

Research Paper

## A Correlational Study Between Organizational Commitment and Organizational Citizenship Behavior among Public and Private Bank Employees

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### ABSTRACT

A comprehensive study aimed at examining the relationships among these variables specifically within the Indian context, taking into consideration the unique cultural, economic, and social dynamics present in India. By conducting this study, we hope to gain valuable insights that can inform future policies and practices. In this study, a total of 240 Bank employees (public and private) participated in this research. A purposive sampling technique was used. On the basis of median score on Organizational Commitment Scale participants were distributed among high and low Commitment groups. Present research is based on correlational design was used. In the study author try to examine the relationship between organizational commitment and organizational citizenship behavior among bank employees. A set of measuring tools were used to investigate the level of organizational commitment, and organizational citizenship behaviors (OCB) of employees of various schools. The result of this study found a positive relationship between organizational commitment and organizational citizenship behavior of public and private bank employees.

**Keywords:** *Organizational Commitment, Organizational Citizenship Behavior, Public and Private Bank Employees*

The Indian banking industry is witnessing a paradigm shift in its profitability and performance and its systems and strategies. Maintaining such transformations needs to create a sense of belongingness and loyalty among the employees, which can be a great source of competitive advantage for the Indian banking industry (Jain and Jain 2015). However, rising bureaucratization, increasing political pressure, mounting losses in rural branches, and preserving asset quality are the key challenges before the Indian banking system. The banking sector in India is on a growth trajectory and providing vast employment opportunities. However, many types of psychological problems such as stress, strain, and anxiety, have not been examined in detail. The empirical observation reveals that overloading and extreme burden of work, the severe time pressure of completion of tasks, more than 12 hours of work duration, long travel, fear of termination of job contract, etc. are pervasive problems among banking sector employees (Ali et al., 2013; Ementa & Ngozi, 2015; Katyal et al., 2011; Kishori & Vinothini, 2016). As a result, the bank employees suffer from many psychological problems like the high level of stress, frustration, disappointment,

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depression etc which are decreasing the employees efficiency on work and also resulting in dissatisfaction with their work as well as imbalance in their family matter even (Kumar & Sundar, 2012). In this context, sustainable bank profitability or organizational effectiveness is the primary concern of research nowadays. In content of the personnel in any banking industry, whether it is private or public, all employees are expected to follow specific rules and regulations framed by the banking sector for the bank's healthy work environment and smoothly conduct business operations. Moreover, in modern times, these rules and regulations are not very sufficient for the healthy work environment in the bank, for a serene atmosphere in the bank. The reason for its augmentation is the unhappiness of the employee with the bank. Still, the reasons behind that unhappiness are many. They may be lured away by higher pay, better growth opportunities, better benefits, job security, new exposure, etc. Still, besides all these reasons, many reasons can " be compared or measured easily, like the salary difference between two companies, or the companies' growth opportunities. Those reasons can be the relationship between the supervisor and employee, loyalty towards the bank, the relation between the co-workers, support from the management, job satisfaction, job engagement, sportsmanship, civic virtue, conscientiousness, courtesy and altruism, etc. All factors are implied in nature.

### **Organizational Citizenship Behavior:**

Later on, Hunt (1999) defines OCB as favorable, natural, and voluntary, nonobligatory behaviors of the workmen of an organization who have open general intentions. Dyne (1995) proposed the broader construct of "extra- role behavior" (ERB) and defined as "behavior which benefits the organization and is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations". Thus, OCB is functional, extra-role, pro-social, organizational behaviors directed at individuals, groups, or organizations. These are helping behaviors not formally prescribed by organization and for which there are no direct rewards or punishment.

According to Barnard, the organizations' vitality depends on "the willingness of individuals to contribute forces to the cooperative system" Willingness means "de-personalization of personal action", and its impact is "sticking together", meaning the union of efforts (Barnard, 1968). Barnard suggests that without "sticking together", a personal attempt cannot contribute to the organization. Further, Barnard ideas were extended by subsequent studies, which helped conceptualize the current organizational citizenship behavior concept (Wolfle, D'intino & Shepard, 2002).

