

Relationship between Employee Commitment & Organizational Citizenship Behavior: A study of Employees working in Public Sector Banks in Ludhiana (Punjab)

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Abstract : Employee commitment and organizational citizenship behavior have become a keen area of interest for all the sectors across the globe because these two factors are not only important for the creation of a positive work environment but also lead to increased customer satisfaction. Extra-role behaviors are much needed in this era of high competition. The present study focuses on Employee Commitment and organizational citizenship behavior of the officers working in the Public sector banks in Ludhiana, Punjab. Relationship between the various dimensions of Employee Commitment and organizational citizenship behavior was also assessed using co-relation analysis. The sample of the study consisted of 100 officers (Scale 1 to Scale 3) working in various public sector banks in Ludhiana, Punjab. To measure employee commitment, scale given by Allen and Meyer (1990) revised by Jaros (2007) is used and to measure organizational citizenship behavior, 24 item scale given by Podsakoff et al. (1990) was used. The results of the study concluded that there exists a positive relationship between employee commitment and organizational citizenship behavior

Keywords — *Employee commitment, organizational citizenship behavior, work environment, Public sector banks, Punjab, relationship,*

I. INTRODUCTION

Now-a-days customer is the king, Customer retention and new customer attraction is the much important factors for any service sector. Every employer is in need of the employees who go beyond the defined job role and exert extra efforts that in turn are related to the productivity and profitability of the organization. These extra role behaviors are part and parcel of organizational citizenship behavior. Customer satisfaction also increases when employees perform beyond the formal lines. As such employees keep the interest of the organization above all the other factors it results in such a supportive work atmosphere that is very much conducive for the success of the organization (Borman and Motowidlo, 1993). Today public sector banks are facing high competition from private sector banks in terms of customer service. So it becomes urgent on the part of public sector banks to explore the factors responsible for inducing organizational citizenship behavior in their staff members which is an important factor to increase customer satisfaction.

In today's dynamic environment, organizations require team work and flexibility in the performance of the duties, so citizenship behavior becomes even more important (Howeyda et al. 2014).

For many years, Employee commitment has been recognized as a main variable to define the relationship between the workforce and the management of the

organization (Allen and Mayer, 1996). Employee commitment is significantly related to job satisfaction and the behavior of the workforce (Wang, 2015).

Employees with positive mind-set are capable of setting a positive environment in the organization. Loyal and committed employees go beyond the assigned work and make every possible effort to bring the glory to their organization. Organizational justice & fairness induce positive vibes in the workforce and in turn they become more motivated and more committed towards performing their duties in the organization. Such committed employees willingly help their colleagues in trouble-shooting, keep themselves updated about the concerned innovations happening in the external environment and work with more zeal and enthusiasm for achievement of the goals of the organization. Good leadership also plays an important role to build positive personality traits in the followers. Leadership is the key factor for building the citizenship traits. Good citizens in the organization make every possible effort to help their co-workers in problem solving. Organizational citizenship behavior plays an important role in building cordial work environment where team work flourishes and positivity is induced. Committed employees ignore trivial matters and help the organization to build a sound corporate image.

Thus organizations should make every single effort to induce organizational commitment. Organizations where employees follow rules & regulations even when no one is

watching definitely gain a positive edge in the highly competitive world. More satisfied employees are more committed and exert more efforts for achievement of the target of the organization.

As per Allen and Mayer (1991), organizational commitment is having three components. First component is affirmative commitment, when an employee feels him/herself emotionally attached to the organization. Such emotionally attached employees are not interested in the outside job opportunities and are willing to continue with the same organization because they feel that their working relationship is better with the present organization in comparison to that with any other organization.

The continuance commitment is the result of cost-benefit analysis as done by an employee. It arises because in terms of promotion, perks, incentives etc. employees perceive the cost of leaving the organization more in comparison to the benefits associated with the length of service in the organization. It is also known as necessary commitment.

Normative commitment arises due to the values, beliefs & norms that an employee possess. Employees consider it as a moral obligation to continue working with the same organization & perceive that it is unethical to leave the present organization that has given so much to the concerned employee.

Organizational commitment is directly proportional to the motivation level of the staff members as the employees who are more committed never mind to work beyond office hours and exert every single effort to bring glory and success to the organization (Caldwell et al. 1990)

As per the study conducted by Lee et al. (2000), occupational commitment is positively related to job satisfaction, job involvement & job performance. Occupational commitment is positively related to organizational commitment and it also impacts turnover intention of the employees. Thus looking at its importance, management should pay attention to the factors leading to occupational commitment.

