

Relationship between Organizational citizenship Behavior and organizational commitment

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ABSTRACT

Employees in the organization are expected to perform certain roles which are not mentioned in their job description. Such roles are termed as citizenship behaviour and there are number of factors that influence the performance of such behaviour. One such factor is organizational commitment. The paper is an attempt to understand the level of commitment and citizenship behaviour among pharmaceutical employees. The relationship among the dimensions of these two variables has also been covered. A sample of 180 respondents was included in the study. Application of suitable statistical techniques has shown a positive relationship between commitment and citizenship behaviour.

1. Introduction

Organizational citizenship behavior (OCB) as concept was introduced by Bateman and Organ (1983). Organ (1988) defines the term OCB as: "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. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable." (Organ, 1988, p. 4).

Organizational citizenship behavior is depicted when an employee works beyond his/her responsibilities, more than the standards and job descriptions determined by the organization and is always willing to put extra efforts. According to Peelle (2007), efficiency and effectiveness of the organization is highly influenced by citizenship behaviour exhibited by the employees. Somech and Drach-Zahavy (2004) has thrown light on three main aspects of OCB: the first is voluntary involvement, second is the contribution of OCB in the achievements of an organization and third is multi-dimensional constitution of OCB.

The five-dimensional classification of Organ (1988) classified OCB in five dimensions and these are most widely used in the literature. Civic virtue, altruism, sportsmanship, conscientiousness and courtesy are the dimensions of OCB. These dimensions are described as: Civic virtue refers to the behavior on the part of employees representing that they contribute in responsible manner, mixed up in, or are worried about the life span of the organization (Organ, 1988). Altruism is discretionary behavior that has the effect of helping a particular person's with an organizationally relevant task and problem (Smith et al. 1983, Podsakoff et al. 1990.). Sportsmanship is explained as the self-control of taking some action such as filling petty complaint against the organization (Organ, 1988). Conscientiousness is explained as the

discretionary behavior on behalf of an employee, which is beyond the minimum role requirements of the organization, in the areas of support, adheres to the rules and regulations, breaks (Podsakoff et al. 1990). Courtesy includes "proactive gestures that are susceptible against idea of views of other job holders prior to active work, inform in advance, and broadcast information" (Organ, 1988).

Considerable research has been done on antecedents of OCBs. Organ and Ryan (1995) indicated that employees' organizational commitment is the strongest one. The same view was expressed by Erturk et al. (2004) that organizational commitment is the determinant of OCB. Studies in the industry found that citizenship behaviour is related to commitment towards the organization (Chang & Chelladurai, 2003; Feather & Rauter, 2004; Schappe, 1998). These studies laid down the foundation of the research and OCB has been studied in relation to organizational commitment.

The concept of organizational commitment (OC) is a important concern for the employees to execute the plans of the organization, desire to be a part of the organization, enthusiastically involved in the management and other responsibilities of the organization, and more prominently to have a inventive and novel attitude for the organization (Durna and Eren, 2005). Organizational commitment refers as a person committed to objective and ethics of the organization fairly and effectively (Balay, 2000: p 3), works faithfully for the organization, behaves in a selfless manner, dedicated towards the organization (Eren, 2010, p.555) and employees believe himself as a part of that organization (Bolat and Bolat, 2008) . Allen and Meyer (1990) Explaining the principle of organizational commitment as a psychological situation of relations between the employee and the organization, and this leads to the decision to remain in the organization.

The present study is based on the organizational commitment model developed by Allen and Meyer (1990). As per this model organizational commitment can have three dimensions namely affective (AC), continuance (CC) and normative (NC) dimensions.

Affective commitment means the person recognizes with the organization is happy to be a member of it and is firmly committed to it. In other words, Affective Commitment is the determination to work well with the organization on the emotional basis and with dedication.

Employees with such commitment continue their membership with the organization as they "want to".

Continuance commitment means that the workers cannot take the risk to quit their jobs as they realize the cost of leaving the opportunities such as salary, high position, respect, pension and profit sharing. The fact that the employee keeps working at the present organization as there are no alternative job opportunities and s/he will experience difficulties in transferring his/her basic skills to another organization constitutes continuance commitment. It is also called as rational commitment.

Normative commitment means that workers feel committed to the organization and believe that they should not leave their jobs because of ethics of work. Normative commitment defined as an ideal commitment to continue the work and some social parameters that feel pressured and guilty. Those who work with a highly idealistic commitment believe that it is their duty to work in the organization, and there is a fair deal and obligation because of their personal values and the ideologies that cause this obligation to work in the organisation.

