A STUDY OF RELATIONSHIP BETWEEN
ORGANISATIONAL COMMITMENT AND ORGANISATIONAL
CITIZENSHIP BEHAVIOUR

Dr. Rajinder kapil
Professor
Guru Kashi University, Talwandi Sabo, India
Email: astrokapil@gmail.com

Tripti Sharma
Research Scholar
Guru Kashi University, Talwandi Sabo, India
Email: ts24057@gmail.com

ABSTRACT
The main purpose of this study is to understand the relationship between organizational commitment and Organizational Citizenship Behavior. This study attempts fill the gap by studying the relationship between organizational commitment and organizational citizenship behavior. The finding indicated that there is a significant relationship between Organizational Commitment and Organizational Citizenship Behavior. The research indicated that commitment of the employees of an organization represent the positive intentions for serving their organization.

Keywords: Organizational Citizenship Behaviour, Organizational commitment.

INTRODUCTION
Organizational commitment is viewed as the employees’ loyalty to their employer. The employee experiences a degree of loyalty related to his bonding with the organization, and his willingness to continue participating or working with it. Organizational commitment is an emotional connection that the employee feels with his job.

These are affective commitment, the necessary commitment and moral commitment. Affective commitment is related to emotional attachment, resulting in emotional orientation towards the organization. These employees understand their working relationship with that particular organization is right. The necessary commitment is related to reciprocity established between the employee and the organization. It is based on the cost associated if they leave the organization. The employees understand their investments in time and effort, and in many ways, they are afraid of losing the seniority status in the organization, and the corresponding benefits or compensation. The moral commitment is the obligation felt by the employee to remain in the organization. Both moral and affective commitments are related to organizational citizenship. An employee with a strong moral commitment has the conviction to serve the organization with a high degree of loyalty. They feel that this is their obligation and duty.

Organizational Citizenship Behaviour is a kind of behaviour that is based on the personal discretion instead of the employee’s requirements of a job but still the alarming increase of the effectiveness of

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organization so as to fulfil the interests of the ones who can take benefits from it. The organizational citizenship behaviour along with a set of both informal and formal behaviour can lead to effectiveness in the improvements of the responsibility and roles of the organization. Altruistic nature, conscientiousness, civic virtue, sportsmanship. This altruistic trait is similar to Organ’s one and formality or courtesy aspect; she constrained the chance of sportsman spirit. Her engagement was depicted as involvement in organizational operations. It is performed in order to help the organization toward more productivity.

Existing literature focused on relationship between organizational commitment and organizational citizenship behaviour.

**LITERATURE REVIEW**

Mohaidin et. al. (2017) examined the effect of organizational justice dimensions on organizational citizenship behaviour and mediating effect of affective organizational commitment. Therefore, this research is an attempted to provide a value theoretical model that explains the relationships between dimensions of organizational justice and OCB as well as tries to describe in detail meaning of this relationship through the mediating effect of affective organizational commitment in the context of social exchange theory. The result of current research developed an integrated model of the employee relationships including both organizational dimensions organizational as well as the mediating effect of affective organizational commitment.

Ahmad shah (2015) aimed checking the psychometric properties of this scale on a sample of permanent professionals working at the three main human service organizations operating in Srinagar, J&K (University of Kashmir, S.K.I.M.S Hospital & J&K Bank). Exploratory and confirmatory factor analysis was carried out and three dimensional factor structure of organizational citizenship behaviour was revealed. The reliability and validity of the brief version of the scale was found to be satisfactory, thereby providing support for the relevance of using this scale in the Asian context.

Azad (2014) analyzed that emotional intelligence and organizational citizenship behavior by using organizational commitment as mediator variable. The study is accomplished among 324 employees. The study confirmed that emotional intelligence influenced on organizational citizenship behavior and commitment. The study also confirmed that organizational commitment influenced on organizational citizenship behavior. The study results found significant relationships between emotional intelligence and its dimensions with organizational citizenship behavior and organizational commitment of employees.

Unal (2013) focused on the relationship between job satisfaction and organizational commitment of mediating role of organizational commitment. The sample was derived from a questionnaire survey of 199 in a group of Turkey Company. Regression tool was used to analyze the data. The results indicated that affective commitment has a partial mediating role on the relationship between job satisfaction with work itself and altruism, and and affective commitment has a perfect mediating role on the relationship between job satisfaction with fellow workers and altruism. Affective commitment and continuance commitment has a perfect role on the relationship between job satisfaction with company policies, supervisors and promotion and sportsmanship.

