



AN INVESTIGATIVE STUDY TO ESTIMATE THE CONNECTION BETWEEN ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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ABSTRACT

This study sought to determine whether organisational commitment has an impact on organisational citizenship behaviour. The study's goal led to the choice of the descriptive research design. Data were gathered from a total of 396 samples using methods of simple random sampling. The samples consisted of people with more than a year of experience working in information technology. The data was gathered using an online tool in conjunction with a pre-designed questionnaire. The levels of organisational commitment and organisational citizenship behaviour among the different demographic profiles of the respondents did not significantly differ, according to the research's findings. Additionally, it was found that reducing work pressure, rewarding good performance, and allowing for more creative expression at work significantly increased organisational commitment. It was also recognised that social interactions with peers and senior officials, a self-molding attitude for career advancement, and job satisfaction all contribute to organisational citizenship behaviour. Additionally, it was determined that there is a strong 81.4% correlation between organisational commitment and organisational citizenship behaviour. Similar to this, organisational citizens' actions have an impact on the level of commitment within the organisation.

Keywords: *Organizational commitment, Organizational citizenship behaviour and IT Industry*

I. INTRODUCTION

Members of the organisation can cooperate in a logical and well-organized way because it acts as a meeting place. Due to the organisation itself, this is made possible. The results of a recent research project can be used to describe the rationality and methodical nature of an organization's capacity to plan, control, and schedule its activities in order to achieve its goals. (Djaelani, A. K.; Sanusi; & Triatanto; 2021). In order to manage all of the state resources that were just described effectively, we will need human resources to get things going. This implies that employees must be committed to and enthusiastic about their work in order for businesses to be profitable. An increase in a company's overall performance results in better management tools, which in turn improve working conditions for the company's employees as well as the lives of customers and society at large. Academics are currently looking into and researching this rapidly expanding field for new information. This expansion is the outcome of both academic study and real-world application. The goal of this study was to determine whether or not organisational commitment and organization-wide citizenship behaviour (OCB) are dynamically linked.

The term "organisational commitment" refers to the desire that a worker has to identify with the business. As a result, there is a psychological connection between an employee and the business. This connection acts as a motivator for the employee to stay involved with the company where they work and to keep their job. As a result, there is also a psychological connection between a worker and a client, which encourages the worker to keep in touch with the client. The desire to remain a member of a particular organisation, the desire to work towards the organization's goals, the acceptance of the organization's values and goals, and the acceptance of certain beliefs are examples of organisational commitment. A combination of love and loyalty to the organisation can be thought of as commitment to an organisation, according to research by Ng, L. P., Choong, Y. O., Kuar, L. S., Tan, C. E., and Teoh, S. Y. (2021). (2017) Ng, L. P., Choong, Y. O., Kuar, L. S., Tan, C. E., and Teoh, S. Y. A worker is more likely to stick with a company for the foreseeable future if they feel like they belong there. By analysing an employee's behaviour, organisational commitment is a behavioural metric that can be used to predict how likely it is that they will remain an employee of a company. Organisational commitment can be used to calculate the likelihood that a worker will remain a part of the organisation. Managers can use this estimate to help them make better-informed hiring choices.

It is a type of informal behaviour that goes above and beyond what is expected of the person to support the values and principles upheld by the organisation. Organisational citizenship behaviour (OCB) is nevertheless preferred because it helps ensure the organization's long-term viability (Purwanto, A., Purba, J. T., Bernarto, and Sijabat, 2021). Formally, neither the job description for the employee nor the job description for the employer specifically mentions organisational citizenship behaviour (OCB). Organisational citizenship behaviour (OCB) is an action that benefits the organisation in ways other than through formal employment, according to Capaldi (1992). This definition of OCB comes directly from the author. Even though the behaviour they display is outside the bounds of their job descriptions, employees who display this kind of behaviour contribute positively to the organisation and carry out their responsibilities in a way that is consistent with their job descriptions. Additionally, the workers contribute positively by performing their tasks in a way that is consistent with their job descriptions.