2. Review of Literature

Organ and Ryan (1995) opined in their study that one of the attitudinal measures that correlate with OCB is Organisational commitment. Earlier O'Reilly and Chatman (1986) also expressed the opinion that there is greater probability of committed employees to exhibit citizenship behavior at their work place. LePine, Erez and Johnson (2002) who found that organizational commitment is one of the factors which foster OCB among employees. Recent studies by Zeinabadi (2010); Mahmood, Majeed, Muhammad, & Muhammad (2011) also have same opinion that OC has a significant effect on OCB. Mahmood Noor Afkar Majeed Bhatti Muhammad Asif Ali Khan & Muhammad Yaqoob Khan (2011) in a study on public sector organization of Pakistan found positive relation between commitment and OCB.

In contrast, Williams and Anderson (1991) expressed the opinion that commitment was not a significant predictor of OCB. A study on bank managers showed that OC has an insignificant relationship with OCB (Jahangir et al., 2006).

In general, the employees' penchant for and affection to their organisation manifested by affective commitment will lead to the performance of behaviours which is not part of their role as an employees. Such behaviour is directed at the individual and organisation level. So, affective commitment is an central aspect in predicting OCB (Bolon, 1997; Meyer et al., 1993; Morrison, 1994). Organ and Ryan (1995) reported that AC had

a significant positive relation with altruism and compliance aspect of OCBs.. Chen and Francesco (2003) reported that AC related significantly to OCB in China. Kuehn and Al-Busaidi (2002) also found a similar relationship among the employees in Oman.

Previous researches by Allen & Meyer, (1996); Kuehn & Al-Busaidi (2002); Meyer et al., (1993); Morrison, (1994), have found that that normative commitment is positively related to citizenship behavior in western settings. In addition, Meyer et al (2002) also observed that OCB has strong relationship with NC in studies.

Research highlighted the one aspect which is the point of contradiction among the researchers. This disagreement is about relationship between variable viz. continuance commitment and OCB. In some studies (e.g. Bolon, 1997; Kuehn & Al-Busaidi, 2002; Organ & Ryan, 1995), continuance commitment was unrelated to citizenship behaviours, while in other studies (e.g. Chen & Francesco, 2003; Moorman et al., 1993; Shore & Wayne, 1993), it has been found positively related.

3. Objectives

1. To assess the level of organizational commitment among the male and female pharmaceutical employees
2. To assess the level of organizational citizenship behavior among the male and female pharmaceutical employees
3. To evaluate the relation between organizational commitment and organizational citizenship behavior

4. Hypotheses

1. There is no difference in organizational commitment of male and female employees
2. There is no difference in organizational citizenship behavior of male and female employees
3. There is no relationship between organizational commitment and organizational citizenship behavior

5. Methodology

To achieve the study objectives, 10 pharmaceutical companies were short listed and approximately 15-20 employees were selected randomly from each company. Total 180 respondents participated in the survey. The employee's level of OCB and OC was measured with the help of standardized tools. Meyer et al. (1993) questionnaire was used for affective (AC), continuance (CC) and normative Commitment (NC). Each dimension comprises of six items. The standardized questionnaire developed by Bakshi & Kumar (2009) was used for OCB. It measured civic virtue, altruism, sportsmanship, conscientiousness and courtesy with the help of 30 items. The entire the responses were measured on a 5-point Likert scale. The responses were analyzed with the help of appropriate statistical tools viz. mean, t-test, correlation etc. and presented in tabular form.

6. Results

Table 1: Descriptive statistics and independent t-test for organizational citizenship behavior

Criterion variable	Demographical status	N	Mean	SD	t -value	P value
Affective commitment	Male	107	3.448598	.592	1.406	.161
	Female	73	3.319635	.620		
Normative commitment	Male	107	3.029746	.450	1.508	.133
	Female	73	2.965601	.428		
Continuance commitment	Male	107	3.607477	.888	.956	.340
	Female	73	3.406393	.862		

To achieve the first objective t-test was applied with the help of SPSS software. Table 1 shows that in case of affective commitment male score higher than females. But as the calculated level of significance (p value) is greater than the assumed level of significance i.e. .05, therefore this difference in affective commitment is not significant. In case of normative commitment also male score higher than females. But as the calculated level of significance (p value) is greater than the assumed level of significance i.e. .05, therefore this difference

in normative commitment is not significant. In case of continuance commitment, male score higher than females. But as the calculated level of significance (p value) is greater than the assumed level of significance i.e. .05, therefore this difference in continuance commitment is not significant. On the basis of these results it can be inferred that difference in organizational commitment of males and females is not significant.

