



## ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN RETAIL SECTOR

Singh Anita

Institute of Management Studies Ghaziabad, Uttar Pradesh, India

### ABSTRACT

In the face of present global economic realism, organizations are compelled to change continuously. Organizations require employees who are prepared to work beyond their job descriptions. These employees often exert behaviors that go beyond their prescribed job obligations that improve the overall performance of the organization. These are the employees on whom the organization ought to focus retention efforts in order to ensure and sustain successful functioning of the workplace. The objective of this paper is to examine the effect of organizational commitment on organizational citizenship behavior in retail sector. It is observed that normative commitment and continuance commitment have a significant impact on organizational citizenship behavior, whereas affective commitment has no significant impact on organizational citizenship behavior.

**KEYWORDS:** Organizational commitment, Organizational citizenship, Retail, factor

### INTRODUCTION

Organizational Citizenship Behavior (OCB) was preliminary illustrated in the study of Bateman and Organ (1983). OCBs are the discretionary behaviors executed by the individual employees outside the organization's administered responsibility and such behaviors are not explicitly recognized by the organization's reward system, though they can result in organization's efficiency and effectiveness (Organ, 1988a). Some of the examples of OCB are readiness to compromise difficulties at workplace, act in accordance with organizational regulations, rules, guiding principles and practices and exhibiting vigorous involvement in organizational growth which results in organizational success (Katz and Kahn, 1966).

### LITERATURE REVIEW

Defining Organizational Citizenship Behavior:-Organ expanded upon Katz's (1964) original work. Organ (1988) defines OCB as "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". Organ's definition of OCB includes three critical aspects that are central to this construct. First, OCBs are thought of as discretionary behaviors, which are not part of the job description, and are performed by the employee as a result of personal choice. Second, OCBs go above and beyond that which is an enforceable requirement of the job description. Finally, OCBs contribute positively to overall organizational effectiveness. Organ's (1988) definition of OCB has generated a great deal of criticism. The very nature of the construct makes it difficult to operationally define. Critics started questioning whether or not OCBs, as defined by Organ, were discretionary in nature. Organ (1997), in response to criticisms, notes that since his original definition, jobs have moved away from a clearly defined

set of tasks and responsibilities and have evolved into much more ambiguous roles. Without a defined role, it quickly becomes difficult to define what is outside of that role. What might be considered a role behavior to one manager or subordinate might be considered in-role to another. What Another area of substantial debate is the idea that OCBs are not formally rewarded. Organ (1997) explains that OCBs may at some point encourage some sort of reward, but that these rewards would be indirect, uncertain, and not within the contractually guaranteed formal rewards system. However, Organ admits that there has been some research that proves OCBs are just as likely to lead to monetary reward as in-role performance. Thus, Organ consider OCB as "performance that supports the social and psychological environment in which task performance takes place" (Organ, 1997,).

Despite its conceptual weaknesses, the theory and concepts of OCB are still important and worth consideration. It is impossible for any construct to be perfectly defined. The definition of OCB is based on the transitory needs of the workplace and thus will most likely continue to evolve..

### ORGANIZATIONAL COMMITMENT (OC)

Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment. Organizational commitment can be contrasted with other work-related attitudes, such as job satisfaction, defined as an employee's feelings about their job, and organizational identification, defined as the degree to which an employee experiences a 'sense of oneness' with their organization. Meyer and Allen's model of commitment, which was developed to integrate

numerous definitions of commitment that had been proliferated in the literature. Meyer and Allen's model has also been critiqued because the model is not consistent with empirical findings. There has also been debate surrounding what Meyers and Allen's model was trying to achieve. Meyer and Allen's (1991) three-component model of commitment was created to argue that commitment has three different components that correspond with different psychological states.. Meyer and Allen's research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization

**Affective Commitment:** AC is defined as the employee's positive emotional attachment to the organization. Meyer and Allen pegged AC as the "desire" component of organizational commitment. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent.

