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EFFECT OF SOCIAL DOMINANCE ORIENTATION AND RIGHT-WING AUTHORITARIANISM ON RELATIONSHIP BETWEEN PERSON-JOB FIT AND ORGANIZATION CITIZENSHIP BEHAVIOR: AN ANALYSIS THROUGH HIERARCHICAL LINEAR MODELLING

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Abstract

This paper intends to examine the effect of social dominance orientation (SDO) and right-wing authoritarianism (RWA) on relationship between person-job fit (PJF) and organization citizenship behavior (OCB). Data were collected from 236 principals of K12 private schools in Chandigarh tri-city (Chandigarh, Mohali and Panchkula) in India. Data was analyzed using Structured Equation Modelling (SEM). Results were cross validated with the help of hierarchical liner modelling. Results showed that not only SDO and RWA affect PJF but moderates the link between PJF and OCB.

I. INTRODUCTION

Organizations spend a lot of money on managing separation from employees that leave the organization. Although a little attrition is necessary to induct some new blood in the organization but a disproportionate level of attrition in comparison to industry's best will only going to make it costlier for organizations to operate. There can be multiple reasons why someone may leave an organization but the empirical examination in the recent past has suggested that it has to do more with the compatibility of an individual with his job. A compatibility with the job essentially deals with whether or not the individual has what it takes to perform that job. In can be translated in terms of the compatibility between the skills, the experience, behavioral competencies and the resources the organization has to the disposal of employee. In case this compatibility isn't

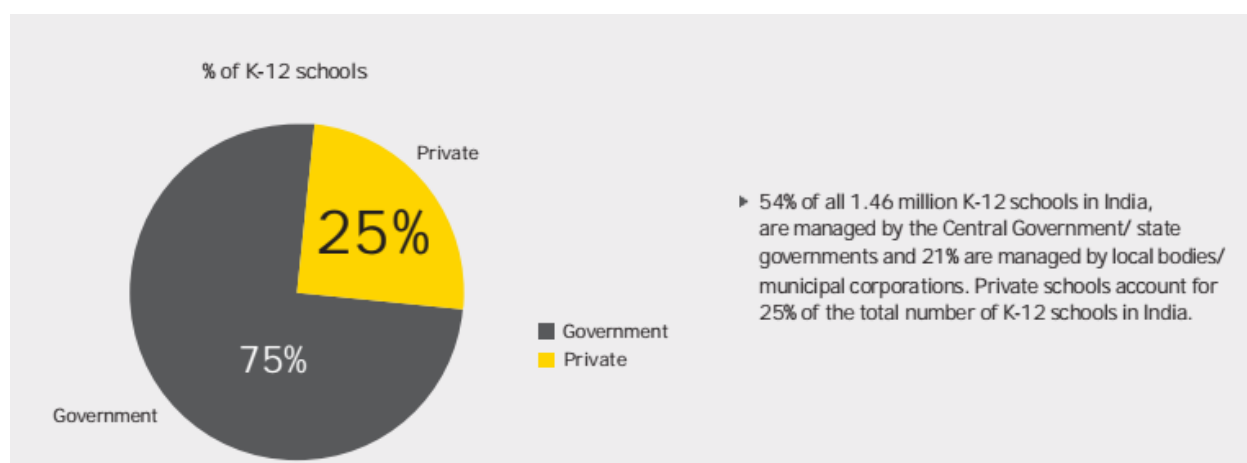
upright and employee is hired despite that, the association is not going to result in favorable organizational outcomes being achieved by organization through that employee.

PJF is a facet of person-environment fit (PEF) which is a super set that comprises of person-organization fit POF, PJF, person-group fit (PGF) and person-person fit (P-P). Among all POF is the most explored facet of PEF. But PJF in past 20 years has gained steady traction. PJF has been empirically proved to be explaining key organizational outcomes like job satisfaction, work engagement, organizational commitment, organization citizenship behavior, organizational identification (Kristof-Brown et al., 2005; Greguras and Diefendorff, 2009; Hinkle and Choi, 2009; Vogel and Feldman 2009; Kim et al., 2013; Song and Chathoth 2011; Cable and DeRue, 2002; Dawis et al., 1968; Cai et al., 2018; Kristof-Brown, 2000).

K12 School System in India and Role of Principals

K12 school system in India is one of the largest in the world with participation of public and private schools. Public and private schools in India in the context of K12 education are different. Public schools are fully funded by central and state governments.