Table 2: Descriptive statistics and independent t-test for organizational citizenship behavior

Criterion variable	Demographical status	N	Mean	SD	t -value	P value
CIVIC VITURE	Male	107	3.241	.740	-.976	.330
	Female	73	3.342	.555		
SPORTMANSHIP	Male	107	2.345	1.030	2.159	.032
	Female	73	2.004	1.056		
ALTRUISM	Male	107	2.897	.541	-.352	.725
	Female	73	2.926	.536		
COURTESY	Male	107	3.252	.521	-.218	.828
	Female	73	3.269	.470		
CONSCIENTIOUSNESS	Male	107	3.282	.537	-1.182	.885
	Female	73	3.296	.488		
OVERALL OCB	Male	107	2.961	.464	.831	.407
	Female	73	2.904	.440		

Table 2 highlights results for difference in citizenship behavior of males and females. In case of civic virtue females score higher than males. But the application of t-test reveals the fact that the difference is not significant as the calculated p value is lower than the assumed value i.e. 5%. In case of sportsmanship behavior males score more than females and the application of t-test reveals the fact that the difference is significant as the calculated p value is less than the assumed value i.e. 5%. In case of altruism, females score little higher than males. But the application of t-test reveals the fact that the

difference is not significant as the calculated p value is less than the assumed value i.e. 5%. In case of courtesy and conscientiousness females and males score equal. In case of overall OCB males score more than females. But the application of t-test reveals the fact that the difference is not significant as the calculated p value is lower than the assumed value i.e. 5%. On the basis of these results it can be inferred that there is no significant difference in organizational citizenship behavior of males and females.

Table 3: Pearson correlation coefficient between commitment and OCB

		CC	AC	NC
CIVIC VITURE	Pearson Correlation	.378**	.667**	.349**
	Sig. (2-tailed)	.000	.000	.000
	N	180	180	180
SPORTMANSHIP	Pearson Correlation	.017	.576**	.372**
	Sig. (2-tailed)	.818	.000	.000
	N	180	180	180

ALTRUISM	Pearson Correlation	.265**	.593**	.195**
	Sig. (2-tailed)	.000	.000	.009
	N	180	180	180
COURTESY	Pearson Correlation	.320**	.727**	.374**
	Sig. (2-tailed)	.000	.000	.000
	N	180	180	180
CONSCIENTIOUSNESS	Pearson Correlation	.471**	.793**	.500**
	Sig. (2-tailed)	.000	.000	.000
	N	180	180	180
OVERALL OCB	Pearson Correlation	.369**	.983**	.562**
	Sig. (2-tailed)	.000	.000	.000
	N	180	180	180

Significant at .01 level

In the next step correlation co-efficients were calculated for understanding the relationship between citizenship behaviors and organizational commitment. Civic virtue positively related to AC ($r=.67$), normative commitment ($r=.35$) and continuance commitment ($r=.38$) and all these relations are significant. Sportsmanship positively related to AC ($r=.576$), normative commitment ($r=.372$) and continuance commitment ($r=.02$). Relationship of sportsmanship with continuance commitment is negligible. Altruism positively related to affective commitment ($r=.60$), normative commitment ($r=.20$) and continuance commitment ($r=.27$). All these relations are positive and significant. Altruism strongly and positively correlates with affective commitment. Courtesy positively related to affective commitment ($r=.73$), normative commitment ($r=.37$) and continuance commitment ($r=.32$). Courtesy has strongest correlation with affective commitment. Conscientiousness positively related to affective commitment ($r=.792$), normative commitment ($r=.50$) and continuance commitment ($r=.47$). Overall OCB positively related to affective commitment ($r=.983$), normative commitment ($r=.56$) and continuance commitment ($r=.37$). Overall OCB has strongest positive correlation with AC..

7. Findings

- Males' perception of affective, continuance and normative commitment is higher than females. But this difference is not statistically significant. Thus, perception of affective, continuance and normative commitment does not on the basis of gender.
- Male employees' sportsmanship behavior is significantly high than females.
- In case of other dimensions (civic virtue, altruism, conscientiousness and courtesy) of OCB, males and females do not differ.
- All the dimensions of OCB were found to be positively related with affective, continuance and normative commitment.
- Strongest positive correlation was found between affective commitment and OCB.

8. Conclusion

The study was conducted to examine the organizational commitment and organizational citizenship behavior among the pharmaceutical employees. Questionnaire survey of the respondents revealed that employees are committed and exhibit citizenship behavior. Gender is not the cause of difference in commitment and citizenship behavior. The study also found that committed employees exhibit more citizenship behavior.

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