

Role of Commitment in the Development of Employee's Citizenship Behaviour: Evidence from banking Sector of Pakistan

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Abstract

In this study we investigate the employees job related attitudes impact on organizational commitment .Organizational commitment has been an increasingly field of study since past research shown it important to the organization as a whole. Despite the increase in attention given to the study of workplace commitments, there still appears to be considerable confusion and disagreement about what commitment is where it is directed and how it develops. This study tries to link the dimensions of organizational citizenship behavior as a consequent of the dimensions of commitment in the banking sector of Pakistan. By using the correlation, it is found that certain dimensions of commitment influence specific determinants of organizational citizenship behavior.

Keywords: Organizational Commitment, Affective, Continuance, Normative, Organizational Citizenship Behaviour, Altruism, Consciousness, Civic virtue

1. Introduction

Commitment in workplace can take various forms and, arguably, have the potential to influence organizational effectiveness and employee well-being (Meyer & Herscovitch 2001; Ahmed & Islam 2011; Islam, *et al.*, 2012). In today's competitive world, no organization can perform at its peak level unless each employee is committed towards the organization's goal and work as an effective member of the team. Commitment is a process of identification with the goals of an organization's multiple constituencies (Reichers 1985). Now a day's organizations are facing the challenge of committed workforce. In the past organizations secure the loyalty of their employees by guaranteeing them job security. In present, due to competitive pressure organizations tends towards downsizing, restructuring and transformation which create a less secure organizational climate. To meet with this competitive environment one of the key component for survival is the ability of organization to use human resource effectively and efficiently (Ahmed & Islam 2011). The appointment of good worker is crucial but much important is the organizations ability to create a committed workforce. According to Jaros (1997), organizational commitment is an important part of an employee's psychological state because employees who experience high organizational commitment are theorized to engage in many behaviors, such as citizenship activities and high job performance that are believed to be beneficial to the organization.

The concept of organizational commitment has attracted considerable interest as an attempt to understand the intensity and stability of employee dedication to work organization (Eisenberger *et al.*, 1990). Despite the increase in attention given to the study of workplace commitments, there still appears to be considerable confusion and disagreement about what commitment is where it is directed, how it develops and how it affects behavior (Meyer & Herscovitch, 2001). Allen & Meyer (1990) theorized that, employees with strong affective commitment remain because they want to, those with strong continuance commitment because they need to, and those with strong normative commitment because they feel they ought to do so. Thus, the present study is aimed to find those dimensions of organizational commitment (affective, normative and continuance) which helps managers of an organization to build the key citizenship behavioral factors (i.e. altruism, conscientiousness and civic virtue) of existing employees in the banking sector of Pakistan.

2. Theoretical Background

2.1. Commitment

Commitment has been found as one of the crucial factor that can contribute towards the organizational efficiency. The concept of commitment has been followed by different approaches. Morrow (1983) noted that there were some 25 concepts and measures related to commitment. Blau & Boal (1987) discussed two approaches in defining commitment referred as behavioral approach and attitudinal approach. One of the major models of organizational commitment is that developed by Meyer & Allen (1991), which conceptualizes organizational commitment in terms of three distinct dimensions: affective, continuance, and normative

2.1.1. Affective Commitment

The widespread approach to organizational commitment in the literature is considered an affective or emotional attachment to the organization such that the strongly committed individual involved, and enjoys membership in the organization (Allen & Meyer 1990). Employees who have high levels of organizational identification have enhanced feelings of belongingness to their organization and are more psychologically attached to it (Lee *et.al.* 2007). Thus, employees with strong affective commitment remain with the organization because they want to do so (Allen & Meyer 1996). Affective commitment tend to correlate more strongly with any given outcome variable including the focal behavior (Meyer & Herscovitch 2001). Organizational-based psychological ownership is concerned with individual members' feeling of possession and psychological connection to an organization as a whole including organizational culture and climate, attitudes of senior management, corporate goals and vision, reputation of the organization, and corporate policies and procedures (Mayhew *et.al.* 2007). Therefore, developing affective commitment should focus on the work experiences and job characteristics such as autonomy, task significance, task identity, skill variety, supervisory feedback and organizational dependability, all of which have been identified as significant antecedents of affective commitment (Jaros 1997). Porter et al (1974) further characterize affective commitment by three factors (1) "belief in and acceptance of the organization's goals and values, (2) a willingness to focus effort on helping the organization achieve its goals, and (3) a desire to maintain organizational membership".

