Explaining the Relation between Organizational Commitment and Dimensions of Organizational Citizenship Behavior

Case study: Textile Factories in Borujerd County

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Abstract

The present study was performed to explain the relation between organizational commitment and dimensions of organizational citizenship behavior that was conducted using descriptive-field method. The statistical population consisted of employees with education level of diploma and higher who were two-hundred seventy persons. The sample size was determined equal to one-hundred fifty nine according to Morgan Table. Simple random sampling method was used to determine sample members. Standard organizational commitment questionnaire with eighteen questions (Allen & Meyer) and standard organizational citizenship behavior questionnaire with twelve questions (Netemeyer) were tools of data collection. Validity of the questionnaires was confirmed through content validity by the experts and professors and the reliability was measured through pre-test and calculation of Cronbach's alpha. Data analysis was performed using Pierson correlation coefficient and SPSS software. The findings revealed that there is no relation between organizational commitment and organizational citizenship behavior in the Textile Factories but organizational commitment has a positive (direct) relation with dimensions of altruism and conscientiousness.

Key words: organizational commitment, organizational citizenship behavior, altruism, conscientiousness
Introduction and statement of the problem

The current environment is complex and unpredictable (Frankema et al., 2006, p.291) and organizations are permanently faced with social developments such as globalization, technology advancements and increasing of the global competition (Govaerts et al., 2011, p. 35). Under such conditions the organization needs a high level of employees' commitment in order to be able to maintain its competitive advantage in the product and the labor market (Joo & Park, 2010, p 483). Organizational commitment refers to individual feelings of employees with regard to the organization (Joo & Park, 2010, p 485). It is a perceived psychological state that binds people towards an activity related to the purposes and propensity for using only one method (Lee et al., 2010, p 131). Indeed organizational commitment focuses on satisfaction of employees' needs through mutual action with the organization (Fisser & Browaeys, 2010, p. 282). For instance, when an employee finds that the manager or the organization have not satisfied his/her expectations about the work and job opportunities, his/her commitment and job satisfaction are fallen severely and thus organizational performance will be decreased (Kagaari & Munene, 2007, p.707).

On the other hand, individual behavior at the workplace has attracted the attention of many researchers during the past decade. Various kinds of behavior have been identified while analyzing this term that include professional social behavior, extra-role behavior and organizational citizenship behavior. The common purpose of these studies is to explain the type of individual behavior that is supposed it is effective on long-term success of the organization and had been ignored in the past when the employee's performance was evaluated (Barroso Castro et al., 2004, p. 28).

Given to the above-mentioned issues, the relation between organizational commitment and dimensions of organizational citizenship behavior in the Textile factories in Borujerd County has been explained in the present study.

Theoretical principles

A) Organizational commitment

Organizational commitment has been the topic of organizational studies for more than thirty years (Fisher et al., 2010, p. 282) that tests the relations, behaviors and performance of employees at the workplace (Sezgin, 2009, p. 635). According to Allen and Meyer (2000)
organizational commitment can be defined as a psychological status which defines the relationship between an employee and the organization and decreases the probability of leaving the organization by him/her (Rego et al., 2008, p. 59).

Success of organizations depends increasingly on driving two terms of organizational commitment and job satisfaction (Westover & et al., 2010, p. 375). From one view, rewards are the determinant of organizational commitment at the workplace (Ashman, 2007, p. 7).

Organizational commitment has been widely studied in terms of the elements, antecedents, correlations and consequences (Elele & Fields, 2010, p. 372). Allen and Meyer (1991) found that organizational commitment includes affective commitment, continuous commitment and normative commitment (Falkenburg & Schyns, 2010, p. 709).

Affective commitment shows the degree a person is united with the organization. Continuous commitment describes needs of the individual to continue working for the organization based on perceived expenses related to turnover. Normative commitment describes the degree that an employee believes he/she must be committed to the organization and might be affected by social norms. These three dimensions suggest that the individuals remain in their organization, because they need affective commitment. Allen and Meyer (1991) perceived that elements of commitment can be analyzed simultaneously and with various degrees (Elele & Fields, 2010, p. 372).