Figure 1: K12 School – Sector Wise Contribution



The principals in public sector K12 schools enjoy job security that their public counterparts don't. There are different challenges in being a principal of either of the two categories. Where public school principals struggle with enrolment and dropouts the private school principals struggle with school management, results and above all the remuneration. Except some high end private schools at K12 level the remuneration in private schools is not at par with their public counterparts. In comparison to attrition in private schools at K12 level, it is negligible in public schools. This fact makes school principals as an ideal choice for present study concerning one of significant construct as organization citizenship behavior.

II. THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

This section deals with exploration of interplay among RWA, SDO, PJF and OCB.

Theory of PJF

PJF is conceptualized as the sync between the skills of an employee and the resources he gets to perform his job. The reason why empirical investigation in this concept has gained a steady momentum in the recent past is that organizations are being faced with multiple issues related to organizational outcomes. The most important one is intention to leave. Empirical investigation suggests that the individuals with an upright fit as far as skills are concerned and resources being provided to him for his job are less likely to leave in normal circumstances. Not only this but an upright PJF leads to key organizational outcomes like intention to stay, job satisfaction, work engagement, organizational commitment, organization citizenship behavior, organizational identification (Deng, Guan, Bond, Zhang, & Hu, 2011; Caplan, 1987; Scott & Bruce, 1994; Bowen et al., 1991).

Relationship between SDO, PJF and OCB

SDO is theorized as an extent to which group wants the relationship among group members should be at equal footing or not (Sidanius & Pratto, 1999). SDO is conceptualized as the degree to which a group member wants the association among groups at work should be in equilibrium or not in equilibrium (Sidanius & Pratto, 1999) whereas OCB broadly is understood as a commitment by an employee in tasks where he is not officially bound to work or which is not a part of official obligation. There is not much work on the interplay of SDO with PJF although there is some empirical investigation that explored SDO in relation to PJF (Mata, Ghavami, & Wittig, 2010; Sidanius & Pratto, 1999). The theory of SDO explains that on the basis of group equilibrium in groups in a company, the company can be categorized in two distinct categories that are

1. Hierarchy-enhancing organizations that encourages behavior at group level that can be termed as discriminatory.
2. Hierarchy-attenuating organizations that don't encourage behavior at group level that is discriminatory.

Individuals with high score on SDO (low orientation of social dominance) are more likely to join an organization which falls in the second category and in contrast individuals with low score on social dominance (high orientation of social dominance) are more likely to join an organization where such behavior is common and is not discouraged. Interesting fact is that PJF is a very similar concept as it also deals with compatibility like SDO. For example if there is an upright alignment of PJF the individual is more likely to join an organization that doesn't encourage discriminatory behavior and vice versa. So that suggests that there is a positive relationship between SDO and PJF. Similarly the same case is there in case of OCB. There are empirical evidences that suggest that SDO leads to OCB (Rich and Crawford, 2010; Biswas and Bhatnagar, 2013; Bakker, 2011; Maslach

& Leiter, 1997) and PJF (Avery, McKay and Wilson, 2007; Saks, 2006; Simpson, 2009).

So the following hypotheses are proposed

H₁: SDO leads to PJF.

H₂: PJF leads to OCB.

H₃: SDO moderates the relationship between PJF and OCB.

H₄: PJF mediates between SDO and OCB

Relationship between RWA, PJF and OCB

RWA which is another similar concept is conceptualized as an extent to which group members are content with supervisor's instructions and follow his authority by working as per his directions (Altemeyer, 1988). RWA is very similar to PJF and SDO. The employees that confirm to the authority of the supervisor or manager are like employees that are compatible with their respective jobs. In the same way these employees are also the one that are more likely to fit in an organization that discourage discriminatory behavior (Nicol, 2007; Duriez & Van Hiel, 2002; Passini, 2008). That means RWA like SDO may lead to PJF and OCB. So this calls for testing whether or not these constructs interplay the way theory suggests on the basis of review so the following hypotheses are proposed