Despite the proliferation of research on OCB, there still exists discrepancies in the conceptualization and the type of behaviors to be considered as OCB. For instance, Organ (1997) reported that prior research has mostly described OCB in terms of extra role behaviors. Jolly (2003) postulated that OCB should be conceptualized in terms of broader framework that includes both in-role and extra-role behaviors. On the other hand, Eastman and Pawar (2005) propounded that the broader framework of extra-role behaviors should comprise of political behaviors, OCB and negative behaviors suggesting that OCB is just one form of extra-role behaviors. Graham (1991) suggested that OCB should be viewed in terms of active civic citizenship as rooted in the political philosophy. The active civic citizenship syndrome is based on covenantal relationships, which are characterized by norms of mutual trust, open-ended commitment and shared values. To avoid conceptual ambiguities, Graham (1991) was proponent of the view that OCB should be conceptualized as a global construct that incorporates all the relevant positive organizational behaviors of

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organizational members such as in-role performance, political behaviors and organizationally functional extra-role behaviors.

### **Dimensions of Organizational Citizenship Behavior:**

Different Researchers have various views about OCB dimensions. Researchers have developed an array of nomenclature to categorize these behaviors (Bateman & Organ, 1983; Smith, Organ, & Near, 1983; Van Dyne, Graham, & Dienesch, 1994; Williams & Anderson, 1991).

1. **Smith, Organ and Near (1983)**, carry out factor analysis and find out two factors that is Altruism and Conscientiousness (also called generalized compliance) that contain 16 item measure of variables.
2. **Organ (1988)** argued that OCB is held to be imperative to the endurance of an organization and he anticipated a five-factor OCB model consisting of courtesy, altruism, sportsmanship, conscientiousness and civic virtue. Different dimensions of OCB are categorized by Organ's and it is described as under:
  - **Altruism / Helping behaviors:** It denotes all types of voluntary actions of employees displayed to help the others in performing their work and overcoming problems within the organization (Organ, 1988; 1990; Podsakoff et al.,2000). Examples of this attitude include helping beginners in getting used to working, sharing the work burden of fellow employees, helping others in solving problems, training sub-ordinates on the utilization of new equipment, support other employees to work for required deadlines and obtaining the materials and equipment which is needed by them (Podsakoff et al., 2000). The helping behavior is not limited only to colleagues; it can also be displayed to the customers, vendors, and the ones working in procurement (Organ, 1988,1990; Podsakoff et al., 2000).
  - **Courtesy:** This attitude covers up all behaviors for helping others in avoiding problems to occur. Examples of this attitude include trying to prevent other people from suffering due to a particular event, informing employees on the work schedule about the points that must be considered in advance (Organ, 1988, 1990; Podsakoff et al., 2000). Courtesy is not the same as altruism. It differs in how it asks to inform and organize others in advance to avoid work overload at their end. Thus, if exhibited well, courtesy will reduce, if not eliminate, the need for altruism (Fournier, 2008).
  - **Conscientiousness:** This attitude, defined as upholding high-level work awareness, includes voluntary behavior beyond the lowest typical role definition and workers' performance more than expected lowest level. The examples often cited are low absenteeism levels, regular working at the workplace, being on time, using time outs without cheating, being careful with deadlines, and obeying rules (Organ, 1988). Another example may be working overtime to finish a project without demanding overtime payment (Schnake, Dumler & Cochran, 1993).
  - **Sportsmanship:** It is defined as refraining from actions that may lead to unfavorable tension at the workplace and maintaining a synergistic atmosphere within the organization against any adverse incidents (Organ, 1988, 1990; Podsakoff et al., 2000). The examples of this attitude include to refrain from exaggerating problems when they exist refraining from complaining about the work, not to blame somebody at the workplace, to be able to tolerate organizational issues, to behave such to avoid any tension or quarrel with fellow-

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employees during the times of crisis and to be always respectful in his/her relations with other personnel (Organ, 1988, 1990; Podsakoff & et al., 2000). Sportsmanship also covers defending the organization's prestige against those, not in the organization (Netemeyer, Boles, McKee & McMurrin, 1997).

- **Civic Virtue:** Civic virtue means the high-level interest in and high-level loyalty to the organization. Some of the examples of this behavior are; showing an interest in policies of the organization, giving contributions and deliver opinions about the strategies in the organization, to cope with the organizational changes, effective participation in the meetings, to observe the environment for avoiding any hazard to the organization, to report any unusual incidence in the workplace, and to be ready against any risk (Organ, 1988).

### ***Organizational Commitment***

Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behavior, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for overall organizational performance. The concept of organizational commitment has attracted considerable interest in an attempt to understand and clarify the intensity and stability of an employee's dedication to the organization. According to Northcraft and Neale (1996), commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and wellbeing. Organizational commitment is "the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization" (Robbins, 1998).

