Study on organizational commitment and workplace empowerment as predictors of organization citizenship behaviour

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Abstract

Organizational citizenship behavior (OCB) can be defined as, anything positive and constructive that employees do voluntarily, which supports co-workers and benefits the company. These employees are always ready to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job. Human capital plays a key role in achieving organization objectives with the highest effectiveness. Employee empowerment is a strategy and philosophy and helps employees own their work and take responsibility for their results. Organizational commitment is individual's psychological involvement and attachment to the organization and is very important for organizational success. It predicts work variables such as turnover, organizational citizenship behavior and job performance. This paper is an effort to analyze work place empowerment and organizational commitment as a predictor of organizational citizenship behavior.

Keywords: OCB, Workplace Empowerment, Organizational Commitment

Introduction:

Globalization, has made companies to hire people from diverse cultures, languages and social backgrounds. Companies are giving the professional development of employees very serious thought. Globalization has also resulted momentum in research and interest in job related attitudes and behaviours such as Organizational Commitment, organizational justice, organization culture, Organizational Citizenship Behaviour and Workplace Empowerment.

Organizational citizenship behavior (OCB) is volunteer behaviors of workers which help for the improvement of an organization. Five dimensions of Dennis Organ (altruism, kindness, sportsmanship, conscientious and civil virtuous) evaluate OCB perfectly (Konovsky, et.al., 1996). The study of organizational citizenship behavior (OCB) has emerged as an extremely popular topic of human resource management, and organizational behavior. Earlier empirical researcher evidence indicates that fostering the attitudinal states of job involvement of human resources is an important organizational goal as it is considered to be one of the best predictors of OCB (Munene, 1995; Somers and Birnbaum, 1998; Diefendorff et al., 2002; Bolger and Somech, 2004; Chu et al., 2005; Rotenberry and Moberg, 2007).

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This study aims to seek answers to questions pertaining to the relationship between Workplace empowerment, organizational commitment and OCB.

Literature Review

Organizational citizenship behaviour (OCB)

Organizational Citizenship Behavior is relatively new concept considered under the discipline Organizational Behavior (OB). Organizational citizenship behaviors (OCB) have been widely addressed in management research mainly during the past three decades. Most interest proceeds from the notion that OCB fosters performance of an individual and organizational. Organizational citizenship behaviour (OCB) is a term that encompasses anything positive and constructive that employees do, of their own desire, which supports co-workers and ultimately benefits the company. The top performers are not the one who engage in OCB, but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job. OCB enhances employee performance and wellbeing; outlines how OCB will benefit the company overall; explores ways of encouraging OCB in the workplace; introduces dimensions which could be used to measure OCB; and considers the costs involved and possible downsides in encouraging OCB in the workplace. Traditionally OCB is considered as the worker who 'goes above and beyond' the minimum requirements of the job, it can also be the employee who takes the initiative and always offers to lend a helping hand towards their colleagues. This type of OCB should be actively encouraged-employees support the organization through enhancing each other's wellbeing and performance, and this will leads to reduced costs and increased profitability of an organization. Dennis Organ has given five dimensions (altruism, kindness, sportsmanship, conscientious and civil virtuous) to evaluate OCB perfectly (Konovsky and Organ, 1996). OCB has been shown to increase productivity, employee efficiency, and customer satisfaction, reduce production cost, rate of employee turnover and absenteeism. Due to these reasons, organization will benefit from encouraging employees to engage in OCB, (Podsakoff, Whiting, Podsakoff & Blume, 2009). OCB is the initiative taken by an employee themselves, and it should be promote at workplace through employee motivation, by providing them an opportunity to display OCB; which help to create a workplace environment healthy and increase the productivity (Organ, Podsakoff & MacKenzie, 2006).

Dimensions Of Organizational Citizenship Behavior

Five dimensions of Dennis Organ (altruism, kindness, sportsmanship, work consciousness and civil virtue) are used in many researches about OCB (Allison etal, 2001).

- **Altruism:** It is helping the colleagues to perform their tasks. Altruism and conscientiousness have been considered in one group entitled helping behaviors by

some researchers. It means helping partners at work without demanding anything from them.

- **Kindness (Courtesy):** positive relationship during co-operational processes in an organization.
- **Civic Virtue:** It can be explained as a behavior that shows attention to participation in communal life. Performing the tasks that the employee does not oblige to perform but it is in the interests of the organization is the example of civic virtue. It means complete commitment to an organization or maximum interest. Attending activities in a university of faculty can be an example.
- **Consciousness:** It is a behavior that is beyond the determined exigencies at the workplace by the organization. Overtime work in the interests of the organization is one of the examples. To be willing to work more than required, more than the minimum level. Attending workshop, conference, conversations, making researches about courses and benefiting from them, following developments closely in a academic institutions can be examples to this norm.
- **Sportsmanship:** This can be defined as employees' goodwill at the workplace whenever the conditions are not highly desirable, not complaining to the manager about the work status and observing positive aspects of work among the problems. It means tolerating any negative thing. For example sportsmanship or trying to settle down a disagreement can be called "gallantry".