Occupation-related burnout, or OCB, is a condition that can be triggered by a variety of workplace variables, including a worker's commitment to and satisfaction with their job. Employees will work to the best of their abilities and deliver the highest levels of performance they are capable of if they are happy with their jobs and the company they work for. Employees who have a strong commitment to the company and believe in the value of the work they do will go to great lengths to advance the company, according to research done in 2021 by M. Dneshmand-Mehr and H. KavianPour. When they feel deeply connected to the company they work for, employees are more likely to say that they are completely satisfied and happy in their jobs. Numerous researchers have found that organisational commitment acts as a mediator in the relationship between spiritual leadership and OCB. This is the connection between organisational citizenship behaviour and spiritual leadership. As was the case with the results of the second mediation study, it was also discovered that there was a positive correlation between one's level of job satisfaction and their level of commitment to their organisation. It was found that this is in fact the case. The relationship between occupational contentment and organization-wide citizenship behaviour was found to be mediated by occupational commitment, according to researchers T. Aguiar-Quintana, Y. Araujo-Cabrera, and S. Park in their study published in 2020.

II. Review of Literature

Numerous organisational studies have been conducted on a variety of topics with the goal of identifying the elements that support and sustain employees' loyalty to their respective employers. According to research, there is a strong correlation between human attitudes and a number of organisational commitments, including how satisfied an individual is with their work. Contrarily, commitment describes a person's overall emotional reaction to the organisation as a whole. This reaction might be favourable or unfavourable. Researchers (Pramesty, I. G. A. A. D., Sudja, and Yuesti, 2020) found that employees are not deemed to be content with their jobs if they are not happy with the tasks they are expected to complete. As a result, the idea of "determination" emphasises both a person's willpower and their loyalty to an organisation. The working environment in which a person performs their duties is given more importance by the concept of satisfaction than the person's own objectives and ideals, though. This is so because the workplace serves as the setting for carrying out the duties that are expected of each employee. The values that both individuals and organisations uphold can have a significant impact on the level of commitment that an organisation exhibits. (Ahman, E., Romi, M. V., & 2020) According to the results of some studies, people who live in environments that are consistent with the core principles that govern their lives report feeling more at ease.

The calibre of an organization's human resources directly relates to the level of success it experiences. The department of human resources is accountable for working a lot of hours, coming up with original ideas, and delivering excellent performance. Additionally, it is crucial to provide incentives and motivation that are timely and significant for workers and other human resources. People who get along well, understand one another, communicate effectively, show respect for one another, and work in harmony and cooperation are more likely to be perceived as positive and motivating than those in other types of work environments, claim Indarti, S., Fernandes, A. A. R., and Hakim, W. (2017). This is due to the fact that people who get along well comprehend each other, communicate effectively, respect one another, and cooperate and work in unison. When workers get along well with one another, a positive work environment results. This then has a favourable impact on the organisation. When the working environment is supportive of achieving high-performance goals, both individuals and the group as a whole find it much easier to do so. According to Wombacher, J. C. and Felfe, J. (2017), the importance of an organization's productivity and the importance of a person's quality of life at work are inversely correlated.

We assumed that the presence of organisational citizenship was necessary for an organisation to function effectively when we started looking into the significance of it. Nguni, Slegers, and Denessen's (2006) study revealed that there is a significant need for employees who not only exhibit behaviours that are consistent with good corporate citizenship but also have the abilities and characteristics required for working in groups. Due to the high demand for workers with these skills and traits, there is fierce competition. In a similar vein, it was discovered that employees may be eligible for rewards if they engage in actions that show good organisational citizenship and do so in a manner that does so. They serve as tools for maintaining the social machine, and numerous businesses have already demonstrated the positive effects of organisational citizenship on efficiency, effectiveness, innovation, and flexibility (Paré, G., & Tremblay, M., 2007). They serve as tools for sustaining the social machine. They serve as essential parts of the machinery that keeps the social system running smoothly.

III. The objective of the Study

For the purpose of this study, information technology workers in the Chennai region were observed to see if there was any discernible difference between their levels of organisational commitment and organisational citizenship behaviour. Additionally, you should try to understand the nature of the relationship between organisational commitment and organisational citizenship behaviours in order to get a sense of what it entails. Additionally, this study aims to ascertain whether or not organisational commitment has an impact on the organization's civic behaviour.

IV, Methodology

For the purposes of the study, the descriptive research design was selected because it promotes greater clarity. The data for this study were gathered using a total of 396 samples. Simple random sampling techniques were employed to choose these samples. People with experience equal to or greater than a year in the field of information technology made up the samples. The required data for analysis was gathered using a combination of an online method and a pre-designed questionnaire.

V. Analysis and Interpretation

The purpose of this article's analysis was to determine whether or not there is a significant difference in organisational commitment in relation to the demographic profile of the respondents.

