Impact of Organizational Commitment on Organizational Citizenship Behaviours: An Empirical Analysis

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Abstract: The aim of this particular research is to investigate and understand the association between Organizational Commitment (OC) and Organizational Citizenship Behaviour (OCB). The elements of organizational commitment are categorized as affective, normative and continuance. All these three components has been considered and measured in this study. The Organizational Citizenship Behaviour scale used here measures all its five dimensions such as altruism, conscientiousness, courtesy, sportsmanship and civic virtue. Dataset of 167 members, under four different sectors belonging to 28 organizations in India is taken for the study. The method of data collection employed here is through the use of a questionnaire. Results show that the elements of organizational commitment are significantly and positively related to the five dimensions OCB (p value < 0.01). However only the Affective Commitment and in some cases Normative Commitment affects the five dimensions of OCB (p value < 0.01). Various implications of the analysis outcome has been discussed.

1. Introduction

Organizations now-a-days are extremely careful about the shifting work attitude and mindset of their people. Organizations believe that the work related attitudes play major role in driving positive behaviour among employees. These positive employee behaviours are the source of overall performance growth of everyorganization and their people. One of such vital work attitudes is Organizational Commitment (OC), which has made its place in organizational behavior research. Committed individuals are deemed more inclined to remain with the organization for an extended duration as well as fundamentally work towards organizational goal accomplishment (Ostroff, 1992; Mowday *et al.*, 1982).Organizational commitment is looked upon as the strong aspiration of an individual to stay with the organization, readiness and willingness to exercise significant effort in support of the company, while accepting its

major goals and values from core (Porter and Lawler, 1968). A review of twenty seven studies stated that the correlation between commitment and performance is most prominent among newly hired employees and significantly less prominent among those with more experience (Wright and Bonet, 2002). The practical application of organizational commitment provides solutions to address significant workplace behaviors, such as employee turnover and absenteeism. Alongside OC triggers a lot of positive behaviours amid the employees. In accordance with the definitions of organizational commitment, an employee's level of commitment not only ensures their continued tenure with the company, but also facilitates their participation in positive and constructive organizational behaviors and activities (Steyrer *et al*, 2008). One of such positive behaviours among employees are the organizational citizenship behaviours. Organizational citizenship behaviour represents the actions and behaviours in which individuals are willing to exceed their assigned duties or responsibilities. Organizations are constantly looking for people whom they can depend on and who can influence the environment with more positive behaviours like OCBs. This positive behavior can be seen as the outcome of a healthy work culture, a friendly work environment, HR policies that prioritize employees' well-being, and work-life balance practices that organizations adopt (Volety and Nayak, 2022). Organizations which have employees exhibiting such behaviours outperform those that don't.

Elevated levels of Organizational Citizenship Behavior (OCB) can contribute to increased organizational efficiency and aid in the acquisition of new resources for the organization (Organ, 1988). Hence to make an organization outperform through its workforce, organizations need to enhance and encourage the citizenship behaviour among its people. The colossal research done in the last 20 years even concludes that both organizational and individual performance enhances with more involvement with OCBs (Organ and Lingl, 1995).The question that arises here is how will the employees of any organization exhibit OCBs? As OCBs are considered to be extra-role behaviours, they are neither mentioned in the job description nor enforced by any organization through their Code of Conducts. Considering the existing literature, it has been established that OCB towards an employer is anassured outcome of various positive experiences like satisfaction, trust, leadership, justice which employees undergo during their journey with the organization.One of the strongest drivers of OCB is considered to be irrepressible employee commitment towards their job and organization as a whole. The aim of this research study is to examine the relationship and the degree of its influence between organizational commitment and organizational citizenship behavior. This examination can assist organizations in developing strategies to enhance commitment and encourage citizenship behaviors among their employees.

2. Review of Literature

2.1. Organizational Commitment (OC)

The level of organizational commitment can have a significant impact on an employee's work behavior (Mayer and Allen, 1997). There is an argument that employees who are committed are more inclined to exhibit behaviors that contribute to their own growth and benefit the organization. Organizational commitment is defined as the attitude of people and high level of identification toward the organization's values and goals. It is evaluated by considering the individual's level of skill and participation within a

specific organization (Mowday *et al.*, 1982). Various forms of commitment, such as family and career commitment, can have an impact on an employee's workplace behavior.

