

Organizational Commitment as predictor of Organizational Citizenship Behavior

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Abstract

The present study aimed at exploring the linkages between Allen and Meyer's (1991) three component model of organizational commitment and organizational citizenship behavior as defined by Organ (1988), using a field survey on a randomly selected sample of 77 employees working in National Hydroelectric Power Corporation Ltd., a public sector organization in India. Organizational Commitment was measured using revised version of Organizational Commitment Scale by Allen and Meyer (1997) and organizational citizenship behavior scale (OCBS) developed by Bakhshi and Kumar (2009) was used as an aggregate measure of organizational citizenship behavior (OCB). The results of partial correlation analysis showed that all the three components of organizational commitment-Affective commitment, Continuance commitment and Normative commitment were positively correlated with aggregate measure of OCB. Hierarchical Regression analyses showed no significant impact of demographic variables (age, gender, job tenure, marital status and qualification) on aggregate measure of OCB. Among the three components of organizational commitment, only normative commitment has a significant positive impact on aggregate measure of OCB. Theoretical and practical implications of the results are discussed.

Keywords: Commitment, Affective, Continuance, Normative, Organizational citizenship behavior.

1. Introduction

Individual's attitudes affect their behaviors to a great extent. Positive attitudes are expected to result in positive behaviors which ultimately benefits the organization in achieving its goals. One of the work attitude viz. organizational commitment, has played an indispensable role in organizational behavior research. Organizational commitment is of interest to both behavioral scientists and practicing managers. Committed people are thought to be more likely to remain with the organization and to work toward organizational goal attainment (Mowday, Porter, & Steers, 1982, Ostroff, 1992). Porter and Lawler (1968) viewed commitment as the willingness of an employee to exert high levels of effort on behalf of the organization, a strong desire to stay with the organization, and an acceptance of its major goals and values. Commitment reflects a psychological bond between people and organizations. Another variable which has been widely studied in corporate sector is Organizational Citizenship behavior (OCB). Organ (1997) has defined OCB as the behaviors that extend beyond the employee's normal duties. These include helping others, avoiding conflicts etc. which either directly or indirectly benefits the Organization.

1.1 Organizational commitment

Organizational commitment involves people's feelings about the organizations for which they work – that is, the degree to which they identify with the organizations that employ them. Morrow (1983) indicated that several but different theoretical foundations have been used to define commitment related concepts with a number of measuring instruments as a result. Despite the lack of consensus on the conceptual and theoretical development of this construct, the concept of Organizational commitment has attracted considerable interest in an attempt to understand and clarify the intensity and stability of an employee's dedication to the organization. Researchers have distinguished between three approaches to study commitment, namely from an attitudinal, behavioral and a motivational perspective. Although several studies have viewed affective commitment as an attitude and continuance commitment as a behavior (Boyle, 1997; McGee & Ford, 1987; Reichers, 1985; Somers, 1993), Allen and Meyer (1990) recognised that the cost involved in leaving an organization may be regarded as a psychological state and therefore view continuance commitment as a component of attitudinal commitment. According to Allen and Meyer (1990, p.1), Organizational commitment consists of a three-dimensional construct defined as follows:

- The affective component of Organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in, the organization.
- The continuance component refers to commitment based on the costs that the employee associates with leaving the organization.
- Finally, the normative component refers to the employee's feeling of obligation to remain with the organization.