Schappe (1998) conducted a study of the employees of mod Atlantic Insurance Company to know the impact of job satisfaction, perceived procedural justice and organizational commitment on organizational citizenship behavior. Results of the study supported that when all the above mentioned three factors are taken together, hierarchical regression analysis indicates that organizational commitment is the only variable having significant impact on organizational citizenship behavior.

As per Podsakoff et al. (1990), five dimensions of organizational citizenship behavior are described as under:

1. Courtesy- it includes behavior like helping others to find a solution for their problems so that interpersonal relationships inside an organization flourish.

2. Conscientiousness – it is a measure of the degree that how much a person is dedicated to his/her job. it is

measured as punctuality of the employee in completing the job tasks and working beyond the limits of formal working hours to accomplish job related activities.

3. Altruism – it refers to the display of extra role behavior by an employee when he extends a helping hand towards needy and inexperienced employees at work.

4. Civic virtue – it refers to the characteristic of an employee of indulging oneself in such activities that enhance the overall image of an organization in the minds of its customers like participating voluntarily in the meetings and programmes that are held for bringing a positive change in the organization's working.

5. Sportsmanship- when an employee gives negligible attention to the tiny flaws existing in the inside environment of an organization and works with full potential for the goodwill of the organization, he proves himself as a good citizen of his organization.

II. REVIEW OF LITERATURE

Gautam et al. (2001) conducted a study on school teachers in Turkey. Teachers from different schools were included in the study and the impact of commitment towards one's profession, commitment towards organization on citizenship behavior was measured. Author observed difference among teachers in regard of various components of commitment i.e. affective commitment and normative commitment. In terms of citizenship behavior also difference was observed among teachers from different schools. While in terms of percentage variance explained, commitment towards profession was found to be having more effect on citizenship behavior than the effect of commitment towards organization

Kursad Yilmaz and Omay Cokluk-Bokeoglu (2008) conducted a study on primary school teachers in Ankara, Turkey to find out the relationship between organizational commitment and organizational citizenship behavior. Results of the study supported that teachers in the school were having higher mean score for continuance commitment as compared to other two components of organizational commitment i.e affective commitment and normative commitment. Reason cited by the author is that as more benefits are associated with tenure/term of work inside the organization so staff wants to stay connected with the organization. Also organizational commitment has a significant impact on organizational citizenship behavior. So organization should focus on improving organizational commitment of staff.

Asiedu et al. (2014) conducted a study on staff of commercial banks in Ghana to know the impact of organizational commitment and organizational citizenship behavior on productivity of employees. Data was collected using Likert scale. Hierarchical regression analysis result showed that both organizational commitment and organizational citizenship behavior are important variables for determining performance at work. Even though

organizational citizenship behavior explained more variance of performance but results of the study supported that both of these variables can work as important internal marketing tools to increase employee productivity which will in turn increase performance and profits of the organization.

Devece et al. (2016) conducted a study on middle managers in Spain when there was a recession in 2010-2011. The population of the study was middle managers. Non-probability convenience sampling was used to choose the managers. Aim of the study was to know the impact of unemployment as a moderator for relationship between organizational commitment and organizational citizenship behavior. The result of the study revealed that unemployment doesn't affect the relationship of affective commitment and normative commitment with organizational citizenship behavior. But in the situation of unemployment, continuance commitment increases citizenship behavior becomes stronger in the situation of high-unemployment environment. The reason cited by the author is that as in the situation of high unemployment focus of individual shifts from self benefit to collective benefit. He/she begins to think about the benefits of both himself/herself and organization and its direct impact is seen on the employee's behavior and the relationship between continuance commitment and organizational

Prasetyo et al. (2017) conducted a study on staff of state owned bank in Bandung, Indonesia. The variables used in the study were organizational commitment, organizational citizenship behavior and job satisfaction. The aim of the study was to find out the relationship between these variables. 5-point Likert scale was used to collect data about these variables. Results of the study concluded that more is the job satisfaction in terms of reward structure, relationship with colleagues and superiors, characteristics of job and promotion perspectives more will be the positivity in behavior of staff. Also through the results of the Bootstrap confidence interval technique used in the study it was observed that organizational commitment works as a mediator for describing the relationship between job satisfaction and organizational citizenship behavior.