Elements of organizational commitment are determined with different methods and probably have different requirements for job behaviors. Affective commitment might first be affected by positive work experiences and the received organizational support. This may be the relative strength standard of the individual's participation in the organization. It is determined through firm belief and accepting the purposes and values of the organization, tendency to struggle on behalf of the organization and strong intention for maintaining the membership in the organization. Normative commitment might be based on social commitment and pressure against the organization. Sense of being committed towards the organization might be affected by cultural and family sociability of the person that is occurred prior to entering into the organization. Continuous commitment might be influenced mainly by external considerations and perceptions such as benefits of retirement and pension plans (Mehrabi et al., A 2013, p. 132).
B) Organizational citizenship behavior (OCB)

Organizational citizenship behavior has become an important subject in psychology and management in recent decades and has attracted much attention to itself (Foote & Tang, 2008, p.934). Organ (1998) expounded organizational citizenship behavior as a kind of employees' behavior that is not recognized directly through the formal reward system of the organization and its purpose is to enhance performance of the organization effectively regardless of individual productivity purposes of any employee (Kagaari & Munene, 2007, p.708).

Netmeyer et al. (1997) divided organizational citizenship behavior into four classes:

- **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 (Barroso Castro et al., 2004, p. 30).

- **Civil virtue**: It can be explained as a behavior that shows attention to participation in collective life. For example, performing the tasks that the employee does not obliged to perform but it is in the interests of the organization (Barroso Castro et al., 2004, p. 30).

- **Conscientiousness**: It is a behavior that is beyond the determined exigencies at the workplace by the organization, for instance, overtime work in the interests of the organization (Barroso Castro et al., 2004, p. 30).

- **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 (Barroso Castro et al., 2004, p. 30).

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 (Barroso Castro et al., 2004, p. 30).

C) The relation between organizational commitment and organizational citizenship behavior

The relation between organizational commitment and organizational citizenship behavior is largely depends on the fact that whether commitment must be regarded as a class of behavioral intentions, motivation or motive power or not. Unfortunately, as Schul (1981) has
suggested organizational commitment has been treated differently as four types of variables. In the work by Steers, Moudi and Porter (1982) whose organizational commitment standard has been widely used seems that organizational commitment offers both the attitude and a class of intentions, since they explain organizational commitment in the way that it means accepting the organizational purposes and values in order to remain in the organization and trying considerably in the interests of the organization. Both Schul (1981) and O'Reilly and Chatman (1986) have presented persuasive discussions to consider organizational commitment as a mental status instead of an explicit behavior; although how they determine this status is different to some extent. Organizational commitment for Schul is a moral task that maintains the direction and intensity of the organizational member's behavior when the measured incentives are not sufficient to perform it. O'Reilly and Chatman prefer to consider organizational commitment just as the power of accession to the organization; however the basis of such accession can have different shapes quantitatively. Their information suggests that only accession based on identification with the organization or internalization of its values will maintain all kinds of determined participations in the form of organizational citizenship behavior (Organ, 1990, p. 49-50).

Organ (1990) states that affective commitment that is perceived as a sense of mental social accession paves the way for organizational citizenship behavior. Organ and Riyan (1995) performed a meta-analysis research and perceived that affective commitment is related both to altruism and dimensions of OCB considerably. Other literature provides theoretical and experimental justification for the expectation that commitment is related to organizational citizenship behavior (Liu, 2009, p 311).

**Conceptual framework**

Conceptual framework is a model based on theoretical relations among several factors about the issues under study that are considered important (Mehrabi et al., B 2013, p. 120). The following conceptual framework is proposed to explain the relation between organizational commitment and dimensions of organizational citizenship behavior. It contains Affective commitment (AC), normative commitment (NC), continuous commitment (CC), organizational commitment (OC), sportsmanship (SP), civil virtue (CV), conscientiousness (CO) and altruism (AL).
Diagram 1- Conceptual framework

Hypotheses
- There is a significant relation between organizational commitment and organizational citizenship behavior.
- There is a significant relation between organizational commitment and each dimension of organizational citizenship behavior.

