

Impact of organizational commitment on organizational citizenship behavior

Dr. Tripti Sharma

Assistant Professor, University College of Commerce and Management, Guru Kashi University

ABSTRACT

Organization behavior is the study of human behavior within organization. It examines the application of perception, attitude, beliefs, values and expectations and its impact on job performance motivation and work efficiency. This study attempts to identify the impact of organizational commitment on organizational citizenship behavior. The sample size of 195 respondents of *Hindustan Mittal Energy limited, Bhatinda*. Data is collected through primary and secondary source.. Primary data collected through quantitative as well as qualitative procedure. The findings reveal that there is a positive impact of organizational commitment on organizational citizenship behavior in the employees of *Hindustan Mittal Energy limited, Bhatinda*.

Keywords: Organization behavior, organizational commitment and organizational citizenship behavior.

INTRODUCTION

Organizational behavior is the study of the structure, functioning, and performance of organizations and the behavior of groups and individuals within them. It is the study of human interaction within organization. It is also defined as the field of investigating the impact of individuals towards the groups, work place, structure and behavior within the organization. Human behavior individually or collectively within an organization is required for applying the skills to improve organizational effectiveness, that human behavior including attitudes, personality, perception, learning, and motivation..

Organizational Commitment is based upon the moral obligation of the employees it is the attachment and loyalty of the employees towards the organization. It is personnel feeling and a strong desire to remain a member of the organization. It is an acceptance of the values and goals towards the organization .

Affective commitment is the mental connection, employee involvement with respect to the company. Commitment staffs keep working with the association as their desire.

Continuance commitment means depending upon the expenses of that staff after the quitting aspect. It is easy for staff to expense on maintaining the job rather than pay price for leaving the job.

Normative commitment is sense of obligation of the staff's for keep working in the company. Commitment employees easily maintain the job due to higher 'responsible' or ought-to-do points.

Citizenship behaviors are the voluntary activities of employees whether they rewarded or not but contribute in the organization. The colleagues of the organization always try to help in working place, improve the work environment. Most of the time employees have heavy work load they need colleagues support to them to complete the task on time. There are few dimensions of the organizational citizenship behavior these are:

Altruism means the helping behaviors of the individual towards colleagues regarding certain organizational responsibilities and issues.

Conscientiousness Behaviors reflects when an employee performs the organizational responsibilities beyond the determined job requirement. People who work progressively in the worst conditions, even in the case of illness and inability considered high conscientiousness.

Sportsmanship quality emphasis on the positive aspects of the organization rather than its negative. It is the ability of employees to adapt inconvenient workplace without complaint.

Civic virtue employees are concerned to participation and accountability in the organization. It represents an appropriate image of the organization.

REVIEW OF LITERATURE

Supriadi (2021) analyzed the influence of organizational culture on organizational commitment of the Sahid industry. The sample size was 168 employees. The data analyzed through structural equation modeling (SEM). The result found that there is a positive effect of organizational culture on organizational commitment.

Hassan (2019) explained the impact of organizational commitment and organizational citizenship behavior of teachers in Pakistan. The sample size was 140 teachers of universities in Pakistan. Data analyzed through regression analysis. The results revealed that there is a positive impact on teachers of private universities in Pakistan.

Chandrjauky *et al.* (2017) analyzed the importance of organizational citizenship behavior in Mauritius. The in-depth method and literature survey to examine the determinants and consequences of organizational citizenship behavior. The result found that human resource practices employee engagement as determinants of organizational citizenship behavior, job satisfaction and low absenteeism has positive consequences.

Saxena (2015) stated the relationship between job involvement and organizational commitment on organizational citizenship behavior. Data collected through 150 employees and multiple regressions tool applied for analysis. The result found that there is a significant impact of job involvement and organizational commitment on organizational citizenship behavior.

Singh (2013) showed the effect of organizational commitment on organizational citizenship behaviour. In this study the dimensions of organizational commitment (affective, calculative and normative) considered. The result found that normative commitment and calculative commitment have a significant impact on organizational citizenship behavior whereas affective commitment has no significant impact on organizational citizenship behavior.

Shirley (2011) analyzed the relationship between organizational commitment organizational citizenship behavior and job performance of employees. It examined that organizational commitment mediates between organizational citizenship behavior and Job Performance. Data collected through 115 respondents of SEGI University College. The result revealed that there was a positive relationship between organizational commitment and organizational citizenship behavior but there was no relationship between organizational commitment and job performance.

RESEARCH METHODOLOGY

The research gap has been found that numerous studies were on the topic of organizational loyalty, job satisfaction, organizational justice with organizational citizenship behavior but in there is no study on impact of organizational commitment on organizational citizenship behavior in Hindustan Mittal Energy Limited, Bathinda (Punjab). This study can fill the gap by identifying the impact of organizational commitment on organizational citizenship behavior.

Statement of the Problem

Organizational behaviour and industrial psychology is essential to maintain individual behavior, cordial relation for efficiency and better performance of the employees. Refinery sector's growth is increasing day by day in national and international markets.. After reviewing the available literature, it has been found that organizational commitment and organizational citizenship behavior are the individual behavior which is required for organizational development. Therefore, the present study identified the impact of organizational commitment on organizational citizenship behavior in Hindustan Mittal Energy Limited, Bathinda.

RESEARCH OBJECTIVES

Objective: To identified the impact of organizational commitment on organizational citizenship behavior of employees in Hindustan Mittal Energy Limited, Bhatinda.

Reliability of the Scales

The Cronbach’s Alpha value is 0.922 . On the basis of standard value, the instrument is reliable. The results have been found satisfactory, as the results of Cronbach’s Alpha were 0.783 in case of statements from 1 to 26, 0.714 for items from 27 to 60 and 0.686 for items from 61 to 88 and Overall results for 88 items are (0.887).