III. OBJECTIVES OF THE STUDY

1. To examine the level of organizational citizenship behavior of employees working in public sector banks in Ludhiana city (Punjab).
2. To examine the level of employee commitment of employees working in public sector banks in Ludhiana city (Punjab).
3. To examine the relationship between employee commitment and organizational citizenship behavior of employees working in public sector banks in Ludhiana city (Punjab).

IV. RESEARCH METHODOLOGY

A. Sample of the Study

The population of the study consists of employees (officers, scale 1 to scale 3) working in the nationalized public sector banks in Ludhiana city in Punjab. A total of 100 officers (scale 1 to scale 3) were selected randomly from the Public sector banks.

B. Instruments used in the study

To examine the level of organizational commitment of the employees, scale given by Allen and Meyer 1990, revised by Jaros (2007) has been used. The scale consists of 20 items. Item no. 1 to 8 belong to Affective commitment, item no. 9 to 15 belong to continuance commitment while item no. 16 to 20 belong to continuance commitment.

To examine the level of organizational citizenship behavior of the employees, questionnaire given by Podsakoff et al. (1990) was used. This scale consists of in total 24 items. Item no. 1,10,13,15 & 23 belong to altruism dimension, item no. 2, 4,7,16 & 19 belong to sportsmanship dimension, item no. 3,18,21,22 & 24 belong to conscientiousness dimension, item no. 5, 8, 14, 17 & 20 belong to courtesy dimension and item no. 6,9,11 & 12 belong to civic virtue dimension of organizational citizenship behavior.

The respondents were asked to rate each statement on a five point scale ranging from 5 (strongly agree) to 1 (strongly disagree).

C. Reliability of the Instruments used in the study

Cronbach's alpha of the two scales used is

- Organizational Commitment Scale = .86
- Organizational Citizenship Behavior Scale = .92

D. Statistical Tools used in the study

For the analysis of data, Mean, Standard Deviation were calculated by using MS Excel 2007 SPSS Software (version 16) was used for statistical tests Correlation analysis.

V. ANALYSIS OF DATA

A. Organizational Commitment

The statement wise mean scores and standard deviation are presented in the table 1.

Table 1: Mean & Standard Deviation			
S.No.	Statement	Mean	Standard Deviation
1.	I am very happy being a member of this organization	3.98	0.97
2.	I enjoy discussing about my organization with people outside it	4.19	0.93
3.	I really feel as if this organization's problems are my own	3.62	1.04
4.	I think that I could not easily become as attached to another organization as I am to this one	3.78	0.94
5.	I feel like 'part of the family' at my organization	3.92	0.95
6.	I feel 'emotionally attached' to this organization	4.16	1.08
7.	This organization has a great deal of personal meaning for me	3.86	0.81
8.	I feel a 'strong' sense of belonging to my organization	3.98	1.01

9.	I worry about the loss of investments I have made in this organization	3.18	0.84
10.	If I wasn't a member of this organization, I would be sad because my life would be disrupted	3.52	0.89
11.	I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically	3.46	0.76
12.	I often feel anxious about what I have to lose with this organization	3.28	0.77
13.	Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member	3.13	1.12
14.	I am dedicated to this organization because I fear what I have to lose in it	3.54	0.72
15.	I feel that I owe this organization quite a bit because of what it has done for me	3.63	1.01
16.	My organization deserves my loyalty because of its treatment towards me	4.12	0.83
17.	I feel I would be letting my co-workers down if I wasn't a member of this organization	4.27	0.91
18.	I am loyal to this organization because my values are largely its values	4.34	0.89
19.	This organization has a mission that I believe in and am committed to	3.75	0.87
20.	I feel it is 'morally correct' to dedicate myself to this organization	4.05	0.96

The mean score of organizational commitment is 3.788 i.e. above neutral score of 3.

For all the items belonging to affective commitment i.e. item no. 1 to 8, mean score is above 3. Overall mean score of affective commitment is 3.936. It implies that employees are emotionally committed to the organization. Being a part of the organization, they feel happy. They feel delighted while discussing about the positive achievements of their organization with the outsiders and they always work as problem solver for their organization rather than being a problem creator.

Among the items belonging to continuance commitment, mean score for item no. 9 to 15 lies between 3 and 4. Overall mean score of continuance commitment is 3.482. It implies that no doubt employee cares about the benefits that accrue to them in relation to the length of service in the organization. But the score is not on much higher side. So from the analysis it can be construed that being a social creature every person is in need of money, but being professionally capable employees in the banks are not allured much by the job security and long term benefits.