2.1.2. Normative Commitment

Normative commitment is relatively a new concept of organizational commitment which is being defined by Bolon in 1993. Normative commitment refers perceived obligation of the employees to remain with the organization (Meyer *et al.* 2002).It refers to commitment based on a sense of obligation to the organization and employees with strong normative commitment remain because they feel they ought to do so (Allen & Meyer 1996). Weiner (1982) suggested that normative commitment develops as a function of socialization experiences, such as societal or familial experience". Normative commitment can be explained by other commitments such as marriage, family, religion, etc. therefore when it comes to one's commitment to their place of employment they often feel like they have a moral obligation to the organization (Wiener, 1982). Employees can develop a sense of obligation to their organization for reasons other than socialization, including the receipt of benefits that invoke a need for reciprocity (Meyer *et al.* 2002). Thus, normative commitment is conceptualized to reflect one specific type of attachment related emotion (Jaros 1997). Employees with a high level of normative commitment believe they have the duty and responsibility to continue working for their current (Aube 2007). Although affective and normative commitment shows similar patterns of correlations with antecedent, correlate and consequence variables, the magnitude of the correlations is often quite different (Meyer *et al.* 2002).

2.1.3. Continuance Commitment

The continuance commitment refers to commitment based on the costs that the employee associates with leaving the organization (Allen & Meyer 1996). *Continuance commitment* is the willingness to remain in an organization because of the investment that the employee has with "nontransferable" investments. Nontransferable investments include things such as retirement, relationships with other employees, or things that are special to the organization (Reichers, 1985). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Reichers, 1985). It is proposes that the continuance component of organizational commitment will also develop on the basis of two factors; the magnitude and/or number of investment (or side-bets) individuals make and perceived lack of alternative (Allen & Meyer 1990).

According to Becker (1960), people committed to the organization due to three reason; (1) the generalized culture expectation where people feel that a man ought not to change his job too often and that one who does is erratic and untrustworthy;

(2) impersonal bureaucratic arrangement where a man who wishes to leave his current job may find that, because of the rules governing the firm's pension fund, he is unable to leave without losing a considerable sum of money he has in that fund; (3) individual adjustment to social positions where a person may so alter his patterns of activity in the process of conforming to the requirement for one social positions that he unfits himself for other positions he might have access. Employee would be more attached to their organization if they cannot obtain the same benefits in another firm (Lee *et al.* 2007). It is generally agreed that continuance commitment develops when a person makes investments, or side-bet, that would be lost if he or she were to discontinue the activity (Meyer & Herscovitch 2001). Meyer & Allen (1997) further explain that employees who share continuance commitment with their employer often make it very difficult for an employee to leave the organization.

2.2. Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior has been defined by Organ (1988) as “an 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.”

According to Poncheri (2006) OCB has a positive impact on organization or its members. OCB can help the managers of the organization to create a cooperative work environment that can increase efficiency of the subordinates. Daniels *et al.* (2006) illustrates that OCB is an extra role behavior that is not formally and officially required by the organization rather it is based on the consent of an individual on account of the organizational environment which is provided to that employee. Citizenship behavior is a reaction of fair treatment done by the organization to the employees (Shapiro *et al.* 2004). Organizational citizenship behavior is an example of discretionary behavior which has been identified as being linked to OC. Despite the widespread interest in the topic of organizational citizenship behavior (OCB), little practical research has been done with commitment in the banking sector of Pakistan. There are many factors of OCB that can contribute to the commitment, which include Altruism, Conscientiousness, Civic virtue, Sportsmanship, Courtesy, etc. However, the OCB factors that have been considered in this research to have a significant relationship with commitment, are the first three i.e. Altruism, Conscientiousness, and Civic Virtue.