These behaviors have been classified based on Organ's definition (1988) from OCB. According to this definition, employees who show such behaviors are regarded as good soldiers for the organization.

Organizational Commitment

Organizational commitment is the relative strength of an individual's identification and involvement in a particular organization (Steven and Brian, 2007). Allen and Meyer (1990) described the concept of organizational commitment as a psychological state reflecting the relationship between the employee and the organization and resulting in the decision to continue working at that organization; and evaluated the concept to be the psychological approach of the worker towards the organization. Affective, continuance, and normative commitments are the main elements of Organizational commitment (Allen & Meyer 1990). Affective organizational commitment is defined as "emotional attachment to, identification with, and involvement in the organization". It has an impact on employees' behavior within their organizations. Since long time Organizational commitment has been considered a key predictor of OCBs (Meyer, et.al. 2002). Previous studies show that affective commitment is positively related to extra role behaviors, whereas continuance commitment is either negatively or not significantly associated with OCBs .

Organizational Commitment And OCB

OCB is shaped by the workers' organizational commitments is the main point of this research. OCB is the extra voluntary effort performed by an employee, while commitment is the employee gives his/her energy and time to achieve the desired objectives of the

organization. Therefore, organizational commitment is another factor affecting the OCB of the employee. Employee commit to their organizations on account of the opportunities they are offered, and this commitment becomes OCB in time which contributes to the organization itself (Bolat and Bolat, 2008). In most of the studies about OCB and organizational commitment, a significant relationship was found between these two variables (Bakhshi, et.al., 2011). In between the some dimensions of OCB and OC, positive and negative relationship are found. Positive and negative correlation between OCB and the organizational commitment sub-dimensions affective commitment and continuance commitment, respectively was determined (Shore and Wayne, 1993).

Workplace Empowerment

Spreitzer (1995) defined Psychological empowerment as a set of motivational cognitions shaped by a work environment and reflecting an individual's active orientation to his or her work role. Empowered human resource plays a major role in all aspects of an organization. Empowerment is process of development; it increases power of employees to solve their problems; it elevates the political and social views of employees. Employees can be able to identify environmental factors to control them. Empowerment is not limited to giving power to employees but they can be able to learn knowledge and skills and have motivation for improvement of their performances. Process of empowerment help employees to improve their self-confidence and to over come the feelings of disability and helplessness. Empowerment in this sense leads to supply internal motivations. It is also means to encourage people to more participation in decision making process impacting on their activities.

Workplace Empowerment And OCB

Kanter's(1979) theory provides a framework for understanding how empowered employees may experience less burnout and, in turn, engage in more OCB. Previous research has linked psychological empowerment and leader empowerment behaviours to OCB (Ackfeldt & Coote 2005, Cabrey 2005). Wat and Shaffer (2003) argued that empowered employees are encouraged and enabled to exercise initiative and perform OCB, suggesting that empowerment may have both direct and indirect effects on OCB. Psychological empowerment and organizational citizenship behavior impact positively on job performance. Organizational behavior acts as a medium between perceived organizational support and job performance as well as between psychological empowerment and job performance.

Theoretical Framework

In the figure given of the study, the theoretical framework is showing the relationship among workplace empowerment, organization Commitment and OCB.
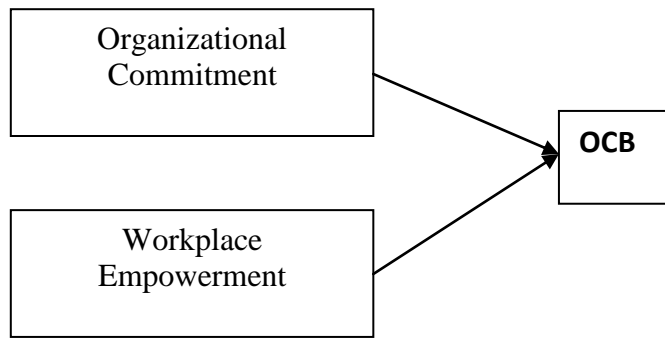
Figure: Theoretical framework

Research Methodology

Objectives of the study

The objective of the study is to build a proposition to investigate the impact of workplace empowerment and Organizational commitment, towards organization citizenship behavior (OCB). The objective of the study is as follows:

- To understand the organization citizenship behaviour (OCB) in relation to workplace empowerment, Organizational commitment in the Education sector of Nagpur.
- To establish the guidelines to help Education sector to understand how to encourage organization citizenship behavior among academicians and employees.
- To establish the relationship between OCB and performance of Employee in Education sector.
- To establish the effect of Employee competences and OCB on Employee performance.

Hypothesis
1. There is a significant relationship between perceived workplace empowerment by personnel in the organizations and their organizational citizenship behavior.
2. There is a positive relationship between Organizational commitment and organizational citizenship behavior.
3. There is a positive relationship between Organizational commitment, workplace empowerment and organizational citizenship behavior.