**Continuance Commitment:** Continuance Commitment is the "need" component or the gains verses losses of working in an organization. "Side bets," or investments, are the gains and losses that may occur should an individual stay or leave an organization. An individual may commit to the organization because he/she perceives a high cost of losing organizational membership (cf. Becker's 1960 "side bet theory" Things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be costs of losing organizational membership

**Normative Commitment:** The individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm,

developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization.

### PURPOSE OF THE STUDY

Organizational commitment (OC) and OCB has been shown to have a positive impact on employee performance and wellbeing, and this in turn has noticeable flow-on effects on the organization. In this competitive environment where customer satisfaction is the focus of any retail organisation, it is very pertinent to satisfy the internal customers (employee).Research suggests that employee satisfaction leads to customer satisfaction.

The purpose of this study will facilitate leaders to recognize the nature of OCB and work on ways to encourage, promote and recognize such behaviors. Organizational commitment (OC) has for many years been identified as a central construct in understanding the relationship between the employee and the employer. Definitions of the construct indicate its significance in binding the individual both to the organization and to courses of action which are relevant to the target of the commitment With regard to the former, analyses consistently indicate significant correlations between OC and turnover intention (c.f. Randall 1990). With regard to the latter, further relationships have been identified between components of OC and a range of discretionary and extra-role behaviors (Meyer & Herscovitch, 2001) including organizational citizenship behavior (OCB, e.g. Organ & Ryan, 1995).

The study focuses on identification of factors which have an impact on discretionary behaviors, which are not part of the job description, and are performed by the employee as a result of personal choice.

### METHODOLOGY

Research is discriptive and exploratory in nature. A structured Likert scale Questionnaire including 20 statements, supported by personal interviews has been used to collect primary data in this study. The basic objective was to collect information about perception towards the commitment and behavior .A convenience sample of 100 employees holding non supervisory position from different company in retail sector was selected.

## ANALYSIS AND DISCUSSION

**Table 1.**An overview of Respondents Demographic Profile

Age	Frequency	Mean	Median	Standard Deviation
Below 20	25			
20 -30	71			
31-40	2	2.21	2.00	.820
Above 40	2			
Educational Qualification				
U.G	49			
P.G	26	3.01	3.00	.718
Diploma	25			
Experience				
Less than 2 years	64			
2 -4 years	25	2.32	3.00	.815
Above 4 years	11			
Income				
Below 10,000	72	1.58	2.00	.496
10,000-20,000	28			

Table 1 depicts that: Out of sample size of 100 against this question about the age 71 were found to be between 20-30 years of age and below 20 years are 25 but above 30 years they were only 4 respondents. The mean of that were (2.21) and the median was (2.00) while standard deviation was (.820).

- 49 of the respondents were undergraduate, 25 of them were diploma holders and rest 26 were postgraduate. The mean of that were (3.01) and the median was (3.00) while standard deviation was (.718).
- 64 of the respondents were having less than 2 years of experience, 25 of them were having 2-4 years of experience and rest 11 were having above 4 years of experience. The mean of that were (2.32) and the median was (3.00) while standard deviation was (.815).
- 72 of the respondents were having monthly income below 10,000, 28 of them were having monthly income between 10,000 to 20,000. The mean of that were (1.58) and the median was (2.00) while standard deviation was (.496).

### Factor Analysis

There are twenty statements on the basis five point Likert scale, the responses by the respondents are analyzed by applying the factor analysis.

Table 2:KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		
		.567
Bartlett's Test of Sphericity		
Approx. Chi-Square		300.336
df		190
Sig.		.000

From above table 2, it is observed that the strength of the relationship among variables is strong, because of the value of KMO Statistics is .567 with chi-square value of 300.336 and null hypothesis for Bartlett's test has been rejected since P-Value is .000. Hence data is adequate for factor analysis. The method of Principal Component analysis could extract 9 factors with Eigen value 1 and above accounting for 68.67 % of variation (refer table 4). The initial factor matrix rotated using Varimax rotation with 15 iterations (refer table 5 & 6). This implies that 9 factors extracted may be correlated.