2.2.1. Altruism

According to Todd (2003) altruism is the willingness of an employee to help the co-worker into their work and also the selflessness of an employee towards his organization. Altruism is to help others going beyond the job requirements with which an individual is in contact Redman & Snape (2005). Altruism is accounted as a one of the significant antecedents of Organizational Citizenship Behavior (OCB), reason being, as Pare' & Tremblay (2000) explains such behaviors as helping a colleague who has been absent from work, helping others who have heavy workloads, being mindful of how one's own behavior affects others' jobs, and providing help and support to new employees represent clear indications of an employee's interest for its work environment. Neihoff & Yen (2004) asserted that Altruism enhances the efficiency of the workers because an individual helps to his coworker by utilizing his slack time to assist him on a more urgent task. Socially driven values emphasizing the group over individual concerns are likely to encourage altruistic behaviors benefiting the group. Altruism and compassion results the interconnections and create a link or bond between the employees. It encourages teamwork and cooperation by allowing the employees to enhance the pool of available knowledge. Redman & Snape (2005) affirms that altruism refers to helping specific individuals in relation to organizational tasks. Wu, (2001) explains that an altruistic person can obtain utility from other persons' utility by convincing them with their selflessness aspect of personality.

2.2.2 Conscientiousness

Conscientiousness' refers to discretionary behaviors that go beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance (Redman & Snape, 2005). In other words, conscientiousness means the scrupulous obedience to organizational rules and procedures, even when no one is watching. Lepine *et al.* (2000) argues that when adaptability is required in decision-making performance then conscientiousness and openness are the better predictors. Conscientiousness emphasizes on responsibility and dedication with the basic motive of interpersonal helping by taking the initiative to engage into those behaviors that are good for the organization.

Conscientiousness can be expressed in numerous ways in the organizations and, most obviously, in terms of job performance (King, 2005). Conscientiousness affects important work outcomes (Goldberg *et al.* 2005).

2.2.3 Civic Virtue

'Civic Virtue' refers to behaviors that demonstrate a responsible concern for the image and wellbeing of the organization (Redman & Snape, 2005). Borman *et al.* (2001) defines civic virtue as responsibly involving oneself in and being concerned about the life of the company. It is a behavior that indicates an employee's responsibly to participate in, and is concerned about the life of the company which can be represented by voluntary attendance at meetings (Todd, 2003). Baker (2005) explains Civic Virtue as a responsible and constructive involvement in the political processes of the organization. Coole (2003) argues that civic virtue was more limited in their relation to organizational effectiveness; i.e. the more the organization is effective then most the chances of emergence of this behavioral aspect. Todd (2003) points out that, it is important that some different types of OCBs such as helping behavior and civic virtue appear to impact distinct measures of organizational effectiveness in their own ways.

2.3. Relationship between Organizational Commitment and Organizational Citizenship Behavior

Organizational commitment (OC) for many years has been identified as an important factor to understand the relationships between the employee and the employer (Allen & Meyer 1996). Organizational commitment is one of the important factors which contribute to foster Organizational citizenship behavior (LePine, Erez & Johnson, 2002). An employee's organizational commitment is positively related to organizational citizenship behavior (O'Reilly & Chatman, 1986). Results of previous researches show that commitment is the predictive of organizational citizenship behavior because it significantly impacts on OCB (Ahmed *et al.*, 2011; Liu, 2009). Undoubtedly, the relationship between OCB and their organizational commitment has been extensively explored in the past. However, relatively few researches have examined this relationship in the specific context of banking sector of Pakistan. As Pakistan particularly and Asia in general are different from the rest of the world, if culture is made the origin of segregation, Gautam *et al.* (2005) argues that citizenship behavior within an organization may vary, with change in geographic context; OCB is enacted differently in different cultural contexts that what it means to be a 'good citizen' may vary.