The three elements of organizational commitment constitute namelycontinuance, affective, and normative commitment (Allen and Meyer, 1991). The affective component also referred as the emotional aspect of organizational commitment pertains to an employee's level of identification, attachment, and involvement with the organization. It means that people stay with the organization as they want and enjoy their stay.They also cherish their relationship with their organization. Consequently, when employees have a strong sense of commitment to the organization's values and feel a deep emotional connection to it, they tend to take ownership of the organization's goals, resulting in increased productivity and lower job turnover rates. Among the different types of commitment, affective commitment is considered the most desirable component (Sinclair *et al.*, 2005; Murphy, 2009). The continuance component refers to commitment based on the costs that the employee associates with leaving the organization. Continuance commitment is associated with the inclination to remain with an organization due to the costs of leaving or the advantages of staying (Meyer and Allen, 1997). Consequently, employees who possess a high level of continuance commitment may not be fully engaged in their work. As a result, this type of commitment is generally regarded as less favorable compared to other components of commitment (Murphy, 2009). Finally, the normative component pertains to an employee's sense of obligation to remain with the organization, reflecting their responsibility as a member of the organization. This type of commitment arises from the perception that the organization has treated the employee well, thus creating a sense of reciprocity and a desire to behave in a manner that reflects that treatment (Meyer *et al*, 2002).Organizational commitment involves a readiness to exert additional effort for the betterment of the organization, as well as a deep-seated desire to maintain membership in the organization (Mowday *et al.*, 1979). Organizational commitment is also one of the direct and indirect factors that influence job satisfaction among the individuals along with many other positive feelings in an organizational setup (Rakatu *et al.*, 2021).The cultivation of organizational commitment occurs when both the employee and the organization share a mutual interest in sustaining their professional association(Davenport, 1999). Therefore, it is reasonable to expect a positive correlation between OC and OCB (Allen and Meyer, 1991). Organizational commitment is often cited as a precursor to OCB (Schaubroeck and Ganster, 1991; Schappe, 1998; Ngunia *et al.*, 2006).

2.2. Organizational Citizenship Behaviors (OCB)

OCBaccording to Organ (1988) is the "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".Research suggests that employees who possess an emotional attachment to their organizations tend to exhibit greater Organizational Citizenship Behavior (OCB) (Meyer *et al.*, 2002). OCB refers to functional, pro-social, and extra-role organizational behaviors aimed at assisting individuals, groups, or the organization as a whole. These helpful behaviors are not formally mandated by the organization, and there are no direct rewards or punishments associated with them. According to Organ, it is too broad to define Organizational Citizenship Behaviour (OCB) exclusively as actions that are not officially acknowledged, given that only a small number of "in-role" behaviors are genuinely guaranteed to receive formal recognition.In the same context the broader construct of "extra-role behavior" (ERB)

is defined as "behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations" (Dyne *et al.*, 1995).

According to Organ (1988) OCB is composed of five factors namely altruism, courtesy, conscientiousness, sportsmanship and civic virtue. The first factor, altruism points tothe helping nature of an individual towards any coworker on performance of any task or solving problems. The second factor, courtesy, pertains to an employee's effort to notify other members of the employment about any alterations that may create an impact on their daily task. This helps in creating internal acceptance and prevents work related problems.Conscientiousness, the third factor of OCB, involves fulfilling one's responsibilities beyond the minimum expectations. For instance, an employee who strives to boost profitability by working more and resting less is an example of conscientious behavior.The fourth factor,sportsmanship reflects refraining from complaining about trivial mattersand practicing more tolerance and forgiveness. Civic virtue is the fifth and final factor of OCB, which pertains to involvement in the governance of the organization. It assists in presenting a positive image of the organization to external parties by recognizing environmental opportunities and threats, even if it incurs personal costs (Mackenzie *et al.*, 1993; Bell and Menguc, 2002).

3. Conceptual Framework

Becker's (1992) research provides evidence for a substantial correlation between commitment and OCB. Accordingsignificant link exists between the quality of the relationship between a supervisor and subordinate and the level of commitment and altruistic organizational citizenship behaviordisplayed by the subordinate (Truckenbrodt, 2000). When employees are satisfied with their job or have a strong commitment to their organization, they are more inclined to exhibit behaviors that go beyond their job requirements. (Bolino *et al.*, 2002). Previous studies have provided data establishing the strong and positive relation between affective and normative commitment with employee outcomes like citizenship behaviour and performance and negative relation of these with continuance commitment (Shore and Wayne, 1993). This current study makes an attempt to look into understanding of the similar relationship in a different demographic scenario. Along with finding the wholesome relation between these two variables the research will also look into the depth of the sub-variables in order to establish or contradict the work done by previous researchers.