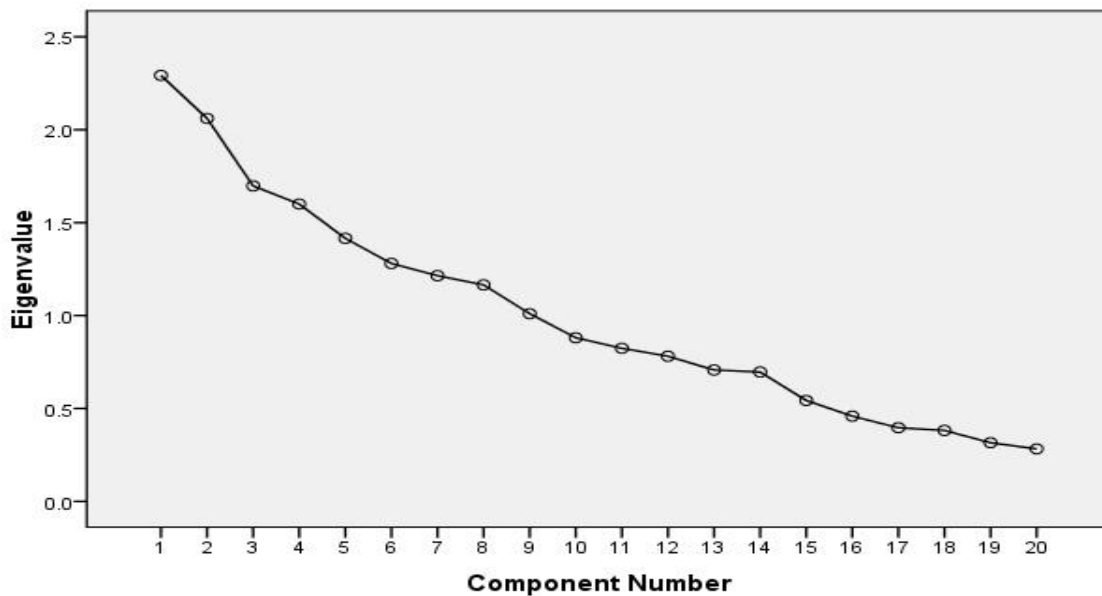
Table 3:Communalities

	Initial	Extraction
I would be very happy to spend the rest of my career with this organization.	1.000	.631
I do feel "emotionally attached" to this organization.	1.000	.604
I really feel as if this organization's problem is my own.	1.000	.608
I do feel like 'part of the family' at my organization.	1.000	.753
If I had not already put so much of myself into this organization, I might consider working elsewhere.	1.000	.732
It would be very hard for me to leave my organization right now, even if I wanted.	1.000	.783
Too much of my life would be disrupted if I decided I wanted to leave my organization now.	1.000	.708
I feel that I have too few options to consider leaving this organization.	1.000	.666
I would feel guilty if I left my organization now.	1.000	.717
This organization deserves my loyalty.	1.000	.676
I do not feel any obligation to remain	1.000	.677
I would not leave my organization right now because I have a sense of obligation to the people in it.	1.000	.795
I help others who have heavy workload.	1.000	.690
I help orient new people even though it is not required.	1.000	.762
My attendance at work is above the norm.	1.000	.696
I believe in giving an honest day's work for an honest day's pay.	1.000	.603
I obey the company rules and regulations even when no one is watching.	1.000	.699
I consume a lot of time complaining about trivial matters.	1.000	.597
I always focus on what's wrong, rather than the positive side.	1.000	.600
I attend meetings that are not mandatory, but are considered important.	1.000	.738