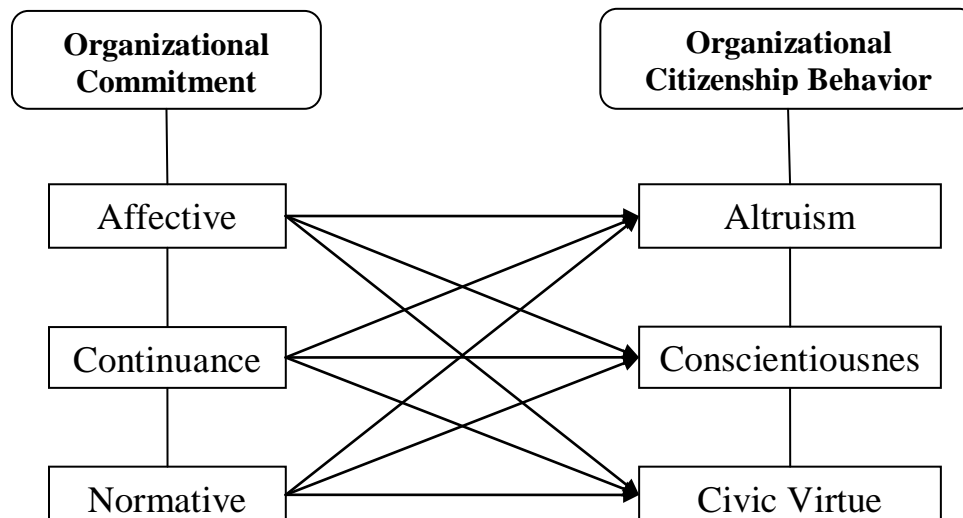
Jaros (1997) argues that highly committed employees are more likely to engage in citizenship activities and high job performance that are considered beneficial for the organization. Scholl (1981) argued that organizational commitment made individual keep stable behavior even under conditions with unmet expectation and no organizational rewards. Extra- role behaviors are the results of the organizational commitment (Foote, Seipel, Johnson & Duffy, 2005). The empirical findings suggest that strong affective commitment is a better predictor of compliance behavior than altruistic behavior. Studies on commitment have provided strong evidence that affective and normative commitment is positively and continuance commitment is negatively connected with organizational outcomes such as performance and citizenship behavior (Shore & Wagner 1993).

The cross-cultural applicability of the constructs both of OC and OCB remains open to debate. The structural invariance of OC in different cultures has been a focus of a number of studies in recent years (Vandenberghe, 2003), typically presenting culture-specific analyses. For example, both Chen & Francesco (2003) and Cheng & Stockdale (2003) broadly support the three component model in relation to Chinese samples. Truckenbrodt (2000) suggests that a significant relationship exists between the commitment and altruistic organizational citizenship behavior. Employees who possess strong affective commitment are more likely to be involved in organizational citizenship behavior than employees possessing weak affective commitment. In a meta-analysis, Organ & Ryan (1995) reported that affective commitment is positively correlated with altruistic behavior and compliance behavior. Gautam, Dick, Wagner, Upadhyay & Davis (2005) 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. Chen & Francesco (2003) study showed that affective commitment (AC) related positively to OCB. Affective commitment is a significant predictor of OCB (Rifai, 2005, Feather & Rauter, 2004). Past studies show a positive relationship between affective commitment and organizational citizenship behavior. Previous studies however also report weak relationships between affective commitment and organizational citizenship behavior. Carmeli (2005) found positive relationship between affective commitment and OCB. Conscientiousness is positively predicted by affective and continuance commitment. Yutaka Ueda (2010) research study Results show that affective organizational commitment had a significantly positive effect on helping behavior and sportsmanship.