Table No. 1: Multivariate Test – Organizational Commitment

Multivariate Tests						
Effect		Value	F	Hypothesis df	Error df	Sig.
Gender	Pillai's_Trace	.035	2.728 ^b	5	376	.069
	Wilks'_Lambda	.965	2.728 ^b	5	376	.069
	Hotelling's_Trace	.036	2.728 ^b	5	376	.069
	Roy's Largest_Root	.036	2.728 ^b	5	376	.069
Age	Pillai's_Trace	.051	1.299	15	1134	.195
	Wilks'_Lambda	.950	1.300	15	1038.372	.194
	Hotelling's_Trace	.052	1.301	15	1124	.194
	Roy's Largest_Root	.035	2.670 ^c	5	378	.022
Marital Status	Pillai's_Trace	.025	1.905 ^b	5	376	.093
	Wilks'_Lambda	.975	1.905 ^b	5	376	.093
	Hotelling's_Trace	.025	1.905 ^b	5	376	.093
	Roy's Largest_Root	.025	1.905 ^b	5	376	.093
Tests of Between-Subjects Effects						
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Gender	Less Work-Pressure	3.012	1	3.012	2.831	.093
	Variety of Tasks	.056	1	.056	.048	.827
	Creativity in Job	4.464	1	4.464	3.603	.058
	Expectations of the Management	9.258	1	9.258	7.045	.008
	Rewards	.240	1	.240	.231	.631
Age	Less Work-Pressure	6.439	3	2.146	2.017	.111
	Variety of Tasks	6.371	3	2.124	1.793	.148
	Creativity in Job	2.424	3	.808	.652	.582
	Expectations of the Management	4.021	3	1.340	1.020	.384
	Rewards	.993	3	.331	.319	.811
Marital Status	Less Work-Pressure	.027	1	.027	.026	.873
	Variety of Tasks	8.009	1	8.009	6.760	.010
	Creativity in Job	.592	1	.592	.478	.490
	Expectations of the Management	1.638	1	1.638	1.246	.265
	Rewards	4.500	1	4.500	4.341	.038

Source: (Primary data)

Since the estimated significance value of Pillai's trace statistics is greater than 0.05, it is safe to assume that the null hypothesis is correct. As a result, there is no discernible difference in the respondents' organisational commitment on the basis of gender, age, or marital status.

After it was determined that gender, age, or marital status of the respondents does not have a statistically significant correlation with organisational commitment, a rank analysis was carried out in order to determine which variables within the organisational commitment factors are the most important variables. This was done in order to identify the most important variables.

Table No. 2: Rank Analysis – Organizational Commitment

Rank Analysis			
	N	Mean	Rank
Less Work-Pressure	396	4.1035	1
Variety of Tasks	396	3.7172	5
Creativity in Job	396	4.0480	3
Expectations of the Management	396	3.7197	4
Rewards	396	4.0833	2

Source: (Primary data)

Based on the rank analysis that was conducted using the mean score, it is possible to infer that a reduction in work-related stress, combined with an uptick in rewards and workplace creativity, leads to a significant increase in organisational commitment.

Based on the respondents' demographic profiles, an analysis was done in this study to see if there were any appreciable differences in the respondents' organisational citizenship behaviour.

Table No. 3: Multivariate Test – Organizational Citizenship Behaviour

Multivariate Tests						
Effect		Value	F	Hypothesis df	Error df	Sig.
Gender	Pillai's_Trace	.004	.299 ^b	5	376	.914
	Wilks'_Lambda	.996	.299 ^b	5	376	.914
	Hotelling's_Trace	.004	.299 ^b	5	376	.914
	Roy's Largest_Root	.004	.299 ^b	5	376	.914
Age	Pillai's_Trace	.018	.450	15	1134	.964
	Wilks'_Lambda	.982	.448	15	1038.372	.964
	Hotelling's_Trace	.018	.447	15	1124	.965
	Roy's Largest_Root	.009	.701 ^c	5	378	.623
Marital Status	Pillai's_Trace	.014	1.046 ^b	5	376	.390
	Wilks'_Lambda	.986	1.046 ^b	5	376	.390
	Hotelling's_Trace	.014	1.046 ^b	5	376	.390
	Roy's Largest_Root	.014	1.046 ^b	5	376	.390
Tests of Between-Subjects Effects						
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Gender	Job Satisfaction	.602	1	.602	.553	.458
	Inspiration from Leadership	.001	1	.001	.001	.974
	Role and responsibility perception	.932	1	.932	.756	.385
	Self-moulding for career in advance	.928	1	.928	.820	.366
	Social relations with Peers and top Officials	.596	1	.596	.511	.475
Age	Job Satisfaction	2.461	3	.820	.753	.521
	Inspiration from Leadership	3.143	3	1.048	.870	.457
	Role and responsibility perception	.542	3	.181	.147	.932
	Self-moulding for career in advance	.075	3	.025	.022	.996
	Social relations with Peers and top Officials	.094	3	.031	.027	.994
Marital	Job Satisfaction	1.006	1	1.006	.924	.33