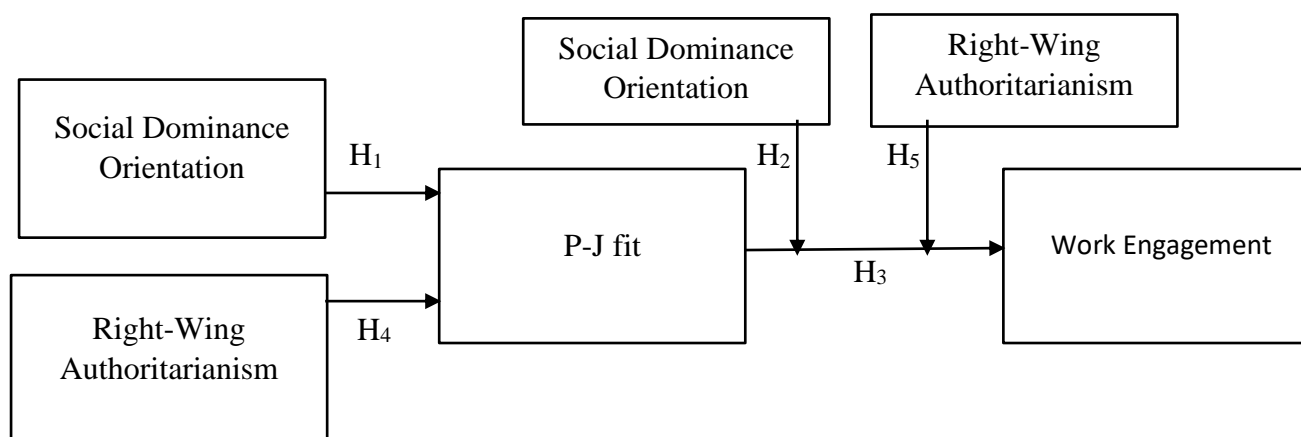
H₅: RWA leads to PJF.

H₆: RWA leads to OCB

H₇: RWA moderates the relationship between POF and OCB.

H₇: PJF mediates between RWA and OCB.

Figure 1. Hypothesized Model



III. RESEARCH METHODOLOGY

Data were collected from 236 principals of K12 private schools in Chandigarh tri-city (Chandigarh, Mohali and Panchkula) in India. Responses were taken on a 5 point Likert scale. A scale by (Sidanius & Pratto, 1999) was used to measure SDO whereas a scale by (Passini, 2008)

was used to measure RWA. A scale by (Cable and Derue, 2002) was used to measure PJF. Hypothetical and measurement models were tested using IBM SPSS AMOS 20.0. To examine the mediation effect bootstrapping was used. Moderation effect was measured using a two-step model recommended (Zhao and Cavusgil, 2006).

IV. DATA ANALYSIS

Examining the measurement model

Due to some outliers the skewness and kurtosis were not in range. After removing these outliers the value of skewness and kurtosis came in range so assumption of normality was fulfilled. To control the adverse effect of common method variance two procedural measures were taken at data collection stage as recommended by (Tehseen et al., 2017; Podsakoff et al., 2003)

Construct Validity

Convergent validity was established as each item in every construct has a factor loading of more than 0.5. It is one condition out of two as per (Hair et al., 2010) and it was met. The second condition was also met as all AVE values were well above 0.5 (Hair et al., 2010). All inter construct correlations were above the square root of AVEs so discriminant validity was also established. On account of convergent and discriminant validity being established, construct validity is assumed to be established.

Table 1: Construct Validity

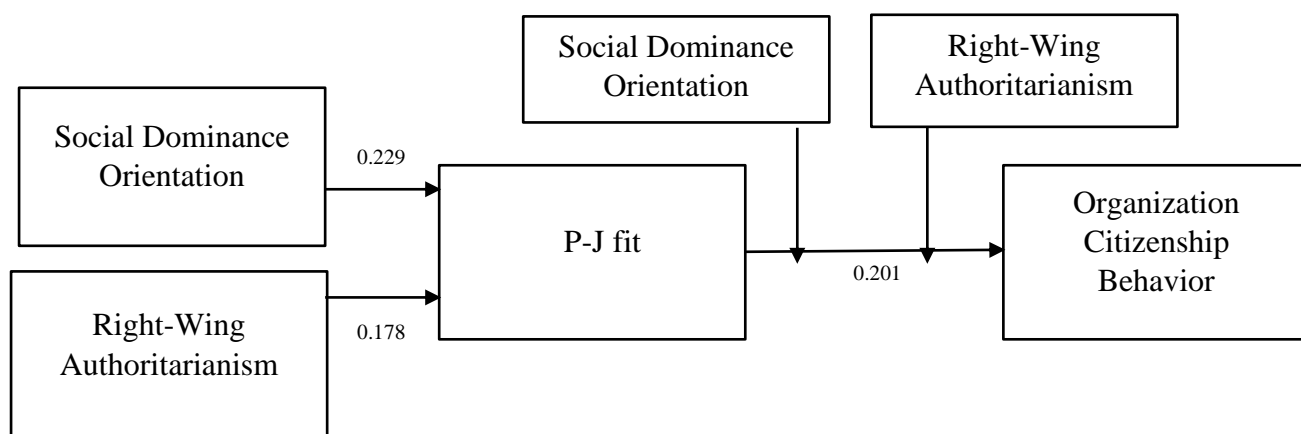
Items	Factor Loadings (λ)	AVE	CCRs
Social Dominance Orientation			
SDO1	0.715	0.541	0.854
SDO2	0.754		
SDO3	0.739		
SDO4	0.673		
SDO5	0.789		
Right-Wing Authoritarianism			
RWA1	0.754	0.584	0.908
RWA2	0.779		
RWA3	0.809		
RWA4	0.751		
RWA5	0.738		
RWA6	0.733		
RWA7	0.784		
Person-Job Fit			
PJF1	0.718	0.552	0.86
PJF2	0.765		
PJF3	0.741		
PJF4	0.668		
PJF5	0.814		
Organization Citizenship Behavior			
OCB1	0.699	0.608	0.886