Figure 1 shows the conceptual framework of the current study.
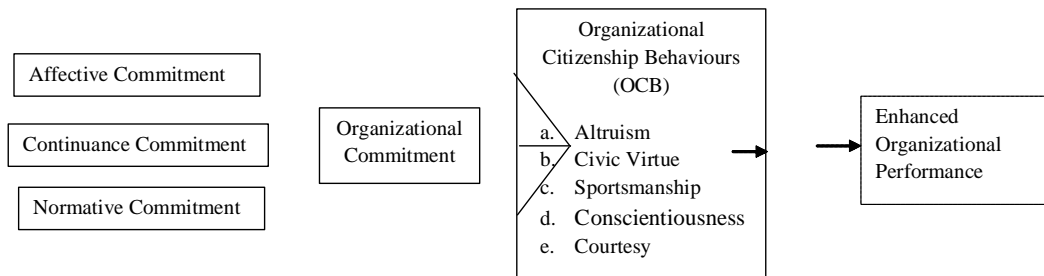
Figure 1: Conceptual Framework

Source: Authors' Own Compilation

4. Objectives and Hypotheses of the Study

4.1. Objectives of the Study

This study has the following two objectives:
- • To study the relationship between organizational commitment and organizational citizenship behavior.
- • To understand which element of organizational commitment leads to which OCB traits.

4.2. Hypotheses of the Study

Based on the objectives mentioned above, we framed the following alternate hypothesis:

H1a: Organizational Commitment and OCB are related to each other

H1b: Organizational Commitment affects OCB

5. Research Design

This is an empirical study conducted to understand the extent of relationship between Commitment and OCB. The various elements of research design in terms of data collection, sample distribution, measures, toolsand techniques used are mentioned below.

5.1. Variables

The control variables taken for the study are: gender, age, marital status, total job experience and tenure in the current job. The predictor variable taken here is Organizational Commitment considering its three elements Continuance, Affective and Normative Commitment. The criterion variable is Organizational Citizenship Behavior including its five dimensions: altruism, conscientiousness, courtesy, sportsmanship and civic virtue.

5.2. Data Collection and Sample Description

A self-structures questionnaire was used to conduct the research. The questionnaire was emailed to working people in various sectors. A total of 210 responses were received of which only 167 were found usable for the purpose of this research. The sample is spread across four different industries in India – automobile, banking and finance, construction, FMCD. Within these sectors, around 28 organizations were reached out to collect the data for the research.

Age is measured here in years under three categories where the mean is 30.33 and standard deviation is 8.89. In the sample, 47% of the respondents are females and 53% re males.Regarding marital status, 64% are married and 36% are unmarried.Like age, the total job experience and experience in the current job has also been captured in years each under respective categories.The dataset represents a good wide range of distribution under each control variable.

The summary statistics of the sample demographics is presented in the Table 1.

Table 1: Summary Statistics

Variable	Frequency	Percentage (%)	Mean	Std Dev
Age				
• 18-25	63	38	30.33	8.89
• 26-35	68	40	Years	Years
• 36 and above	36	22		
Gender				
• Female	79	47	NA	NA
• Male	88	53		
Marital Status				
• Married	107	64	NA	NA
• Unmarried	60	36		
Job Experience (in years)				
• 0-2	59	35		
• 2-5	50	30	5 Years	4.17 Years
• 5-10	28	17		
• 10 and above	30	18		
Job Tenure (in years)				
• 0-2	99	59		
• 2-5	30	18	2.92 Years	2.64 Years
• 5 and Above	38	23		

Source: Authors' Compilation

5.3. Survey Instrument

The present study used a survey tool comprising of three sections. The first and second section required the participants to provide the responses to organizational commitment and organizational citizenship behavior respectively. The third section comprised of the various demographic variables like name, age, gender, job experience, job tenure etc. The first and second section comprised of the tools to measure following variables pertaining to this study.

5.4. Measures

The variables examined in this study are Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB). Three elements of organizational commitment i.e. affective, normative and continuance are measured using the scales developed by Meyer, Allen and Smith (1993). This particular questionnaire contains total 18 items (Annexure – I) with 6 items under each commitment. The responses are collection on a 7 pointer Likert scale ranging from 1 as strongly disagree and 7 as strongly agree.

The dimensions of OCB adopted in this study include: altruism, consciousness, civic virtue, sportsmanship and courtesy (Organ, 1988). The original scale of OCB consists of 24 items. But for this study the modified version containing 15 items (Annexure II) has been used as given by Mohd. Muzamil Kumar, 2015. Every dimension of OCB consists of three items each. The responses are collection on a 5 pointer Likert scale ranging from 1 as strongly disagree and 5 as strongly agree.

