCB in these sectors. An examination of previous extent literature led to the identification of the factors - Organizational Structure and Leadership Effectiveness, both being the key predictors of OCB in the health and education sectors.

In an educational setting, organizational structure contributes to the effectiveness of the organizations (Rutherford, 2006). Changes in organizational structure alter the process of decision making which will have a direct impact on teacher leadership (George & Brief, 1992; Katzenmeyer & Moller, 2009; Rosenholtz, 1989; Smylie & Mayrowetz, 2009). Similarly, the efforts taken to restructure an educational organization might influence teacher leadership through the nature and frequency of teacher interactions, and also influences professional development and learning (Berends et al., 2001; Bodilly et al., 1998; Fullan, 2005; Smylie & Perry, 1998). Similarly, the effectiveness of Leadership (also known as Leadership Effectiveness) is also suggested to be an important factor that brings better opportunities for teachers to improve their extra role behavior. An effective leadership is one that is embedded within an institution and a resilient institution can make improvements that are sustainable regardless of any resistance (Rutherford, 2006). In the health care segment, a relationship between Organizational Structure, Leadership Effectiveness, and OCB is discerned (Zbirenko & Andersson, 2014).

In the present paper, the researcher attempts to examine the influence of Organizational structure and leadership effectiveness on OCB in health and education sectors in India. While extent literature provides several indicators influencing OCB, the researcher identified organizational structure and leadership effectiveness to have great relevance in the health and education sector. Furthermore, there is a need to understand the stance of employees working in healthcare and education segments in India and their OCB wherein the research will open venues for further studies in the future.

## I. METHODOLOGY

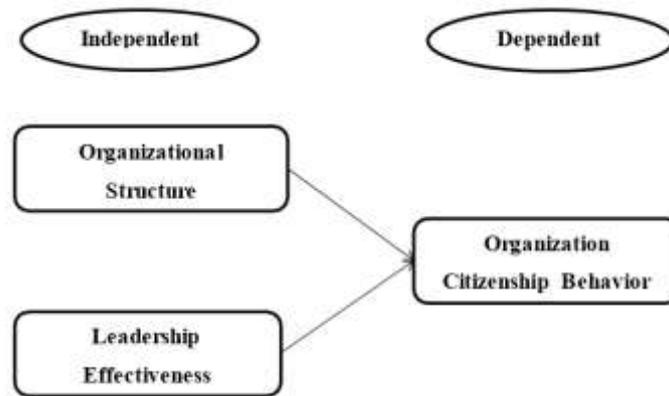
The researcher in this paper considers the descriptive research methodology wherein a questionnaire based survey instrument is used for the collected of data from the participants of the research. The researcher collected data from 160 participants belonging to Indian health and education sectors. A cause and effect relationship between the variable considered in the study needs to be ascertained and hence the researcher adopted a positivist philosophy. The following variables and their respective scales are used for the development of the questionnaire (Table 1).

Table 1: Research Variables and Scales used

Independent Variable	Organizational Structure	Suman and Srivastava (2012)
Independent Variable	Leadership Effectiveness	Quinn et al. (2004)
Dependent Variable	Organizational Citizenship Behavior (OCB)	Podsakoff et al., (1990)

Source: Adopted from Author (2019)

Frame Work:



## II. DISCUSSION

Organizational structure comprises of the activities which include task allocation, collaboration, supervision and directed achievement of the organization's goals and objectives. Organizational structure can also be considered as a lens that individuals working in an organization use to see his or her working environment (Elsaid et al., 2013). The influence of organizational structure on OCB through innovation has been examined in previous researches (Naqshbandi & Kaur, 2013). In line with the previous researches, the researcher in the present paper attempted to examine such relationship in the health and education sectors in India wherein the results revealed the existence of similar relationship. The researcher identified no big differences in the relationship as both the sectors displayed positive relationship- as organizational structure improves, OCB among employees in both the health and education sectors improve.

Leadership effectiveness is associated with the generation of profits to organizations wherein leaders motivate their followers, improve their performance, and maintain good organizational reputation. It is revealed that Leadership effectiveness through the form of transformational leaders tends to have improved the performance levels of employees through OCB at workplace. A strong correlation between leadership effectiveness and OCB is previously discerned by Fuller et al (1996) and Judge and Piccolo (2004). Similarly, the present research reveals the existence of relationship between leadership effectiveness and OCB in both education and health sectors of India. No great differences are witnessed between the considered sectors. This reveals the importance of both organizational structure and OCB in Indian health and education sectors.

## III. CONCLUSION

The paper is an attempt to understand the influence of leadership effectiveness and organizational structure on the OCB in Indian health and education sector employees. The findings of the research revealed a positive relationship between the variables considered in the research which is a good sign that there is a need to improve leadership effectiveness and organizational structure of Indian health and educational organizations. However, the researcher claims further researches to be performed in the following directions- firstly, the researcher identified two important factors that are imperative to steer OCB; however, there is a need to identify other factors influencing OCB in the Indian health and educational sector. Secondly, the researcher has considered a sample size which is as per the convenience of the researcher to select the participants; future researches should consider an extensive sample size. The researcher in the present paper has identified the existence of positive relationship between the factors considered for the study; however, this relationship might differ with a larger sample size and hence an extensive research is warranted.

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