Table 4: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.292	11.460	11.460	2.292	11.460	11.460	1.693	8.467	8.467
2	2.061	10.303	21.763	2.061	10.303	21.763	1.637	8.183	16.650
3	1.697	8.486	30.249	1.697	8.486	30.249	1.611	8.055	24.705
4	1.600	7.998	38.247	1.600	7.998	38.247	1.574	7.869	32.573
5	1.415	7.077	45.324	1.415	7.077	45.324	1.561	7.806	40.380
6	1.280	6.401	51.725	1.280	6.401	51.725	1.552	7.759	48.139
7	1.214	6.072	57.797	1.214	6.072	57.797	1.514	7.571	55.710
8	1.165	5.824	63.621	1.165	5.824	63.621	1.359	6.793	62.503
9	1.010	5.050	68.672	1.010	5.050	68.672	1.234	6.168	68.672
10	.880	4.402	73.073						
11	.824	4.118	77.191						
12	.781	3.905	81.096						
13	.707	3.536	84.632						
14	.696	3.480	88.113						
15	.543	2.715	90.828						
16	.459	2.293	93.121						
17	.396	1.982	95.102						
18	.382	1.909	97.011						
19	.315	1.577	98.588						
20	.282	1.412	100.000						

Scree Plot



**Table 6: Factor Matrix**

Factors*	Factor Name	Variables	Factor Loadings	Variance % (Cumulative)
Factor 1	Employee Engagement	I do feel "emotionally attached" to this organization.	.720	8.467 (8.467)
		I always focus on what's wrong, rather than the positive side.	-.656	
		I help others who have heavy workload.	-.638	
Factor 2	Co-operation	I help orient new people even though it is not required.	.848	8.183 (16.650)
		I do feel like 'part of the family' at my organization.	-.813	
Factor 3	Loyalty	It would be very hard for me to leave my organization right now, even if I wanted.	.531	8.055 (24.705)
		I believe in giving an honest day's work for an honest day's pay.	.587	
		I do not feel any obligation to remain	.574	
Factor 4	Culture	I would not leave my organization right now because I have a sense of obligation to the people in it.	.832	7.869 (32.573)
Factor 5	Motivation	I attend meetings that are not mandatory, but are considered important.	.828	7.806 (40.380)
		This organization deserves my loyalty.	.795	
Factor 6	Involvement	I consume a lot of time complaining about trivial matters.	-.578	7.759 (48.139)
		I would be very happy to spend the rest of my career with this organization.	.678	
Factor 7	Organizational Commitment	I would feel guilty if I left my organization now.	-.620	7.571 (55.710)
		If I had not already put so much of myself into this organization, I might consider working elsewhere.	.573	
		I obey the company rules and regulations even when no one is watching.	-.780	
Factor 8	Discipline	I obey the company rules and regulations even when no one is watching.	-.780	(62.503)
Factor 9	Dedication	My attendance at work is above the norm.	.811	6.168 (68.672)

### FACTOR DISCUSSION

**Employee Engagement:** This factor has emerged as a most important determinant of research with a total variance of 8.467. Major element of this factor include employees are emotionally attached to the organization (.720), interesting than employees feel what's wrong rather the positive side (-.656). During our research it is found that employees are very much attached to the organization because of organizational culture.

**Co-operation:** This factor has emerged as the second most important determinant of research with a total variance of 8.183. Major element of this factor suggest that employee help others who have heavy workload (-.638) and they help orient new people even though it is not required (.848)

**Loyalty:** This factor emerged as the important determinants of research with a variance of 8.055. Major elements consisting this factor suggest that employee feel like 'part of the family' at my organization (-.813). Many of them also believes that giving an honest day's work for an honest day's pay (.587)

**Culture:** This factor has emerged as the effective determinants of research with a variance of 7.869. Major elements consisting this factor suggest that employee do not feel any obligation to remain in the same organization (.574), and many of them would not leave organization

right now because they have a sense of obligation to the people in it (.832).