Table 1.1: Reliability Statistics of Hindustan Mittal Energy limited, Bhatinda Data

Reliability Statistics of Hindustan Mittal Energy limited. Bhatinda Data		
Cronbach's Alpha	Cronbach's Alpha based on standardized items	Number of Items
0.882	0.887	88

Source: Survey (Data processed through SPSS 22version)

Sample design and data collection

There are total 24 Refineries in India and in the present study sample of 195 respondents 200 from *Hindustan Mittal Energy limited*, Bathinda (Punjab). The data has been collected through structured questionnaire. Judgmental sampling technique has been used. The Primary data has been collected through structured questionnaire on the basis of five point Likert Scale from strongly agree to strongly disagree *i.e.* 5 to 1.

Method of Data Analysis

Data collected for this study is processed manually through coding and then entered electronically into a statistical package for social sciences SPSS. The hypotheses stated in the study were subjected to regression, t-Test statistics for independent samples and one way ANOVA.

DATA ANALYSIS AND RESULTS

H₀¹: There is no significant impact of the organizational commitment on organizational citizenship behaviour.

Interpretation: Regression model is used to see the significant impact of organizational commitment on organizational citizenship behaviour (Civic Virtue, Altruism, Courtesy, Conscientiousness and Sportsmanship) at employee level. There is no significant impact is being found of organization commitment on organizational citizenship behaviour. Dependent variable in the regression analysis is organization citizenship behaviour and independent variable is Civic Virtue, Altruism, Courtesy, Conscientiousness and Sportsmanship. Regression model is being expressed as follows:

$$\text{Organization Citizenship Behaviour} = \alpha + \beta_1 \times (\text{Civic Virtue}) \times (\text{Altruism}) \times (\text{Courtesy}) \times (\text{Conscientiousness}) \times (\text{Sportsmanship})$$

Result of the regression analysis is shown in the below table

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.454 ^a	.206	.196	.51982

a. Predictors: (Constant), Civic Virtue, Altruism, Courtesy, Conscientiousness, Sportsmanship

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1					
Regression	26.951	5	5.390	19.948	.000 ^b
Residual	103.763	384	.270		
Total	130.714	389			

a. Dependent Variable: OC

b. Predictors: (Constant), Civic Virtue, Altruism, Courtesy, Conscientiousness, Sportsmanship

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.369	.137		17.310	.000
Altruism	.174	.028	.304	6.239	.000
Courtesy	.055	.028	.107	1.938	.053
Sportsmanship	.044	.030	.082	1.493	.136
Conscientiousness	.077	.027	.147	2.878	.004
Civic Virtue	-.005	.023	-.011	-.225	.822

a. Dependent Variable: OC

Inference:

Result indicates that the p-value (0.000) of the slope coefficients of t statistics (17.310) is greater than 5% significance level. Therefore, at 95% confidence level, we accept the null hypothesis and there is no significant impact of the organizational commitment's on organizational citizenship behaviour. Results concluded that the slope coefficients of the independent variable Organization Commitment are.269. This means that significant impact has been observed of Organization Commitment on Organization Citizenship Behaviour.

It assumes that, higher levels of system-level trust will be associated with higher levels of organizational commitment. The F-statistic 19.948 with p-value 0.000 indicates that the model is statistically significant. The R square of only 0.454% indicates that 45.4% of variance of organization commitment in employees can be explained with the help of OCB. Therefore, it is concluded that organization Commitment's significant impact on organizational citizenship behaviour of *Hindustan Mittal Energy limited* employees. Higher levels of organization commitment are associated with the higher levels of OCB for the *Hindustan Mittal Energy limited* employees.

CONCLUSION

Higher levels of organization commitment are associated with higher levels of Organization Citizenship Behaviour. Positive significant impact of the organizational commitment on organizational citizenship behaviour has been found in this study. Employees are the main source of the organization for increasing productivity. It has been found that employees feel comfortable in every task due to good behavior of co-workers.

FINDINGS AND SUGGESTIONS

The study suggests that the Participative management system policies should be participation of all members. Employee involvement and employee commitment depends on strong, positive personal connection between employee and organization functions. Personal identification and job performance of the employees increase the chance for promotion. It creates opportunities for employees to achieve their personal goals. Managers should take time to advice, coach, or mentor a co-worker it improves organizational behavior. There should be a mentor group in organization so that mentoring relationship will help new comers.

REFERENCES

- [1]. Supriadi., B. (2021) "Organizational Commitment And Citizenship Behavior's Organizational To Mediate The Influence of Organizational Culture On The Performance of Sahid Group Hotel Employees In Solo Indonesia", SSRG International Journal of Economics and Management Studies,8 (7), pp (48-58).
- [2]. Hassan. M, Yaseen. A, Liyaquat.M, Hassan.I. (2019) "Role of Organizational Commitment and Perceived Organizational Support in promoting Organizational Citizenship, International Journal of Social Sciences," 2(3) pp (54-67).
- [3]. Chandrjaunky. V. (2017) "Determinants and consequences of organizational citizenship behavior, International Journal of Management and Applied Science", 3(11), pp (17-21).
- [4]. Saxena.S.(2015) "Impact of Job involvement and Organizational Commitment and Organizational Citizenship Behavior, International Journal Management Business Research", 5(1), pp (19-30).
- [5]. Singh A. (2013) Organizational and Organizational Citizenship Behavior in Retail Sector ,International Journal of Engineering and Management Sciences. Vol. 4, pp (465-470).
- [6]. Shirley.C. (2011) "Relationship between employees Organizational Commitment Organizational Citizenship Behavior and Job Performance, Case study Segi University", 6 (3), pp (86-109).