**RESEARCH METHODOLOGY**

**Problem Statement**

Organizational citizenship behavior and organizational commitment are the prominent factors required for enhancing the organizational growth. Therefore, the present study about the relationship between organizational citizenship behavior and organizational commitment.
Research design
The study describes the relationship between organizational citizenship behavior and organizational commitment. The study looked in detail the relationship of each dimensions of organizational citizenship behavior, Altruism, sportsmanship, courtesy, civic virtue and conscientiousness and the dimensions of organizational commitment, affective, continuance and normative.

Objective of the study
To study the relationship between organizational citizenship behaviour and organizational commitment.

Relationship between organizational citizenship behavior and organizational commitment

![Model: 1. Relationship between organizational citizenship behavior and organizational commitment.]

Model: 1.1 Relationship between organizational commitment and organizational citizenship behavior on the basis of dimensions.

**DIMENSIONS OF ORGANISATIONAL COMMITMENT**
Affective commitment is an emotional attachment to the organization and a belief in its values. Affection to job and organization are known as affective commitment. It depicts mental connection, attachment within the organization. Personnel characteristics, job characteristics and work experiences
influence on the attachment in the organization. It is the emotional link between the organizational citizenship and benefit of the company.

Continuance commitment It depicts the commitment depending upon the expenses and quitting aspect of the staff in the organization. Employees got opportunity to get more prices for leaving the association and compare expenses of maintaining the job. It can be affected by tenure, age and career satisfaction. Sometimes they have fear of loss because they feel more stability with in organization.

Normative commitment is an obligation to remain with the organization for moral or ethical reasons. It depicts the staff’s sense of obligation aspects in the organization they feel more responsible person themselves in the organization. Personal characteristics such as agreeableness, extraversion, and social values are the effect of normative commitment.

DIMENSIONS OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Altruism: Helping behaviours that are performed by an individual to aid certain staff regarding certain organizational responsibilities and issues. In other words, helping other members of the organization with pertinent difficulties and tasks, e.g. employees who help newcomers or the low-skilled.

Courtesy: Courtesy (such as improved notices, as well as reminders, or communicating for important information) assists in preventing issues along with providing productive implementation of time.

Conscientiousness: Behaviors conducted by the employee to optimally perform the organizational responsibilities beyond the determined job requirement or what he/she expects. In other words, it refers to optional behaviour surpassing the minimum requirements of the role, e.g. the individual who unusually works overtime or the employee that does not rest much. People who exhibit progressive citizenship behaviour continue working in the worst conditions, even in the case of illness and inability, representing their high conscientiousness. Such behaviour enhances trust among employees.

Sportsmanship: Tolerance and forgiveness in organizational undesirable conditions without complaining and discomfort. In other words, the emphasis on the positive aspects of the organization rather than its negative aspects is called sportsmanship. Therefore, sportsmanship is defined as the ability of employees to adapt to hardship and inconvenient workplace without verbal or formal protest or complaint.

Civic virtue: Active responsibilities and roles that staff as organizational citizens in the political life of the organization assume. In addition, it is concerned with the tendency to participation and accountability in the organizational life representing an appropriate image of the organization. Accordingly, a good organizational citizen should not only be aware of the issues of the day, but should comment on them and actively participate in the solution.

1. The relation between organizational commitment and organizational citizenship behavior is largely depends on the fact that commitment must be regarded as a class of behavioral intentions, motivation or motive power.

2. There are so many studies analyzed the relationship between organizational commitment and organizational citizenship behavior and found positive relationship with each other. The factors considered in those studies are affective, calculative and normative in organizational commitment and altruism, courtesy, conscientiousness, sportsmanship and civic virtue in organizational citizenship behavior.

FINDINGS AND SUGGESTIONS

From the above result of the study, it can be interpreted that the relationship between organizational commitment and organizational citizenship behavior and found positive relationship with each other. Organizational citizenship behavior and organizational commitment both the dimensions also effects
on each other. This in the long run generates commitment and loyalty of the employees which in turn is reflected through voluntary /citizenship behavior of the employees.

**IMPLICATIONS OF STUDY**

The proposed model presented in this paper has important implications for managers of human resources management and policymakers of organizations. Based on the results of this paradigm, managers of human resources can design their policies and decisions that support, satisfy and retain employees for the promoting OCB. More spastically, the expected results of the model will enable the management of human resource departments to identify which dimensions of organizational commitment is more likely to influence OCB and then pay more attention to enhance it.

**CONCLUSION**

The research indicates that there is positive relationship between organizational commitment and organizational citizenship behaviour. The review of past studies also supported these findings by illustrating that there five dimensions of organizational citizenship behaviour like altruism, courtesy, sportsmanship, civic virtue that make an effect on commitment level. It enhances the team commitment level and essential for organizational growth and effectiveness.

**REFERENCES**