Sampling procedure: The sample for this study consist of 161 academic members of teaching staff from the Engineering Colleges of Nagpur city .The simple random sampling technique was utilized.

Operational Measures of Variables: The variables examined in this study are workplace empowerment, Organizational commitment and organizational citizenship behaviour .

In this study, workplace empowerment was measured with the twelve items workplace empowerment developed by Spreitzer (1995). Organizational commitment was measured by the scales developed by Meyer, Allen and Smith (1993). The dimensions of OCB adopted in

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this study include: Altruism, consciousness, civic virtue, Sportsmanship, and Courtesy or Interpersonal Harmony (Organ, 1988). These components of OCB were measured by means of the Organizational Citizenship behaviour Questionnaire. The scales used to measure the five components of organizational citizenship behaviors were based on the earlier research Podsakoff et al. (2000).

Data collection and analysis techniques: The Multiple Regression Model using the Statistical Package for Social Sciences (SPSS) version 18 was utilized for the analysis of data.

Results And Discussion

- **Reliability Test**

Construct	Scale used	No. of items	Cronbach Alpha
Workplace Empowerment	Spreitzer (1995)	12	.798
Organization Commitment	Meyer, Allen, Smith (1993)	18	.857
OCB	Podsakoff (2000)	24	.749

Above Scales were used and reliability was conducted. Cronbach alpha shows that all the values are above 0.7 and the scale can be considered for collecting the required data.

- **Demographic Profile**

Demographic Parameters	Classifications	Percentage
Age	Below 30 years	27
	30-40 years	56
	Above 40 years	17
Gender	Male	44
	Female	56
Total Experience	Less than 5 years	28
	5 to 10 years	34
	Above 10 years	38
Tenure in the present Institute	Less than 2 years	13
	2 to 5 years	39
	Above 5 years	48
Highest Qualification	Graduate	2
	Post graduate	82
	PhD	16

Demographic Analysis shows that maximum respondents were under the range of 30-40 years. Out of 160 respondents 56% were female and 44% male. Maximum total experience was under the category of 5 to 10 years. 13 % of respondents had a tenure in present organization less than 2 years, 39% had tenure 2 to 5 years and 48% above 5 years. 82 % of the respondent's Highest qualification was post graduate and 16% was having PhD.

Discussion:

The correlation coefficient r shows a positive relation between, workplace empowerment and organization commitment and also between workplace empowerment and organization citizenship behavior. At the same time it is also showing a positive relationship between organization commitment and workplace empowerment and organization commitment and organization citizenship behavior.

Correlations

		OCB	OC	WE
OCB	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	161		
OC	Pearson Correlation	.435**	1	
	Sig. (2-tailed)	.000		
	N	161	161	
WE	Pearson Correlation	.430**	.427**	1
	Sig. (2-tailed)	.000	.000	
	N	161	161	161

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812[a]	.649	.553	.05004

a. Predictors: (Constant), WE, OC

Regression analysis conducted shows that value of R^2 is .649 that is 64.9 %. It says that organization commitment and workplace empowerment accounts only to 64.9 % of OCB. Remaining 34.1% are the other parameters at workplace which contributes to OCB.

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.512	2	1.756	28.084	.000[b]
	Residual	9.878	158	.063		
	Total	13.389	160			

a. Dependent Variable: OCB

b. Predictors: (Constant), WE,OC

ANOVA tells us whether the model, overall results in a significantly good degree of prediction of the outcome variable. However ANOVA does not tells us about the individual contribution of variables in model.

For this model the F ratio is 28.084, which is significant at p<0.05. This result tells us that there is less than 0.5% chance that an F-ratio, this large would happen by chance alone. There fore we can conclude our regression model results in significantly OCB, due to organization commitment and workplace empowerment. In short, the regression model overall predicts that workplace empowerment and organization commitment acts as the predictor of OCB.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.080	.237		8.769	.000
OC	.246	.061	.307	4.060	.000
WE	.224	.057	.299	3.961	.000

a. Dependent Variable: OCB

Regression coefficient 'b' represents the change in the outcome resulting from a unit change in the predictor and that if a predictor is having a significant impact on our ability to predict the outcome then this 'b' should be different from 0. 't' test tells us whether the b-value value is different from 0. As the observed significant is less than 0.05 the result got reflects a genuine effect. The bs are different from 0 and we can conclude that work place empowerment and organization commitment has a positive impact on Organization citizenship behavior. The shows a positive value and they are significant. Organization commitment show influence of 30.7% and Workplace empowerment shows the role 29.9 %.

$$OCB = 2.080 + .246(OC) + .224 (WE) + 0.002$$

Conclusion

Study shows that Organization commitment and Workplace empowerment are the predictors of OCB, but they are not the only predictors. There are still more factors like Job satisfaction, organization justice, loyalty etc which contributes the OCB in employees and plays a major role in inducing Organizational Citizen ship behavior. The model predicted for this research stand true. The hypothesis framed also got validated with the results of correlation and the regression model.

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