

## **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