Organizational Commitment and Leadership as Psychological Correlates of Organizational Citizenship Behaviour

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Abstract

Organizational citizenship behaviour (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. Leadership 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 behaviour and job performance. This paper is an effort to analyse work place leadership and organizational commitment as a psychological correlates of organizational citizenship behaviour.

Keywords: OCB, Leadership, Organizational Commitment

INTRODUCTION

In the last hundred years have seen an unprecedented amount of change in the world we live in. Steam power to clean energy, punch cards to cloud computing and small businesses to multi-national conglomerates, the world has gone competitive on a scale that was unimaginable 20 years ago. The focus now is not just mass production but efficiency of the organization and the effectiveness of those who work in it or run it. Having the best product or service in today's market is just not enough. Tough competition and constant innovation keep the Organizations on their toes. The product and innovation can easily amount to naught if the organization doesn't manage its resources efficiently. In the competitive world, organizations need employees whose performance goes beyond their traditional job descriptions or formal duties as a vital source of organizational effectiveness.

On the other hand, employees exhibit higher levels of performance and act more than their job descriptions when they believe they are treated fairly at workplace. In other words, employee's job performance may increase or decrease in relation to perceptions of inequitable outcomes. Fair treatment promotes the work motives and enhances performance at workplace.

A tight knit company can unravel in a few days if the resources are not managed effectively. Coetzee (2005) propounded that because of the cutthroat competition and the ever changing market has pushed to find more efficient use of its human resources not only to survive but also stay relevant in the global market.

The most important and volatile asset of an organization are its employees. Making sure that the employees are not only working efficiently but also giving their best, above and beyond what is required of them, is what differentiates a great organization from a mediocre one. This puts an immense amount of pressure at the managers and thereby at the employees. Therefore, the study of Organizational effectiveness and its implementation become crucial currently. For example, studies have shown that unbiased incentive distribution causes a positive effect on the attitude of the work force. The employee's psychological condition in relation with the organization becomes a factor in the final output of the organization. A happy employee is more beneficial to the organization than a disgruntled one.

Owolabi(2012) associated employees' feeling, thinking, attitude and behaviour with the achievement of organizational goals and objectives. This implies that successful organizations require Employees who constantly display positive attitudes and work behaviours. In other words, employee's job performance may increase or decrease in relation to perceptions of inequitable outcomes. Fair treatment, support and leadership promotes the work motives and enhances performance at workplace

REVIEW OF LITERATURE

Organizational Commitment

Organizational commitment is the individual's psychological attachment to an organisation. Organizational commitment is defined as a view of an organization's member's psychology towards his/her attachment to the organization that he/she is working for. **O'Reilly (1989, p 17), "an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organisation".** Organizational commitment from this point of view is characterised by employee's acceptance of organisational goals and their willingness to exert effort on behalf of the organization **(Miller & Lee, 2001). Cohen (2003, p xi) states that "commitment is a force that binds an individual to a course of action of relevance to one or more targets"**.

Leadership

Germain (2012) defined leadership as a persuasive process that assists different groups of individuals towards the attainment of a common goal. However organizational psychologists have defined the term leadership more relevant to our times. Leader is defined as a person who holds a significant position in a group, persuade others regarding the job expectation of a position; and organizes and directs the group in sustaining itself and reaching its purpose **(Doh et al., 2011).**

OCB (Organizational Citizenship Behaviour)

Organizational citizenship behaviour is generally conceptualized as behaviour related to the work place but are discretionary, that is, are not part of the formal organizational reward system but promote the effective functioning of the organization **(Greenberg, 2005; Organ, 1988; Organ &Konovesky, 1989; Zellars, Tepper, & Duffy, 2002). Organ (1988)** defined organizational citizenship behaviour as "behaviours that are discretionary, not directly or explicitly recognized by a formal reward system and that in aggregate promotes the

effective functioning of the organization". **Farooqui 2012**) referred to Organizational Citizenship Behaviour as extra role behaviours marked by innovative and spontaneous actions exhibited by employees.