A number of studies have supported the distinctiveness and independence of these three dimensions and provide evidence that they also have unique antecedents (Allen & Meyer, 1990; Boyle, 1997; Eisenberger, Fasolo & Davis-LaMastro, 1990; McGee & Ford, 1987; Meyer, Allen & Smith, 1993; Randall, Dunham, Grube & Castaneda, 1994; Reichers, 1985; Shore, Barksdale & Shore, 1995; Somers, 1993). Furthermore, support has been found for two distinct dimensions of continuance commitment, one based on personal sacrifices involved in leaving the organization, and the second based on limited employment opportunities (McGee & Ford, 1987; Randall, Dunham, Grube & Castaneda, 1994; Somers, 1993). Although reference to the term 'Organizational commitment' describes three very different constructs, a common denominator underlying each construct is the individual's psychological attachment to the organization, and it is therefore this psychological attachment that defines Organizational commitment. The three concepts differ in terms of the link between the employee and the organization. Employees with a strong affective attachment stay with the organization because they want to, those with a strong continuance commitment stay because they need to and those with a strong normative commitment stay because they feel they ought to (Allen & Meyer, 1990; Caldwell, Chatman & O'Reilly, 1990; Meyer, Allen & Smith, 1993). Literature indicates that highly committed employees are more satisfied with their work, perform at levels beyond expectation, are more motivated and experience higher levels of job involvement (Boyle, 1997; Caldwell, Chatman & O'Reilly, 1990; Eisenberger, Fasolo & Davis-LaMastro, 1990). A large percentage of these studies have been based on employee self report measures of commitment. In an attempt to determine managerial perceptions of employee commitment, research has indicated that Organizational citizenship behavior is predictive of manager-rated affective commitment, and that side bets such as age and tenure are predictive of manager-rated continuance commitment (Shore, Barksdale & Shore, 1995). Meyer, Allen and Smith (1993) argued however that commitment is a complex and multifaceted construct, and therefore a multidimensional approach should be taken when studying commitment. Research suggests that employees experience several different commitments to the goals and values of multiple groups, and that where two individuals may be committed to 'the organization', the focus of the two commitments may be entirely different. Individuals may thus be committed in varying degrees to top management, immediate supervisors, peers, customers, unions, their career, occupation or profession (Boyle, 1997; Meyer, Allen & Smith, 1993; Reichers, 1985). The distinction between different commitment foci may therefore only be of theoretical interest if the same theoretical base is used for operationalising the different foci (Roodt, 1997; Storm & Roodt, 2002).

1.2 Organizational Citizenship Behavior

Organizational citizenship behavior is a type of discretionary job performance in which employees go beyond prescribed job requirements (in-role behaviors) that are not explicitly recognised by the formal

reward system, and engage in helping behaviors aimed at individuals and the organization as a whole (Organ, 1988). To describe Organizational citizenship behavior, Organ (1988) identified the following five dimensions:

- Altruism, which refers to helping behaviors aimed at specific individuals;
- Conscientiousness, which refers to helping behaviors aimed at the organization as a whole;
- Sportsmanship, which refers to the willingness on the part of the employee to tolerate less than ideal circumstances without complaining;
- Courtesy, which refers to actions aimed at the prevention of future problems; and
- Civic virtue, which refers to a behavior of concern for the life of the organization.

A number of studies have researched the various indicators of worker citizenship. Research shows that employee behavior (Organizational citizenship behavior) is positively related to affective commitment (as opposed to continuous commitment), employee involvement in work Organizational issues, perceived Organizational support, high quality of leader member exchange, overall evaluations of performance effectiveness, quantity of output, turnover and satisfaction (Shore, Barksdale and Shore, 1995; Shore & Wayne, 1993; Allen & Rush, 1998; Cappelli & Rogovsky, 1998; Chen, Hui and Segoe, 1998; Deluga, 1998; Organ & Ryan, 1995; Posdakoff, Ahearne & MacKenzie, 1997; Posdakoff & MacKenzie, 1994;).

2. Review of literature

Organizational commitment is one of the important factor which contribute to foster Organizational citizenship behavior (LePine, Erez and Johnson, 2002). An employee's organizational commitment is positively related to organizational citizenship behavior (O'Reilly and Chatman, 1986). Affective commitment is a significant predictor of OCB (Rifai, 2005, Feather and Rauter, 2004). Raising the Affective commitment of employees will help in raising the extra role behavior. Becker (1992) also provide support for a significant relationship between commitment and OCB. Truckenbrodt (2000) suggests that a significant relationship exists between the quality of the supervisor-subordinate relationship and subordinates' commitment and altruistic organizational citizenship behavior. Yilmaz & Bokeoglu (2008) determined that the teachers had positive perceptions about Organizational citizenship and Organizational commitment. There was a moderate positive relationship between the teachers' perceptions about Organizational citizenship and Organizational commitment. Chen, H.R., Liu, Y., Cheng, B. & Chiu, H. (2009) found when employees realized the efforts of the company supported in recruiting and selection, and provides sufficient guarantee to remain employees in company can encourage employees pay more attention in organizational commitments. The level of staffing activity influenced organization citizenship behavior is decided by the documentation if well done or not. Retention activity can help employees to perform organization citizenship behavior if employees understand how seriously that the company regarded for the employee career, and, have the chances to join the development of company. Van Yperen and Van den Berg (1999) found that when employees feel that they are able to participate in decisions made, they tend to feel supported by their supervisors and consequently exhibit more Organizational citizenship behaviors. One can therefore expect employee acts of Organizational citizenship behavior to serve as a behavioral cue on which management bases its presumptions of employee commitment to the organization (Shore, Barksdale & Shore, 1995). Bragger, Srednicki, Kutcher, Indovino & Rosner (2005) analysis indicated that OCB was related negatively to work-family conflict, and positively to work-family culture, job satisfaction, and organizational commitment. Hierarchical regression analyses indicated that work-family culture predicts work-family conflict, and that various forms of work-family conflict predict OCB. Analyses also showed that work-family culture predicts both organizational commitment and OCB, and that organizational commitment does not mediate the relationship between work-family culture and OCB.