5.5. Data Analysis Technique

The Statistical Package for Social Science (SPSS) software version 23.0 was used for data analysis. To examine the relationship between Commitment and OCB, a Pearson's Product Moment Correlation coefficient was calculated. Furthermore, a stepwise multiple linear regression analysis was performed to evaluate the predictive ability of commitment regarding OCB.

6. Results and Findings

The internal consistency and reliability of the instruments used were evaluated by calculating Cronbach's coefficient alphas. Table 2 presents the values obtained. In this study, the alpha values ranged from 0.732 to 0.966, which were above 0.60 and therefore considered acceptable according to the criteria set by Nunnally and Bernstein (1994).

Table 2: Summary of Cronbach's Alpha Reliability Analysis
(Full-scale study, n=167)

Variables	*Cronbach's Alpha*
Affective Commitment (AC)	0.732
Continuance Commitment (CC)	0.846
Normative Commitment (NC)	0.868
Altruism (AL)	0.966
Courtesy (CO)	0.93
Civic Virtue (CI)	0.905
Sportsmanship (SP)	0.806
Conscientiousness (CN)	0.911

Source: Authors' Own Compilation

As indicated in table 3, Affective Commitment (AC), Continuance Commitment (CC) and Normative Commitment (NC) are positively correlated with all the dimension of OCB: Altruism (AL), Consciousness (CN), Civic Virtue (CI), Sportsmanship (SP) and Courtesy (CO). Thus, supporting hypothesis H1a. The result is concurrent with available literature (Kim T and Chang K., 2014).

Table 3: Summary of Pearson's Correlation Analysis between Employee Advocacy Readiness and Research Variables

Variables	AC	CC	NC
AL	0.482	0.228	0.329
CO	0.425	0.203	0.249
CI	0.425	0.306	0.384
SP	0.439	0.326	0.244
CN	0.417	0.315	0.463

All correlation values are significant at LOS = 0.01

Source: Authors' Own Compilation

The step-wise multiple linear regression model employed to examine the causal relationship between Organizational Commitment over Organizational Citizenship Behavior. The results of this model are summarized in Table 4.

Table 4 : Summary of Step-Wise Multiple Linear Regression Outputs

Dependent Variables	Independent Variables	Beta Values (β)	Adjusted R^2 (ΔR^2)	Significant Values	Model Significance (F value)
AL	AC	0.377	0.232	0.000	F value = 49.904 P value = 0.000
CO	AC	0.306	0.180	0.000	F value = 36.298 P Value = 0.000
CI	AC	0.211	0.212	0.000	F value = 22.104 P Value = 0.000
	NC	0.129		0.002	
SP	AC	0.277	0.192	0.000	F value = 39.312 P Value = 0.000
CN	NC	0.144	0.242	0.000	F value = 27.540 P Value = 0.000
	AC	0.113		0.000	

Source: Authors' Own Compilation

The studies in the past show a relationship between OCB and OC but fail to show a significant predictive relation of OC over OCB (Kim, T. & Chang K. 2014; Chib, S., 2016). As seen in Table 4, multiple regression analysis results led to emergence of affective commitment as the significant predictor for all the dimensions of OCB. Hence the research as well shows that the affective commitment is more positive and bring in a positive attitude among these committed employees. Continuance commitment has not emerged as a significant predictor for any dimension of OCB, which was even previously established in different research studies. The normative commitment leads to CI and CN, thus partially supporting hypothesis H1$_b$.

7. Discussion

The outcome reached through this research is the findings of post pandemic mindset and attitude of people from industry. Hence it holds a lot of significance in the current scenario for the organizations to consider and reflect upon. The result of the current study confirms affective commitment significantly impacting the citizenship behaviours among the employees. This is in congruence with the findings of numerous researchdone by Podsakoff *et al.* (2000), Feather and Rauter (2004), Rifai (2005) Sinclair *et al.* (2005) and Murphy (2009). The current study confirms that normative commitment partially impacts OCB which does not match the finding of Bakshi, *et al.* (2011) which states that only normative commitment is the only commitment which positively correlated with OCB, whereas affective and continuance has no significant impact.

Needless to say that still there seems to be little more time required by the Indian corporates to understand, inculcate and encouragethese behavioural competencies among their people.The findings of this study hold significant implications for both Indian organizations and their employees, particularly in the current post-pandemic scenario.The result ones again confirm that people are more emotionally connected to their organizations. This emotional connect in the workplace definitely reflects the interest and understanding of the people and their organizations for each other. In Indian context especially, the organization even becomes the second home for the employees. Also employees connected to their organization due to some obligation tends to stay and work within the boundary of job role and policies. This reflects no additional and accelerating attitude and effort. While considering the implications, few imperative recommendations are also provided.