Ensher et al. (2001), in a study entitled, ''Effects of perceived discrimination on job satisfaction, organizational commitment, OCB, and grievances'' concluded that all three types of perceived discrimination had an effect on organizational commitment, job satisfaction, and OCB. Contrary to the predictions, however, there was no relationship with grievances (**Ensher et al. 2001**).

Another study was conducted in **Nepal by Gautam et al. (2005)** on OCB and organizational commitment with a sample size of 450 people in five organizations. The results showed that there was a significant positive relationship between organizational commitment and OCB **(Gautam et al. 2005).**

Haigh and Pfau (2006), in a study entitled ''Bolstering organizational identity, commitment, and citizenship behaviors through the process of inoculation'' concluded that organizational identity, organizational commitment, and certain OCBs could be strengthened through internal communication **(Haigh and Pfau 2006)**

RATIONALE OF THE PRESENT STUDY

The belief used to be that employees were like mindless creatures that need to be pushed to get a certain amount of productivity extracted from them. The truth is that the organization is there to make a profit and that the employee is looking for monetary and thereby social growth. However, the fact that needs to be addressed is that the relation between an organization and its employees, in the best interests of both the organization and the employees, should be a symbiotic one. That is the organization should bolster the sense of belonging, growth and job satisfaction in the employee while the employee produces the efficiency that is required for the organization to excel.

The study of organizational commitment and leadership becomes imperative to maintain this symbiotic environment and thus achieving maximum growth.

On the contrary a satisfied, happy and committed employee is a boon and an example for the rest of the work force to be emulated.

This study will bring out in detail the employee commitment and the leadership as perceived by an employee. This study will also focus on the possible reactions and the outcome of each in relation to the advantages to the organization.

As the possible scope for this study is huge and is as varied as the different kinds of organizations that employ people, this study limits its scope to the emerging 'Sahara India'.

The Organization called 'Sahara India Parivar' is ideal for this study. The organization was selected as it is undergoing a serious crisis and may face foreclosure. It is generally observed that an under-crisis organization suffers a pre-emptive mass exodus of employees. In this particular case, this norm does not seem to be holding true. The employees stand firm behind the incarcerated chairman of the group. This reflects upon the leadership skills of the organization's chairman and the employee's organizational commitment. This out of the norm event gives us the unique opportunity to see what is sought after in a Leader figure of large organizations and where Sahara gets it right as far as Organizational stress and Employee commitment is concerned.

This study, therefore, aims to find out which kind of stress, commitment and leadership influence citizenship behaviour of the employee to the maximum possible extent in the "Sahara India' in India only.

OBJECTIVES OF THE STUDY

> **To find out the relationship between Leadership (overall and area wise) and Organizational Citizenship Behaviour**

> ➢ **To find out the relationship between Organizational commitment (overall and area wise) and Organization Citizenship Behaviour.**

> ➢ **To find out the relative contribution of Leadership(overall and area wise), Organisational commitment (overall and area wise) to Organizational Citizenship Behaviour**

HYPOTHESIS

Hypothesis 1.The relationship between Leadership (overall and area wise) and Organizational citizenship behaviour will be positive

Hypothesis 2. The relationship between Organizational commitment (overall and area wise) and Organizational citizenship behaviour will be positive

Hypothesis 3. Leadership (overall and area wise), Organizational Commitment (overall and area wise) will significantly predict the Organizational citizenship behaviour in managers of an organization

Methodology

Nature of the study: The present study will be correlational in nature. Thus, correlational design will is used for the purpose of analysis

Variables

Predictor Variables

> ▶ **Leadership:** Klith Devis explains "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals"

> ▶ **Organizational Commitment:** is defined as "a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization" (**Meyer & Allen, 1991, p. 67)**

Criterion Variable

> ▶ **Organizational Citizenship Behaviour:** Individual behaviour 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, 1988

Sample

The sample size of the present study is 250 married male managers incidentally selected from Sahara India Parivar. Age of these respondents will be 35years to 50years. They will be versed with English and Hindi languages both.