Studies on commitment have provided strong evidence that affective and normative commitment are positively related and continuance commitment is negatively connected with organizational outcomes such as performance and citizenship behavior. (Shore & Wagner, 1993). Chen, Z. X. & Francesco, A. M. (2003) study showed that affective commitment (AC) related positively to in-role performance and OCB, while continuance commitment (CC) was not associated with in-role performance but negatively correlated with OCB. In addition, normative commitment (NC) moderated the relationship between AC and in-role performance as well as OCB. The linear relationship between AC and in-role performance/OCB was stronger for those with lower NC. Gautam, Dick, Wagner, Upadhyay & Davis (2001) study showed a positive relation between affective and normative commitment on the one hand and both citizenship factors

altruism and compliance on the other. Continuance commitment was negatively related to compliance and unrelated to altruism.

3. Hypotheses

There will be a significant impact of Affective commitment on Organizational citizenship behavior.

There will be a significant impact of Continuance commitment on Organizational citizenship behavior.

There will be a significant impact of Normative commitment on Organizational citizenship behavior.

4. Method

4.1 Sample

A sample of 77 employees working in two Hydroelectric project viz. Dul Hasti Power Station and Pakal Dul under NHPC located at Kishtwar (J&K) were selected for the study. These employees represented the hierarchy from the Head of the Department to Senior Supervisor level, working in GM Secretariat, HR, Finance, Township, Cost and Contract, Mechanical, Electrical and Medical departments.

4.1.1 Sample Characteristics

In terms of Gender, 5.2% of the respondents ($n = 4$) were women and 94.8% ($n = 73$) were men. Age was measured in years and ranged from 28 to 58 years (median = 47; mean = 45.49; standard deviation = 8.91). Job Tenure was measured as the number of years the respondent has worked in the NHPC and ranged from 1 to 38 years (Mean = 21.22 years; Standard deviation = 10.52). In terms of educational qualification, 38.96% ($n = 30$) were 'Graduates'; 22.08% ($n = 17$) were holding a 'Post Graduate' degree and 38.96% ($n = 30$) were undergraduates. Regarding marital status, 5.2% of the respondents ($n = 4$) were 'Unmarried' and 94.8% ($n = 73$) were 'Married'.

4.2 Variables

Predictor variable: Organizational Commitment (Affective Commitment, Continuance Commitment, Normative Commitment)

Criterion variable: Organizational Citizenship Behavior

Control Variables: Age, Gender, Job Tenure, Qualification, Marital status.

4.3 Measures

Organizational commitment Questionnaire: Affective, Normative, and Continuance commitment were measured with the Organizational commitment Questionnaire developed by Meyer and Allen (1997). This revised Questionnaire has 18 items. Employee responses were obtained on a 7-point Likert-type scale where 1 = *strongly disagree* and 7 = *strongly agree*. Reliability (Coefficient alpha values) ranged from .77 to .88 for affective commitment (ACS), from .65 to .86 for normative commitment (NCS), and from .69 to .84 for continuance commitment (CCS) (Allen & Meyer, 1990a; Cohen, 1996, 1999; Cohen & Kirchmeyer, 1995; Hackeet et al., 1994; Meyer & Allen, 1997; Meyer, Irving, & Allen, 1998; Somers, 1995; Somers & Bimbaum, 1998).

Organizational Citizenship Behavior Scale : Organizational Citizenship Behavior was measured with the 30-item scale developed by Bakhshi and Kumar (2009). Responses were taken on a five-point scale (Never-1, Rarely-2, Sometimes-3, Frequently-4, Always-5). A sample item states, "I help my co-workers in non-work matters." The test is standardized on Indian sample and the reliability of the scale is 0.82. It measures five dimensions of OCB namely Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic virtue.

5. Results

Table 1 lists the Description, means and standard deviations for the variables.