For the item no. 16 to 20, belonging to normative commitment also, mean score is above 3. Overall mean score of continuance commitment is 4.102. It means that employees consider it as a moral obligation to continue with the same organization. They consider it ethically wrong to switch from one job to the other.

B. Organizational Citizenship Behavior

The statement wise mean scores and standard deviation are presented in the table 2.

Table 2: Mean & Standard Deviation			
S.No.	Statement	Mean	Standard Deviation
1.	I help others who have heavy workloads	2.98	0.97
2.	I am not the classic "squeaky wheel" that always needs greasing	3.63	0.93
3.	I believe in giving an honest day's work for an honest day's pay	3.72	1.04
4.	I do not consume a lot of time complaining about trivial matters.	3.78	0.94
5.	I try to avoid creating problems for coworkers	3.64	0.95
6.	I keep abreast of changes in the organization	3.59	1.08
7.	I do not tend to make "Mountains out of molehills.	3.86	0.81
8.	I consider the impact of my actions on coworkers	3.82	1.01
9.	I attend meetings that are not mandatory, but are considered important	2.79	0.84
10.	I am always ready to lend a helping hand to those around me.	3.52	0.89
11.	I attend functions that are not required, but help the company image	2.91	0.76
12.	I read and keep up with organization announcements, memos, and so on	3.12	0.77
13.	I help others who have been absent	3.31	1.12
14.	I do not abuse the rights of others	3.74	0.72
15.	I willingly help others who have work related problems	3.43	1.01
16.	I always focus on the positive side rather than the negative side	3.12	0.83
17.	I take steps to prevent problems with other coworkers	3.72	0.91
18.	My attendance at work is above the norm	3.96	0.89
19.	I never find fault with what the organization is doing.	3.32	0.87
20.	I am mindful of how my behavior affects other people's job	4.05	0.96
21.	I do not take extra breaks	3.78	1.06
22.	I obey company rules and regulations even when no one is watching.	3.56	0.90
23.	I help orient new people even though it is not required	3.41	0.95
24.	I am one of the most conscientiousness people in this organization	3.88	0.80

The mean score of organizational citizenship behavior is 3.53 i.e. above neutral score of 3. But even then scope of improvement exists. Management can take necessary steps to increase mean score of altruism, conscientiousness, sportsmanship, civic-virtue and courtesy dimensions.

For the conscientiousness dimension for two items i.e. item no. 6 and 12, mean score is above 3 so above average while for the item no. 9 and 11, mean score is below 3 i.e. below average.

The interpretation of the score indicates that employees are interested about latest developments in the organization and

keep themselves updated about the new changes taking place within the organization but they are not willing in attending outside meetings or business summits conducted by other organizations. So they are not interested in going the extra-mile to know about the changes happening in the external environment that may be due to various factors like whatever free time they get beyond the office hours, they may be interested in indulging themselves to their other activities and social obligations rather than devoting this time to the organization.

To improve on conscientiousness dimension, organization may take various steps to make these out-house meetings interested like interested employees may be provided with compensatory leave for attending the business conferences hosted by outside organizations. It will be beneficial for the banks as well as employees. For the employees it will fulfill their thirst to gain the knowledge along with maintaining their social life while for the banks, simulation of new ideas will be there. So a win-win situation can be created for the employer as well as employee.

For the altruism dimension, for the item no. 1 (I help others who have heavy workloads), score is below 3. While for the item no. 10, 13, 15 & 23 mean score is 3.52, 3.31, 3.63 and 3.61 respectively.

It implies that employees do not help others who have heavy work loads. There can be many reasons for the same. For example, there can be scarcity of the staff and every employee may be overloaded with the work. The management can work upon this and if it is found out that there is need of more staff, gap should be filled so that morale of the employees do not go down.

From the interpretation of mean score of item no. 10,13,15 and 23, it is understood that employees help others who are in need, who are new and who are in close relation to each other but the mean score is just above average for these items. Thus steps may be taken to increase the same, by introducing some organizational change and development

techniques to foster the strength of relations between co-workers.

Mean score for the item no. 2, 4,7,16 & 19 that constitute Sportsmanship dimension is above the average score of 3.

It implies that employees of the banks are satisfied with less than ideal conditions and never complaint about these matters. They care about the name and fame of their organization and do not disclose the petty issues inside the organization to outsiders.

Mean score for the item no. 6, 8, 14, 17 & 20 that constitute courtesy dimension is above 3.