### **Concept of Organizational Commitment:**

Organizational commitment has been an important part of organizational studies and the focus of research in recent years is because of its linkages with the quality of life in organizations. It is regarded as a salient core job attitude that governs how employees attitudinally and behaviorally approach their work (e.g., Allen and Meyer, 1990; Mowday, Steers and Porter, 1979). Subsequently, since its introduction in the early 1950s, commitment has been widely researched (Arye and Heng, 1990) from various theoretical perspectives (Virtanen, 2000).

Organizational commitment is an important type of attitude to foster among employees. Employees must be emotionally attached to their organizations in order to curtail any intentions to leave (Hackett and Lapierre, 2001). People who are committed to their organizations tend to be highly involved in their organization and identify with its goals and values (Mowday, et al., 1979).

### ***Rational of the study:***

The research so far suggests that oraganizational commitment is positively related to employee absenteeism, employee cynicism and intentions to quit, and positively related to job satisfaction, commitment, organizational citizenship behaviors, employee performance and leadership effectiveness (Luthans, Avolio, Walumbwa, & Li, 2004). These results have also been successfully replicated in China (Zhong, 2007). Therefore, we are undertaking a comprehensive study aimed at examining the relationships among these variables specifically within the Indian context, taking into consideration the unique cultural,

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economic, and social dynamics present in India. By conducting this study, we hope to gain valuable insights that can inform future policies and practices.

**Hypothesis:** Organizational commitment would be found positively relate with organizational citizenship behavior.

### **Sample:**

A total of 240 Bank employees (public and private) participated in this research. A purposive sampling technique was used. On the basis of median score on Organizational Commitment Scale participants were distributed among high and low Commitment groups.

### **Design:**

Present research is based on correlational design was used. In the study author want to examine the relationship between organizational commitment and organizational citizenship behavior among bank employees.

### **Measures**

A set of measuring tools were used to investigate the level of organizational commitment, and organizational citizenship behaviors (OCB) of employees of various schools. Brief descriptions of these measures are given in following section:

**1. Personal Data Sheet (PDS):** In order to determine personal and background characteristics of employees “Personal Data Sheet” was used.

**2. Organizational Citizenship Behavior Scale (OCBS):** The level of organizational citizenship behavior of employees was measured by “Organizational Citizenship Behavior Scale”. This scale was originally developed by Podsakoff and Mackenzie (1989) and for the purpose of present study this scale was modified by Pandey and Rai (2010) for employees community. The original scale includes 24 items based on its five dimensions i.e. altruism, civic virtue, sportsmanship, consciousness and courtesy, but because of high social desirability and ambiguity some items were removed and some of them were changed. Finally, after pilot testing, 22 items were included in the scale and it measures OCB in a discriminative way with the use of Likert’s five points rating scale. (Appendix-4). Table 2.4 displays the main features of the scale. Five point rating scale with anchor label (5= Always correct and 1=Always incorrect) was used to asses organizational citizenship behavior of the respondents (Employees). Responses given by participants on organizational citizenship behavior scale were scored following 1,2,3,4 and 5 orders. Also there were some negatively worded items in different subscales and those items were scored in reverse order i.e. 5,4,3,2 and 1. All summated scores obtained on each subscale were considered the level of OCBs of respective participants. Higher score denoted the higher level of OCB and lower score denotes lower level of organizational citizenship behavior.

**3. Organizational Commitment Scale (OCS):** in Indian culture, the English version of the **Meyer, Allen and Smith (1993)** scale was translated in Hindi and Indian adaptation of organizational commitment scale, by **Khan and Mishra, (2002)** was used in this study. This scale contains three components of commitment that is affective, Continuance and Normative and based on all three components there is 18 items in this scale.

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**RESULTS**

*Table 1 Relationship Between Organizational Commitment (OC) and Organizational Citizenship Behaviour (OCB)*