**Motivation:** This factor has emerged as a relevant factor of research with a total variance of 7.806. Major elements of this factor say that employees attend meetings that are not mandatory, but are considered important.

**Involvement:** This factor has also emerged as the effective factor of research with a total variance of 7.759. The element says that the organization in which the employees are working deserves their loyalty (.795). Many of them also believe that they consume a lot of time complaining about trivial matters (-.578).

**Organizational Commitment:** This factor has also emerged as the effective factor of research with a total variance of (7.571). The element says that employee would be very happy to spend the rest of their career with the same organization (.678). Many of them feel guilty if they will leave their respective organization now (-.620).

**Discipline:** This factor has also emerged as the effective factor of research with a total variance of 6.793. The element says that if the employee had not already put so much of their self into this organization, they might consider working elsewhere (.573). Many of them obey the company rules and regulations even when no one is watching (-.780).

**Dedication:** This factor has also emerged as the effective factor of research with a total variance of 6.168. The element says that employees attendance at work is above the norm (.811).

### CONCLUSION

The objective of the study was to examine the impact of organizational commitment on organizational citizenship behavior with the reference to the employees working in retail sector such as pantaloons and big bazaar in Delhi, NCR. To understand the relationship and key influences, the study developed and tested a structural model linking affective commitment, continuance commitment and normative commitment to organizational citizenship behavior. Except the path linking affective commitment to OCB, all other paths were found to be significant. It was also further learned from the study that one can predict the citizenship behavior of organization by considering the above-mentioned variables. This study provided insights into different types of organizational commitment and their differential effect on organizational citizenship behavior.

### LIMITATION

The major limitation of this study is the usage of self-reporting measures to investigate factors of organizational citizenship behaviour. The sample size is small and the response rate low; hence it cannot be generalized to a larger population.

### REFERENCES

Bateman T S and Organ D W (1983), "Job Satisfaction and the Good Soldier: The Relationship Between Affect and Employee Citizenship", *Academy of Management Journal*, Vol. 26, No. 4 pp. 587-595.

Meyer J P and Allen N J (1991), "Three-Component Conceptualization of Organizational Commitment", *Human Resource Management Review*, Vol. 1, No. 1, pp. 61-98

Hartmann L C and Bambacas M (2000), "Organizational Commitment: A multi-method scale analysis and Test of effects", *Journal of Organizational Analysis*, Vol. 8, No. 1, pp.89-108.

Moorman R H, Neihof B P and Organ D W (1993), "Treating employees fairly and Organizational Citizenship Behaviors: Sorting the Effect of Job Satisfaction, Organizational Commitment, and Procedural Justice", *Employee Responsibilities and Right Journal*, Vol. 6, No. 3, pp. 209-225

Uma Sekaran (2001), *Research Methods for Business: A skill Building Approach*, Wiley India Pvt. Ltd., New Delhi, India.

Shore L M and Wayne S J (1993), "Commitment and Employee Behavior: Comparison of affective commitment and continuance commitment with perceived Organizational Support," *Journal of Applied Psychology*, Vol. 78, No. 5 pp. 774-780.

Organ D W and Ryan K (1995), "A Meta-analytic Review of Attitudinal and Dispositional Predictors of Organizational Citizenship Behavior", *Personal Psychology*, Vol. 48, No. 4, pp. 775-802

Angle H.L. and Perry J. 1981. An empirical assessment of organizational commitment and organizational effectiveness. *Administrative Science Quarterly*. 26: 1-13.

Porter L W (1968), "The Etiology of Organizational Commitment: A longitudinal Study of Initial Stages of Employee-Organization Relationships", Unpublished Manuscript.

Williams L J and Anderson S E (1991), "Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and in-Role Behaviors", *Journal of Management*, Vol. 17, No. 3 pp. 601-617