It implies that employees of the banks care about the rights of other colleagues as well as they do not perform such functions as may interrupt the work of others. This leads to the creation of peaceful and cordial climate at the workplace. Management may introduce some cultural programmes indoor as well as outdoor to create a spirit of belongingness among its staff members so that anxiety reduces and an environment of fraternity gets established.

C. Relationship between Organizational Commitment and Organizational Citizenship Behavior

Correlation analysis was used to analyze the relationship between Organizational Commitment and Organizational Citizenship Behavior. The same is shown in Table no. 3.

Cocorrelation of sub-dimensions of Organizational Commitment with the sub-dimensions of Organizational Citizenship Behavior was also calculated. The pearson correlation coefficient for correlation between Organizational Commitment and Organizational Citizenship Behavior is 0.702. It implies that both these variables are directly related to each other. So in order to induce positive traits of citizenship behavior among its staff members organization should always go for improvement in the parameters that lead to organizational commitment. Also various dimensions of these variables are also positively related to each other.

Table 3: Correlations

	OC	OCB	AC	CC	NC	AL	SP	CO	CU	CV
OC Pearson Correlation	1	.702**	.913**	.937**	.922**	.716**	.658**	.742**	.684**	.693**
Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000
N	100	100	100	100	100	100	100	100	100	100
OCB Pearson Correlation	.702**	1	.623**	.646**	.687**	.911**	.896**	.903**	.917**	.905**
Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000
N	100	100	100	100	100	100	100	100	100	100
AC Pearson Correlation	.913**	.624**	1	.891**	.884**	.711**	.581**	.732**	.594**	.556**
Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000
N	100	100	100	100	100	100	100	100	100	100
CC Pearson Correlation	.937**	.646**	.891**	1	.905**	.693**	.571**	.621**	.674**	.590**
Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000
N	100	100	100	100	100	100	100	100	100	100
NC Pearson Correlation	.922**	.687**	.884**	.905**	1	.721**	.563**	.688**	.592**	.578**
Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000
N	100	100	100	100	100	100	100	100	100	100
AL Pearson Correlation	.716**	.911**	.711**	.693**	.721**	1	.878**	.865**	.906**	.885**
Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000
N	100	100	100	100	100	100	100	100	100	100
SP Pearson Correlation	.658**	.896**	.581**	.571**	.563**	.878**	1	.834**	.814**	.801**

Sig. (2-tailed) N	.000 100	.000 100	.000 100	.000 100	.000 100	.000 100	.000 100	.000 100	.000 100	.000 100
CO Pearson Correlation Sig. (2-tailed) N	.742** .000 100	.903** .000 100	.732** .000 100	.621** .000 100	.688** .000 100	.865** .000 100	.834** .000 100	1 100	.831** .000 100	.851** .000 100
CU Pearson Correlation Sig. (2-tailed) N	.684** .000 100	.917** .000 100	.594** .000 100	.674** .000 100	.592** .000 100	.906** .000 100	.814** .000 100	.831** .000 100	1 100	.901** .000 100
CV Pearson Correlation Sig. (2-tailed) N	.693** .000 100	.905** .000 100	.556** .000 100	.590** .000 100	.578** .000 100	.885** .000 100	.801** .000 100	.851** .000 100	.901** .000 100	1 100

** . Correlation is significant at the 0.01 level (2-tailed).

VI. CONCLUSION

The correlation between organizational commitment and organizational citizenship behavior is found significant and positive. Organizational citizenship behavior has a significant impact upon organizational performance, service quality and image of an organization (Obamiro et al., 2014) so if an organization is composed of personnel with good organizational citizenship behavior profile, then this human resource will work as an important strategic asset for the organization and employees will never indulge themselves in such behavior that can counter the dignity of their organization.

Service sector organizations like education, entertainment, film industry, banking and insurance sector, information technology etc. is associated greatly with customer choice. Customer is central to these medical enterprises now-a-days, so organizations should try to place their efforts in such a way so as to have an ever-lasting impact on its customers (Chao-Chan, 2011)

Organizational committed employees help an organization internally as well as externally internally they show more commitment in profession like they stay obedient and punctual while delivering their duties and externally they treat customers in a more favorable manner (Iverson and Roy, 1994).

From the above researches, it can be said that committed personnel with good organizational citizenship behavior keep the customers in high spirits as well as they help the organization to develop a road of success for the achievement of organizational goals. So it is an emerging need that management should find out the ways to have employees with high commitment and organizational citizenship behavior profile ratings.

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