<b>Public Banks</b>						
<b>Dimensions of Organizational Citizenship Behaviour (OCB)</b>						
<b>Dimensions of Organizational Commitment (OC)</b>	<b>Conscientiousness</b>	<b>Sportsmanship</b>	<b>Civic Virtue</b>	<b>Courtesy</b>	<b>Altruism</b>	<b>OCB (whole)</b>
<b>Effective</b>	.732**	.956**	.854**	.825**	.676**	.790**
<b>Continuance</b>	.872**	.775**	.819*	.878**	.846**	.880**
<b>Normative</b>	.664**	.674**	.695*	.646**	.618**	.676**
<b>OC (whole)</b>	.834**	.836**	.860*	.880**	.789**	.864**
<b>Private Banks</b>						
<b>Dimensions of Organizational Citizenship Behaviour (OCB)</b>						
<b>Dimensions of Organizational Commitment</b>	<b>Conscientiousness</b>	<b>Sportsmanship</b>	<b>Civic Virtue</b>	<b>Courtesy</b>	<b>Altruism</b>	<b>OCB (whole)</b>
<b>Effective</b>	.496**	.936**	.747*	.698**	.648**	.746**
<b>Continuance</b>	.491**	.747**	.791*	.661**	.706**	.788**
<b>Normative</b>	.466**	.624**	.672*	.631**	.537**	.658**
<b>OC (Whole)</b>	.522**	.762**	.824*	.715**	.745**	.858**

It is clear from table 1 that in case of public banks, conscientiousness was found to be positively correlated with each dimension of Organizational Commitment (OC) viz. Effective ( $r = .732, p < .01$ ), Continuance ( $r = .872, p < .01$ ), Normative ( $r = .664, p < .01$ ), Organizational Commitment (as a whole) ( $r = .834, p < .01$ ). Similarly, sportsmanship was found to be positively correlated with Organizational Commitment (OC) viz. Effective ( $r = .956, p < .01$ ), Continuance ( $r = .775, p < .01$ ), Normative ( $r = .674, p < .01$ ), Organizational Commitment (as a whole) ( $r = .836, p < .01$ ). Further, civic virtue dimension of OCB too, was found to be positively related with various domains of Organizational Commitment (OC) viz. Effective ( $r = .854, p < .01$ ), Continuance ( $r = .819, p < .01$ ), Normative ( $r = .695, p < .01$ ), Organizational Commitment (as a whole) ( $r = .860, p < .01$ ). Likewise, courtesy was also

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found to be positively correlated with Effective ( $r = .825$ ,  $p < .01$ ), Continuance ( $r = .661$ ,  $p < .01$ ), Normative ( $r = .646$ ,  $p < .01$ ), Organizational Commitment (as a whole) ( $r = .880$ ,  $p < .01$ ). Similarly, Again, altruism was found positively related with managerial Effective ( $r = .676$ ,  $p < .01$ ), Continuance ( $r = .846$ ,  $p < .01$ ), Normative ( $r = .618$ ,  $p < .01$ ), Organizational Commitment (as a whole) ( $r = .745$ ,  $p < .01$ ). Furthermore, OCB as a whole was found to be positively correlated with Effective ( $r = .790$ ,  $p < .01$ ), Continuance ( $r = .880$ ,  $p < .01$ ), Normative ( $r = .676$ ,  $p < .01$ ), Organizational Commitment (as a whole) ( $r = .864$ ,  $p < .01$ ) were found highly positively correlated with organizational citizenship behavior (as a whole).

Analyzing the further results obtained, the focus was on the correlation between employee commitment and the manifestation of organizational citizenship behavior. An attempt was made to assess the level of correlation between individual dimensions of organizational commitment and Organizational Citizenship Behavior in various types of organizations. The research first confirmed the dependence of OCB on OC that has been reported by researchers (Podsakoff, et al, 2000; Mowday et al, 1979] investigating commitment as an antecedent of these behaviors. Secondly, they verified the assumption that these correlations exist in both public and private entities, which had not been researched on the Polish market earlier.

### **CONCLUSION**

The study therefore confirmed previous studies such as Aslam et al. (2012) and Ibrahim and Aslinda (2013) in asserting a positive relationship between OCB and organizational commitment. Organizational commitment has consistently been found to be the most significant determinant of OCB. Mowday, Porter, and Steers (1997) believe that engaged employees want to help the entire organization function better, and so are happy to do extra work. One will happily engage in various activities of benefit to the general public Kidwelle et al, (1997). In addition, highly committed employees normally perceive their job duties to be more broad, which supposedly improves individuals' motivation to demonstrate OCB (Tepper & Taylor, 2003). The research results presented in this article are also consistent with the studies of Michael Asiedu, Jacob Owusu Sarfo, and Daniel Adjei (2014). These authors examined the engagement of 200 bank employees and their citizenship behaviors. Their results clearly indicated a strong, statistically significant positive correlation between the two variables. This result was also supported in previous studies (Bolon, 1997).

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### ***Conflict of Interest***

The author(s) declared no conflict of interest.

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