In addition, the effect of affective organizational commitment on civic virtue was moderated by collectivism so that affective organizational commitment had a stronger effect when collectivism was weak than when collectivism was strong. In this present research study an interactive perspective is propose in which the relationship between affective, continuance, normative commitment and Organizational Citizenship Behaviors dimensions: altruism, conscientiousness, civic virtue is found. This paper sets out to test the dimensionality of organizational citizenship behavior and to examine its linkage with organizational commitment in the Pakistani context. On the basis of above reasoning, following hypothesis are deducted.

3. Research Model

Figure 1: Research Model



4. Hypotheses

For studying the work related employees behavior on organizational citizenship, we test the following hypotheses:

- H1:** Affective, Normative and Continuance Commitment are positively correlated with Altruism.
- H2:** Affective, Normative and Continuance Commitment are positively correlated with Conscientiousness
- H3:** Affective, Normative and Continuance Commitment are positively correlated with Civic Virtue.

5. Research Method

5.1. Population, sampling and sampling technique:

The aim of the present study is to find the correlation among dimensions of organizational commitment i.e. affective, normative and continuance and determinants of organizational citizenship behavior i.e. altruism, conscientiousness and civic virtue because such type of study is not been conducted by the researchers earlier. The present study is conducted in the banking sector of Pakistan. There are 203 banks registered with the web of central bank of Pakistan (www.sbp.com.pk), out of which 10 schedule banks were selected for the study on the basis of simple random sampling.

5.2. Data Collection Method

Most of the management studies use survey method to collect the data, same method was used for the present study. Data was collected through questionnaires form the employees of banks situated in Lahore, Pakistan. Total of 350 questionnaire was distributed among the employees of different banks out of which 292 responded back (response rate = 83.4%). SPSS 17.0 was used to analyze the data.

5.3. Measurement

For data collection, questionnaire consists of 42 items was used, out of which 23 questions were to measure the organizational commitment and its dimensions i.e. affective, normative and continuance. These questions were adopted from the study of Allen & Meyer (1990), and the remaining 19 questions were to measure the organizational citizenship behavior with its determinants i.e. altruism, conscientiousness and civic virtue were adopted from the study of Podsakoff *et al.*, 1990.

6. Findings of the Study

Table 1: Mean, S.D, Cronbach and Correlation

variables	Mean	S.D	1	2	3	4	5	6
1. Affective Commitment	3.070	0.609	(0.89)					
2. Continuance Commitment	3.039	0.638	0.657**	(0.81)				
3. Normative Commitment	3.031	0.590	0.389**	0.570**	(0.83)			
4. Altruism	3.628	0.947	0.214**	0.166**	0.219**	(0.79)		
5. Conscientiousness	3.571	0.886	0.111*	0.148*	0.188**	0.569**	(0.86)	
6. Civic Virtue	3.653	0.889	0.158*	0.149*	0.286**	0.608**	0.709**	(0.88)

Note: ** values are significant at $p < 0.01$ (all 2 tail), * Values are significant at $p < 0.05$ (all 2 tail), denotes Cronbach alpha values.

Table 1 gives the representation of the descriptive, Cronbach and correlation results of the study. The mean score and standard deviation of the respondents regarding affective, normative, continuance commitment along with altruism, conscientiousness and civic virtue of the employees of banking sector are given. The respondents were evaluated on the basis of five points Likert scale ranging from strongly disagree to strongly agree. The mean score of all the respondents regarding dimensions of organizational commitment are very near to neutral i.e. affective commitment ($M=3.070$), normative commitment ($M=3.031$) and continuous commitment ($M=3.039$). Similarly the mean score of determinants of organizational citizenship behavior are also near to neutral i.e. altruism ($M=3.628$), conscientiousness ($M=3.571$) and civic virtue ($M=3.653$).