(i) With the job market opening up, there are many opportunities available for the workforce in 2022-23. As a result, employees are considering switching jobs. Organizations must focus on enhancing the commitment of their talent pool to retain them.

(ii) Organizations that expect employees to go beyond their prescribed job roles should focus on increasing their commitment to the organization, with particular emphasis on affective commitment. Employees often leave their jobs because they feel that their organizations do not take care of them. The current workforce, especially women, is seeking flexible work options in terms of location and time. Therefore, organizations should consider redesigning job roles and increasing employee satisfaction.

(iii) The pandemic has caused increased burnout, stress, and work pressure, which has affected the emotional well-being of employees. As a result, employees now seek instant recognition for their achievements from their employers. Therefore, organizations should consider redefining and redesigning their policies related to employee training, career management, performance evaluation, and recognition.

(iv) Building trust within the organization is crucial for enhancing commitment and engagement among employees. This can be achieved by promoting open communication channels and developing better interpersonal relationships with managers and colleagues. Organizations should also focus on creating a culture of transparency and trust in their systems and processes to encourage employees to engage in extra-role behaviors.

(v) During these demanding times, organizations should prioritize developing emotional bonds with their employees and foster a work attitude that encourages empathy, caring, and generosity. The pandemic has been a challenging period for everyone, and organizations need to be more understanding and supportive towards their employees.

8. Conclusion and Future Scope

As researchers we believe that organizational citizenship behaviour the need of the hour if organizations want to gain a competitive advantage through their people and are to survive. Previous studies also support the thought. High level of commitment by the people impacts the performance of their organization positively. The primary aim of this research was to investigate the association between organizational commitment and organizational citizenship behavior, and to determine whether commitment influences the performance of OCB. The findings indicate a significant positive correlation between OC and OCB, with affective commitment showing a particularly strong influence on the demonstration of OCB.

Certain limitations are evaluated in the current study which can be converted to opportunities for future research in this area. Like many other researches in the areas of commitment and citizenship behaviour, this current study has been conducted covering four major different sectors in India. Hence it will be wrong to generalize the result of this study across sectors and also global framework. As already highlighted in the study that the concept of OCB is much popular in other foreign countries both in research as well as practice. But it is not at all known or popular with the Indian organizational framework. Also the current study did not consider the impact of the different control variables. There may be certain impact of age, gender, work experience as well as academic background on people's work attitude and behaviour. Future research can explore this dimension of the study. The sample size used for this research is very small. Future research may consider a bigger sample size for better interference.

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Annexure – I

Variables	Items	Questions
Affective Commitment (AC)	AC1	I would be very happy to spend the rest of my career in this organization
	AC2	I really feel as if this organization's problems are my own
	AC3	I do not feel like 'part of my family' at this organization
	AC4	I do not feel 'emotionally attached' to this organization
	AC5	This organization has a great deal of personal meaning for me
	AC6	I do not feel a strong sense of belonging to this organization
Continuance Commitment (CC)	CC1	It would be very hard for me to leave my job at this organization right now even if I wanted to
	CC2	Too much of my life would be disrupted if I leave my organization
	CC3	Right now, staying with my job at this organization is a matter of necessity as much as desire
	CC4	I believe I have too few options to consider leaving this organization
	CC5	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere
	CC6	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice
Normative Commitment (NC)	NC1	I do not feel any obligation to remain with my organization
	NC2	Even if it were to my advantage, I do not feel it would be right to leave
	NC3	I would feel guilty if I left this organization now
	NC4	This organization deserves my loyalty
	NC5	I would not leave my organization right now because of my sense of obligation to it
	NC6	I owe a great deal to this organization

Annexure – II

Variables	Items	Questions
Altruism (AL)	AL1	I willingly help fellow professionals when they have work related problems
	AL2	I willingly help new comers to get oriented towards job
	AL3	I am always ready to lend a helping hand to those around me
Courtesy (CO)	CO1	I always try to avoid creating problems for co-workers
	CO2	I am mindful of how my behaviour affects other people's jobs
	CO3	I don't abuse the rights of others
Civic Virtue (CI)	CI1	I always keep myself abreast of changes in the organization
	CI2	I keep myself updated with organizational announcements & memos
	CI3	I attend meetings that aren't compulsory but help my department anyway
Sportsman-ship (SP)	SP1	I always require frequent doses of motivation to get the work done
	SP2	I usually find fault with what my organization is doing
	SP3	I usually focus on what is wrong rather than positive side of situation
Conscientiousness (CN)	CN1	I obey organizational rules even when no one is watching
	CN2	I don't take extra or long breaks while on duty
	CN3	My attendance at work is above the norm