Inclusion Criteria

1. Married male respondents will be included in the sample.

2. Participants are required to have a minimum of Five years of experience in the organization and maximum of ten-year experience.

3. Participants are only chosen from Sahara India in the Lucknow region Offices.

Exclusion Criteria

1. Participants without a minimum of five years of experience in the organization were not included.

2. Participants will not be chosen from any other organization in different cities.

TOOLS

Leadership Behavior Scale (LBS) by Dr. Asha Hingar

An effort has been made to measure various dimensions of leader's behaviour effectiveness focusing on positive and constructive dimensions. Subsequently a 6-dimensional scale comprising 30 items is developed. These are

1. **Emotional Stabilizer - ES**

2. **Team Builder- TB**

3. **Performance Orientor –PO**

4. **Potential Extractor – PE**

5. **Socially Intelligent – SI**

6. **Value Inculcator – VI**

Organizational Commitment by Khan and Mishra (2002).

The level of Organizational Commitment was assessed with the help of this scale. The scale consist of 18 items, each items to be rated on a 5point scale. Organizational commitment can be classified in to three types. They are:

1. **Affective commitment**

2. **Continuance commitment**

3. **Normative commitment**

Organizational citizenship behaviour Jain, S & Sharma, V, 2010

The scale consists of 36 items. The items are on a 5point scale and sum of all scores would reflect OCB score. The reliability of the scale was determined by split half- method on a sample of subjects and the reliability coefficient was found to be 0.89. The Validity was found to be 0.94. India.

1) **ALTRUISM**

2) **ORGANIZATIONAL COMPLIANCE**

3) **SPORTSMANSHIP**

4) **LOYALTY**

DATA COLLECTION

The data of 250 married male managers incidentally selected from Sahara India Parivar. Age of these respondents will be 35years to 50years. The data was collected by using above mentioned sample tools

DATA ANALYSIS

Data was analysed with simple statistical techniques such as calculating measures of Pearson product moment correlation

RESULTS AND INTERPRETATION

Table- Showing Correlation Values among Predictor Variable and it's Sub-areas with Criterion Variable & it's Sub-areas

LEADERSHIP BEHAVIOUR		ORGANIZATIONAL CITIZENSHIP BEHAVIOUR				
		OCB L	OCB A	OCB S	OCB OC	OCB TOTAL
LBS ES		0.018	0.014	0.051	0.033	0.059
LBS TB		0.04	0.067	0.046	0.025	0.05
LBS PO		0.118	0.057	0.124	0.058	0.005
LBS PE		0.04	0	0.021	0.09	0.002
LBS SI		0.103	0.029	.139*	0.021	.152*
LBS VI		0.065	0.037	0.107	0.042	0
LBS Total		.158*	0.018	0.054	0.035	0.103

ORGANIZATINAL COMMITMENT						
OC AC		0.046	0.031	0.033	0.122	0.08
OC CC		0.077	0.046	0.095	.134*	.139*
OC NC		0.067	0.021	0.026	0.019	0.045
OC TOTAL		0.039	0.036	0.098	.143*	0.112

INTERPRETATION

The relationship between Leadership (overall and area wise) (POSITIVE), Organizational commitment (overall and area wise) (POSITIVE) and Organizational citizenship behaviours

MAJOR FINDINGS

1. The relationship between Emotional Stabilizer (overall and area wise), Team Builder (overall and area wise), Performance Orientor (overall and area wise), Potential Extractor (overall and area wise), Socially Intelligent (overall and area wise), Value Inculcator (overall and area wise) and OCB is positive and significant

2. The relationship between Affective commitment (overall and area wise), Continuance commitment (overall and area wise), Normative commitmentand (overall and area wise) and OCB in positive and significant

CONCLUSION

The above result table shows the magnitude of coefficient of correlation it could be e concluded that Organizational Citizenship Behaviour was positively and significantly correlated with Organizational commitment and Leadership so the hypothesis 1 and hypothesis 2 are supported from our results

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