OCB2	0.785		
OCB3	0.782		
OCB4	0.829		
OCB5	0.799		

Testing hypothesized model

A good fit was found between data and model as the fit indices were found to be within permissible range ($\chi^2 = 324.004$; GFI = 0.523; CFI = 0.673; TLI = 0.752; NFI = 0.792; RMR = 0.042; RMSEA = 0.037). Results revealed that RWA explains 54.9% of the variance in PJF where in case of SDO it is 58.7%. PJF explained a variance of 63.1% in OCB.

Figure 2. SEM Results



PJF is positively and significantly explained by SDO ($\beta_1 = 0.229$, $t = 2.133$; $p < 0.05$) that suggests that H_1 is accepted. PJF is positively and significantly explained by RWA too ($\beta_1 = 0.178$, $t = 2.413$; $p < 0.05$) so we may infer that H_5 is accepted. H_2 is also accepted on account of PJF positively and significantly explaining OCB ($\beta_1 = 0.201$, $t = 2.685$; $p < 0.05$). See table 2.

Table 2: SEM Results

Hypothesis	Path	Path Coefficients (Standardized)	t-Values	Result
H1	SDO-POF	0.229	2.133	Accepted
H4	RWA-POF	0.178	2.413	Accepted
H3	PJF-OCB	0.201	2.685	Accepted

Bootstrapping was used to examine the mediation effect of PJF. Bootstrapping results showed that PJF mediates between SDO and OCB (effect size = 0.333, $p = 0.029$) similarly it was also found that PJF mediates between RWA and OCB (effect size = 0.345, $p = 0.021$). So H_4 and H_7 are accepted respectively. See to table 3.

Table 3: Bootstrapping Results

Effect	Standardized Path Coefficients (Effect Size)	p-Vaules
Social Dominance Orientation		
Indirect Effect	0.333	0.029
Right-Wing Authoritarianism		
Indirect Effect	0.345	0.021

To examine the moderation effect a two-step model recommended by (Zhao and Cavusgil, 2006) was used. Results showed that the relationship between PJF and OCB is moderated by SDO such that high SDO will strengthen the relationship and low SDO will weaken the relationship (Coefficient 0.629 and 0.609 with a difference of 6.98) so we may infer that H₃ is accepted. Similarly RWA is found to be moderating the relationship between PJF and OCB such that high RWA will strengthen the relationship and low RWA will weaken the relationship (Coefficient 0.645 and 0.569 with a difference of 8.21) so we may infer that H₇ is accepted.

Table 4: Moderation Analysis

Relationship	Moderator	Hypothesis	Coefficient	Difference
PJF-OCB	High SDO	H ₃	0.629	6.98
	Low SDO		0.609	
PJF-OCB	High RWA	H ₇	0.645	8.21
	Low RWA		0.569	

V. LIMITATIONS OF THE STUDY

PJF is a dynamic phenomenon so is OCB and the essence of it can only be measured over a period of time. So a longitudinal design would have a better generalizability. So there can be some issues related to the generalizability as it is a cross sectional design.

VI. CONCLUSION

Teachers in leadership roles have a dual responsibility of a teacher and a leader so the amount of work also increases both physically and mentally. Empirical evidences suggest that principals of private K12 schools in India are more stressed out than their public counterparts. The reason is simple as the process of hiring is restricted and narrow. School management doesn't attempt to assess their compatibility with the organization in terms of SDO, RWA and PJF as a result the OCB of principals never developes. And that leads to multiple issues like principals who themselves are low on OCB can't develop a sense of it in teachers, they can't be role models for teachers and students, overall attrition of school goes down. So in order to improve this situation the school management must work with the HR department to develop a mechanism where a teacher in a potential leadership role is assessed. This will not only improve attrition among teachers and principal but it will also lead to a better students' performance.

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