The correlations provided some initial support for one of our hypotheses. In support of Hypothesis 3, Normative Commitment was positively correlated with Organizational Citizenship Behavior ($r = .258$, $p < .05$) (Table 2). Hypothesis 1 and Hypothesis 2 were not supported, as the results came out to be insignificant. The results of partial correlation analysis showed that all the three components of organizational commitment-Affective commitment, Continuance commitment and Normative commitment were positively correlated with aggregate measure of OCB, but the correlation was found to be insignificant for all the variables.

To test the hypotheses, hierarchical regression analysis was performed. At the first stage, the control variables (Demographic variables) were entered into the equation. Next, the Predictor variables viz.

Organizational Commitment (Affective Commitment, Continuance Commitment, Normative Commitment) were added. The percentage of variability accounted by control variables was 28% (R square), while the Predictor variable increases the variability in criterion variable from 28% to 95% - a considerable increase.

Demographic variables show no significant impact on the Organizational citizenship behavior. Among the three components of predictive variable, only normative commitment (Table 3) has a significant impact on Organizational citizenship behavior ($\beta = .269, p < .05$).

Current results suggest that only Normative commitment predicts the Organizational Citizenship Behavior to some extent, thus confirming the validity of Hypothesis 3 but the impact of Continuance commitment and Affective commitment on Organizational Citizenship Behavior was found to be insignificant, rejecting the Hypothesis 1 and Hypothesis 2.

6. Discussion and Conclusions

Demographic variables show no significant impact on the Organizational citizenship behavior. Alotaibi (2001) also found that none of the demographic variables such as age and gender correlated with OCB. Schappe's (1998) also found no significant correlation between age, gender and OCB, supporting the current study. But Schappe's (1998) found a significant negative correlation between Organizational tenure and OCB, contradicting the current finding. The finding also contradicted with Organ & Ryan (1995).

This study found that only one dimension of Organizational Commitment i.e Normative Commitment predicts OCB, inconsistent with the findings of Williams and Anderson (1991) which states that Organizational Commitment is not related to any form of OCB. This study is partially consistent with the finding of Shore and Wagner (1993), but is inconsistent with the finding of Rifai (2005), Feather & Rauter (2004) and Podsakoff et al; (2000) who claimed that Affective commitment is a significant predictor of OCB.

One of the limitations of this research is the sample size which was quite small. The larger sample size will provide more confidence in the results and thereof, reliable generalization. The mediating role of organizational variables such as organizational culture, politics, and climate will be helpful in understanding the relation of Organizational Commitment and Organizational Citizenship behavior especially in rural and tough settings. The individual who is committed towards his organization often displays organizational citizenship behavior. These positive behaviors are essential for the success of an organization. Therefore, it is obvious for an organization to be aware of the factors affecting the commitment of employees. This issue is more important for Corporations working in far flung hilly areas, where the environmental conditions are also a matter of concern and a challenge for the employees. Raising the commitment of employees under such conditions is a serious concern for the organizations. Organizations have to take care of all the needs of its employee so as the employee feel secure and not lose his enthusiasm and commitment. This will definitely help the employee to display Citizenship behavior. Moreover, these extra role behaviors are required in above said conditions and will be instrumental in the performance of the Organization. Considering the research findings, it can be emphasized that the commitment of workers especially 'Normative Commitment' should be increased so that there frequency of performing extra role behavior will be increased.

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TABLE 1: Descriptive Statistics of Participants (N = 77)

Variable	Description	M	SD
Gender	0 = female, 1 = male	.9481	.22338
Age	Years	45.4935	8.91129
Job Tenure	Years at NHPC	21.2208	10.51518
Education	0 = undergraduate 1 = graduate	.6104	.49086
Marital Status	0 = unmarried 1 = married	.9481	.22338
Organizational Commitment	18 items	96.4805	15.50603
Affective Commitment	6 items	36.0260	6.49894
Continuance Commitment	6 items	29.1558	7.68982
Normative Commitment	6 items	31.2987	6.21345
Organizational Citizenship	30 items	96.0649	8.48115

Note. M = mean; SD = standard deviation

Table 2: Pearson Correlations

	Organizational Citizenship behavior
Continuance Commitment	.133
Affective Commitment	.220
Normative Commitment	.258*

*. Correlation is significant at the 0.05 level (2-tailed).

Table 3: Multiple Regression Analysis

Model	R	R Square
1.	.168	.028
2.	.308	.095

Model	Beta	Sig.	Partial Correlation
Affective Commitment	.207	.082	.207
Continuance Commitment	.116	.356	.110
Normative Commitment	.269	.028	.259

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