The values of the table are also shows the results regarding correlation among the independent and dependent variables. The results indicates a positive relationship between altruism and affective commitment ($r=0.214$, $p < 0.01$). Similarly affective commitment is positively correlated with conscientiousness ($r=0.111$, $p < 0.05$) and civic virtue ($r=0.158$, $p < 0.05$). The relationship between affective commitment and altruism is found to be strong as compared with other two dependent variables. when the results were compared regarding continuous commitment with the determinants of OCB then again a positive but weak relationship was found i.e. with altruism ($r=0.166$, $p < 0.01$), conscientiousness ($r=0.148$, $p < 0.05$) and civic virtue ($r=0.149$, $p < 0.05$). But the relationship between continuous commitment and altruism is found to be strong as compared to conscientiousness and civic virtue. Normative commitment is also found to have positive relationship with all the determinants of OCB i.e. with altruism ($r=0.219$, $p < 0.01$), conscientiousness ($r=0.188$, $p < 0.01$) and civic virtue ($r=0.286$, $p < 0.01$). The relationship between normative commitment and civic virtue is found to be strong as compared with the other ones.

7. Discussion

This study found that all the dimensions of the organizational commitment i.e. affective, normative and continuance are positively correlate with the key determinants of OCB i.e. altruism, conscientiousness and civic virtue. In the past most of the researches have been conducted to see the influence of organizational commitment on OCB or to see the organizational commitment's dimensions influence on OCB but, no one has conducted a study to see that how dimensions of organizational commitment (i.e. affective, normative and continuous) influence on the key determinants of OCB (i.e. altruism, conscientiousness and civic virtue).

The findings of the present study reject the results of Williams and Anderson (1991) who found that organizational commitment is not related to organizational citizenship behavior. Shore and Wagner (1993) found that only normative commitment is predictor of OCB, while Rifai (2005), Feather & Rauter (2004) and Podsakoff *et al.*, (2000) argued that affective commitment is the predictor of the OCB. On the other hand O'Reilly & Chatman, (1986); Jaros (1997); Liu, (2009), Ahmed *et al.*, (2011), argued that organizational commitment has positive influence on OCB. In the present study all the dimensions of organizational commitment were found to be positively related with the altruistic, conscientiousness and civic virtual organizational citizenship behavior but the relationship found is quiet weak. The results of the study revealed that the employees having emotional attachment (affective commitment) with their organization are more likely to help their co-workers (i.e. altruistic OCB). The study also found that all the employees who continue with their present job (continuous commitment) are more likely to help co-workers (i.e. altruistic OCB).

And finally all those employees who have perceived obligation to remain with their organization (normative commitment) are more likely to put efforts to create a positive image of their organization in front of other (civic virtue).

8. Practical Implication

Now a day in global era every organization aims to gain competitive advantage over its rivals and this can only be possible if the employees of that organization show great commitment with it. As committed employees tries their best to lift their organizations by performing better and by helping its co-workers. The present study will help managers of successful organizations to increase the commitment level of its key employees because highly committed employees show more citizenship behaviors i.e. helping co-workers, putting efforts to create the positive image of the organization and obeying the rules regarding work.

9. Limitation and Future Direction

One limitation of the present study is the sample size. This study is conducted in a single city of Pakistan. The results can further be generalized by increasing the sample size of the study. Furthermore by taking some organizational factors like, organizational politics, culture and climate as mediator will be helpful to understand the further relationship between the dimensions of organizational commitment and determinants of organizational citizenship behavior.

10. Conclusion

The present study was an attempt to find the relationship between dimensions of organizational commitment (i.e. affective, normative and continuance) and key determinants of organizational citizenship behavior (i.e. altruism, Conscientiousness and civic virtue). Some important findings of the study are that all the dimensions of organizational commitment are significantly correlate with the key determinants of organizational citizenship behavior. The employees having emotional attachment with their organizations and want to continue with the organizations, not only put their efforts to lift up the organization but also help their co workers. Thus an organization should win the commitment of its key employees to have positive image globally.

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