Statistical population, sample and sampling method
The statistical population consisted of male and female employees with education level of diploma and higher from any age group who were two-hundred seventy persons. The sample size was determined equal to one-hundred fifty nine according to Morgan Table. Simple random sampling was used in the study.

Methodology and methods of data collection
The study was conducted using descriptive-field method. Historical study was used to complete research literature and theoretical principles and field study was used to collect other required information. The field data were collected using closed questionnaire. The applied
questionnaires were in the form of attitude survey and based on Likert scale (six-option). To this end, the standard organizational commitment questionnaire with 18 questions (Allen & Meyer) and the standard organizational citizenship behavior questionnaire with 12 questions (Netemeyer) were utilized.

Validity and reliability of the questionnaires
Content validity of the questionnaires was based on theoretical principles and was confirmed by the experts too. The reliability was measured through Cronbach's alpha coefficient. Cronbach's alpha coefficients for organizational commitment questionnaire and organizational citizenship behavior questionnaire were obtained equal to 0.77 and 0.80 respectively.

Methods of data analysis
Descriptive statistics and inferential statistics methods were used for data analysis. Descriptive statistics were used to estimate frequency distribution, percentage, mean, tables, etc and Pierson correlation coefficient was used to test the hypotheses.

Mean and standard deviation of variables
The Likert scale (six-option) was used in this study to give scores to the alternatives (extremely high (6), high (5), relatively high (4), relatively low (3), low (2) and extremely low (1)). Mean of the spectrum was equal to 3.5. Thus, mean and standard deviation of variables are as Table 1.

Table 1- Mean and standard deviation of variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Variable</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>SP</td>
<td>3.77</td>
<td>1.29</td>
<td>AC</td>
<td>3.51</td>
<td>1.11</td>
</tr>
<tr>
<td>CV</td>
<td>3.67</td>
<td>1.57</td>
<td>NC</td>
<td>2.62</td>
<td>0.97</td>
</tr>
<tr>
<td>CO</td>
<td>3.55</td>
<td>1.32</td>
<td>CC</td>
<td>2.80</td>
<td>0.84</td>
</tr>
<tr>
<td>AL</td>
<td>3.65</td>
<td>1.54</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Data analysis

A) Studying the results obtained through Pierson correlation coefficient

Wherever the significance level is less than 0.05, the null hypothesis (H0: p=0) is rejected at confidence level 0.95. Rejecting the null hypothesis means that there is a significant relation between organizational commitment and organizational citizenship behavior. If there are no sufficient evidences to reject this hypothesis, it means there is no significant relation.

Primary hypothesis: There is a significant relation between organizational commitment and organizational citizenship behavior.

Table 2: Correlation between organizational commitment and organizational citizenship behavior

<table>
<thead>
<tr>
<th>Pierson correlation</th>
<th>OCB</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-0.92</td>
</tr>
<tr>
<td>Significance level</td>
<td>0.279</td>
</tr>
</tbody>
</table>

As results of Table 2 show, the correlation coefficient between two variables of organizational commitment and organizational citizenship behavior is equal to -0.592 and given to the numerical value, the significance level is equal to sig=0.279 in this test. Because α < sig there is no relation between the two variables, thus H0 is accepted. Therefore, there is no relation between organizational commitment and organizational citizenship behavior in the Textile factories in Borujerd County.

The secondary hypothesis: There is a significant relation between organizational commitment and each dimension of organizational citizenship behavior.

Table 3: Correlation between organizational commitment and each dimension of organizational citizenship behavior

<table>
<thead>
<tr>
<th></th>
<th>AL</th>
<th>CO</th>
<th>CV</th>
<th>SP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pierson correlation</td>
<td>0.244</td>
<td>0.074</td>
<td>-0.254</td>
<td>-0.90</td>
</tr>
<tr>
<td>Significance level</td>
<td>0.37</td>
<td>0.49</td>
<td>0.194</td>
<td>0.350</td>
</tr>
<tr>
<td>H0</td>
<td>It is rejected</td>
<td>It is not rejected</td>
<td>It is not rejected</td>
<td>It is not rejected</td>
</tr>
<tr>
<td>Significant relation</td>
<td>There is not a significant relation</td>
<td>There is not a significant relation</td>
<td>There is not a significant relation</td>
<td>There is not a significant relation</td>
</tr>
</tbody>
</table>
As results of Table 3 show, the correlation coefficient between organizational commitment and dimensions of altruism and conscientiousness has become significant. Since the correlation coefficient between the variables in this hypothesis is positive this relation is positive (direct).