Status						7
Inspiration from Leadership	.131	1	.131	.109	.74	2
Role and responsibility perception	.006	1	.006	.005	.94	4
Self-moulding for career in advance	4.849	1	4.849	4.287	.03	9
Social relations with Peers and top Officials	1.304	1	1.304	1.118	.29	1

Source: (Primary data)

It is safe to assume that the null hypothesis is true because Pillai's trace statistics' estimated significance value is greater than 0.05. The respondents' organisational citizenship behaviours are therefore not significantly different based on gender, age, or marital status. This can be inferred from the survey's findings.

After it was established that the respondents' gender, age, and marital status had no discernible impact on their organisational citizenship behaviour, a rank analysis was conducted to determine which factors were most crucial. This was done in order to pinpoint the critical elements that influence organisational citizenship behaviour. This choice was made in light of the fact that these factors did not significantly affect how the employees behaved in terms of organisational citizenship.

Table No.4: Rank Analysis - Organizational Citizenship Behaviour

Rank Analysis			
	N	Mean	Rank
Job Satisfaction	396	4.0606	3
Inspiration from Leadership	396	3.6970	5
Role and responsibility perception	396	3.7828	4
Self-moulding for a career in advance	396	4.1061	2
Social relations with Peers and top Officials	396	4.1081	1

Source: (Primary data)

The self-molding attitude for career advancement, social relations with peers and top officials, and job satisfaction are the factors that contribute to organisational citizenship behaviour, according to the interpretation that can be made from the rank analysis that was carried out using the mean score.

To ascertain whether organisational citizenship behaviour affects organisational commitment in this study, a linear regression analysis was conducted.

Table No. 5: Linear Regression Test - Organizational Commitment & Organizational Citizenship Behaviour

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.814 ^a	.662	.609	.50356		
a. Predictors: (Constant), Organizational Citizenship Behaviour						
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.146	1	104.146	410.719	.000 ^b
	Residual	99.907	394	.254		
	Total	204.053	395			
a. Dependent Variable: Organizational Commitment						
b. Predictors: (Constant), Organizational Citizenship Behaviour						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.059	.144		7.345	.000
	Organizational Citizenship Behaviour	.728	.036	.714	20.266	.000
a. Dependent Variable: Organizational Commitment						

Source: (Primary data)

The two variables, organisational commitment and organisational citizenship behaviour, have a strong positive relationship that accounts for 81.4% of the total, according to the coefficient of determination, R, which is 0.814. R-Square has an estimated value of 0.662, which is higher than the standard deviation's value of 0.6. This result shows that the model's forecasting accuracy is 66.2%. Additionally, the standard deviation is 0.6 in value.

Given that the ANOVA significance test value is greater than 0.05 but less than 0.01 it is possible to conclude that the model is reliable.

Further proof that organisational citizenship behaviour does, in fact, influence organisational commitment is provided by the coefficients' significance value of less than 0.05.

The regression equation herein is given by:

$$\text{Organizational Commitment} = 1.059 + (0.728 \times \text{Organizational Citizenship Behaviour})$$

VI. Findings and Conclusion

The study's conclusions show that there were no gender, age, or marital status-related differences in the respondents' levels of organisational commitment and organisational citizenship behaviour. On the basis of the research's findings, this was the conclusion drawn. This was the finding that caused the investigation's conclusion, which was the result of the investigation. In addition, a strong correlation between lower work pressure, better rewards, and fewer workplace restrictions on creativity and higher organisational commitment was found. This discovery was made as a result of research. It was also recognised that interactions with peers and senior leaders, a self-molding attitude towards career advancement, and a sense of job satisfaction all contribute to organisational citizenship behaviour. Additionally, a strong and positive relationship between organisational commitment and organisational citizenship behaviour was thought to exist that is 81.4% as strong as it is powerful. Similar to this, the degree of commitment within an organisation is influenced by the actions of its members.

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