Table 4- Matrix of Pierson correlation coefficient related to research variables

<table>
<thead>
<tr>
<th></th>
<th>AC</th>
<th>NC</th>
<th>CC</th>
<th>SP</th>
<th>CV</th>
<th>CO</th>
<th>AL</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NC</td>
<td>0.191</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SP</td>
<td>0.24</td>
<td>0.223</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC</td>
<td>0.282</td>
<td>0.008</td>
<td>0.024</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CV</td>
<td>0.279</td>
<td>0.000</td>
<td>0.780</td>
<td>0.367</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CO</td>
<td>0.041</td>
<td>0.065</td>
<td>0.209</td>
<td>0.477</td>
<td>0.142</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>AL</td>
<td>0.160</td>
<td>0.020</td>
<td>0.076</td>
<td>0.167</td>
<td>0.149</td>
<td>359</td>
<td>1</td>
</tr>
<tr>
<td>EC</td>
<td>0.059</td>
<td>0.812</td>
<td>0.374</td>
<td>0.048</td>
<td>0.078</td>
<td>0.000</td>
<td>1</td>
</tr>
</tbody>
</table>

**Conclusion and recommendations**

The purpose of this study was to explain the relation between organizational commitment and dimensions of organizational citizenship behavior in the Textile Factories in Borujerd County. As it is clear from the results of variables' mean, organizational commitment is at a desirable status in all three components (affective continuous and normative commitment). Indeed, employees of textile factories have a high dependency or attachment to the organization due to their high affective commitment. Moreover, because affective commitment is related positively to organizational justice, job performance and job satisfaction and also it has a strong positive relation with professional commitment and perceived organizational support it increases trust and decreases employees' turnover in Borujerd County.

Normative commitment is the second element that creates organizational commitment. It has been defined as a kind of commitment and obligation that directs employees to remain in the organization. Researchers have found out that normative commitment is not directed by payment level, education level or age; rather it is a mutual trust that creates commitment and obligation for remaining in the organization. Allen and Meyer referred that organizations
which embark upon creating a culture that is expected from employees to be loyal to the organization will have employees with high normative commitment more probably. Hence, employees of the textile factories in Borujerd County do not have a high trust in the organization and high participation because they do not have a high normative commitment.

Continuous commitment includes a commitment that is based on valuing the organization and employees are being participated in the life of the organization. In this aspect of commitment employees remain in the organization, because they need to remain and have a high loyalty to the organization. Therefore, employees of the textile factories in Borujerd County do not have high loyalty because they do not have a high level of continuous commitment.

Organizational citizenship behavior is at a desirable status in all its four components (sportsmanship, civil virtue, altruism and conscientiousness) in the textile factories in Borujerd County. In other words, employees work with goodwill at the workplace whenever the conditions are lower than the desirable limit and without any complaint. Employees also perform the tasks that are not bound to do but performing them is in the interests of the organization. Conscientiousness is a behavior that is beyond the determined exigencies at the workplace by the organization for instance overtime work in the interests of the organization. Also employees help their colleagues do their tasks.

Given to the results of Pierson correlation coefficient that showed organizational commitment has a positive (direct) relation with altruism and conscientiousness the following are recommended to enhance these two components through organizational commitment:

- Authorities of the textile factories in Borujerd County should inspire the belief to their employees that problems of the organization are their problems.
- Authorities of the textile factories in Borujerd County should inspire the belief to their employees that the organization is one part of their family.
- Authorities of the textile factories in Borujerd County should make employees dependent on the organization emotionally.
- Authorities of the textile factories in Borujerd County should try more to create intimate relations among the supervisors and employees.
References


