

EXAMINING THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

In the phase of global business scenario, Organizational Citizenship Behavior(OCB) has received a great deal of attention among researchers given the practical importance and its implication for the organization. The main objective of this study is to examine the effect of Organizational Commitment on Organizational Citizenship Behavior. Data was collected through the administration of questionnaire to 60 employees of an IT company. The respondents completed the questionnaire which assessed the Affective Commitment, Continuance Commitment, Normative Commitment and Organizational Citizenship Behavior. The respondents were selected based on the purposive sampling. The result of the data is interpreted by using Statistical Package for Social Sciences (SPSS). In order to analyze the data, regression analysis was employed. The results of the research found that Affective Commitment and Normative Commitment have a significant impact on Organizational Citizenship Behavior, while Continuance Commitment has no significant impact on Organizational Citizenship Behavior. This study provides inputs on different types of organizational commitment and their differential effect on Organizational Citizenship Behavior.

KEYWORDS: Organizational Citizenship Behavior; Organizational Commitment; Affective Commitment; Continuance Commitment; Normative Commitment.

I. INTRODUCTION

The tremendous change in business environment and technological advancement has resulted into remarkable changes in organizations, which has led to severe competition. In such a competitive and dynamic business world where latest technology, better machines, creative marketing and manufacturing processes can all be duplicated, Human resource can become the key differentiator. Therefore, Organizations have realized the need for committed and loyal workforce, willing to exhibit Organizational Citizenship Behavior(OCB) and go beyond the assigned responsibilities is of paramount importance.

Employee's commitment is critical because employee's interests, goals and needs have to fit with those of the organization to obtain the best of the employees. Organizational Commitment is significant for employees to adopt the goals and values of the organization and willing to continue working in the organization as a member.

The present study focuses on three important variables leading to Organizational Commitment: Affective Commitment, Continuance Commitment and Normative Commitment.

In the present study Affective Commitment, Continuance Commitment and Normative Commitment are important variables determining the Organizational Citizenship Behavior of employees . Organizational Citizenship Behavior(OCB) has been a major area of interest in the fields of Psychology and Management. OCB are cooperative kinds of behaviors that are not confined to any contract, not rewarded by any system, not stated in the job descriptions and are not mandatory to be practiced. Examples of OCB are: - helping co-workers, coming to work at early hours, leaving the workplace at late hour, maintaining positive attitudes when problems occur, being tolerant towards stress, actively volunteering in organizational activities and many more behaviors contributing to the organization.

The focal point of this research is that OCB is shaped by the employees' Organizational Commitment. OCB means that the employees put additional voluntary efforts while commitment means that the employee gives his/her energy and time to achieve the objectives of the organization.

Employee's Commitment to their Organization and willingness to exhibit discretionary work behaviors are crucial success factors for organizations to sustain and gain competitive edge despite of the daunting challenges they face.

The study aims towards understanding the following research questions:

1. How are Organizational Commitment and Organizational Citizenship Behavior related to each other. ?

OBJECTIVES OF THE STUDY

The primary objective of the study was to examine the relationship between Organizational Commitment and Organizational Citizenship Behavior

1. To understand the importance of Organizational Commitment of employees in the organization.
2. To understand the factors leading to Organizational Commitment.
3. To understand the relationship between Organizational Commitment and Organizational Citizenship Behavior.
4. To examine the effect of Organizational Commitment on Organizational Citizenship Behavior.

Literature Review

(Anisa, 2012) examined the effect of organizational commitment on Organizational Citizenship Behavior (OCB) in a telecommunication organization. In their work (Anisa, 2012), found that affective commitment has no significant effect on OCB and did not support the research hypothesis. The findings of the study supported the research hypothesis by indicating that employees do perceive that there is a risk and cost associated with leaving the organization. (Anisa, 2012) found that normative commitment has a significant influence on OCB.

(Noor, 2009) explored the importance of OCB of universities teachers of Pakistan as the outcome of organizational commitment. In their work the impact of training & development opportunities, work-life policies and empowerment practices on organizational commitment were considered as independent and dependent variables and analyzed. From the study results (Noor, 2009) the selected determinants which are training and development opportunities, work-life policies and empowerment practices were found to have a direct and positive impact on the organizational commitment which means the enhancement of one determinant causes the enhancement in the organizational development which is the intervening variable and then the enhancement in organizational commitment increases the organizational citizenship behavior of the universities teachers of Pakistan.

(Brunetto, 2013), examined the nurses' organizational commitment, organizational citizenship behavior (OCB) and innovative behavior in the workplace. (Brunetto, 2013) made use of structural equation modeling analysis and reported positive and statistically significant paths from affective commitment to innovative behavior, and from OCB with an individual focus (OCBI) to innovative behavior. (Brunetto, 2013) contributed towards a new knowledge about the relationship between OCB and innovative behavior. In addition, this study provides new research about the relationship between nursing employees' affective commitment, OCB and innovative behavior.

(ÖZDEM, 2012), determined the relationship between organizational citizenship behavior, organizational and professional commitment depending on the opinions of teachers working at different secondary schools. (ÖZDEM, 2012) found that a significant difference was determined between the organizational commitment perceptions of the teachers, the "affective commitment" and "normative commitment" sub-dimensions of the organizational commitment scale, and the "sportsmanship" sub-dimension of the OCBS according to the school type variable. (ÖZDEM, 2012), found that teachers working at Anatolian high schools had higher affective organizational commitments than the ones working at vocational high schools. A significant positive relationship was observed between organizational commitment and organizational citizenship behavior. Teachers were found to have higher professional commitments than organizational commitments.

(Akinoyemi, 2012) investigated the influence of affective commitment on discretionary work behavior and intention to quit among employees in selected post-consolidation Nigerian commercial banks. (Akinoyemi, 2012) based on respondents' perceptions, revealed that affective commitment had a statistically significant relationship with organizational citizenship behavior and voluntary turnover intentions.

(Wang, 2013), examined the relationship between corporate citizenship and organizational commitment. (Wang, 2013), empirically confirmed that the relationship between perceived ethical citizenship and organizational commitment was stronger among employees with high organizational trust

than among employees with low organizational trust. (Wang, 2013), found that organizational trust has both main and moderating effects in the formation of organizational commitment. Empirical findings of the study indicates the positive relationship between four dimensions of corporate citizenship and organizational commitment.

(Trisha Pettit, 2003) explored the effects of both age and tenure upon organizational commitment and Organizational Citizenship Behaviors (OCB). The results of this study were mixed. (Trisha Pettit, 2003), found conflicting evidence of the influence of age over organizational commitment and OCB. While it was found that older employees did not score significantly higher in terms of their levels of organizational commitment than younger employees they did on their levels of OCB. It found that age does influence the level an employee will engage in OCB. However, the study made by (Trisha Pettit, 2003) did not support relationships between age and organizational commitment nor between tenure and organizational commitment or OCB.

(Taehee Kim, 2012) ascertained the relationship between two commitments and turnover intentions and OCBs. (Taehee Kim, 2012) also proposed that the interplay of two forms of commitment has an impact on employee intention to leave and OCBs. The interplay of these two forms of commitment and their respective influence on employee intention to leave and organizational citizenship behaviors was the essential focus of this study. (Taehee Kim, 2012) study results revealed that organizational commitment had a negative effect on turnover intentions, while occupational commitment had a positive effect. In addition, organizational commitment had a positive effect on organizational citizenship behaviors, whereas occupational commitment did not have any noticeable effect thereupon. Both organizational commitment and occupational commitment showed certain overall interactional effects regarding organizational citizenship behaviors as well as turnover intentions.

(Debora E. Purbaa, 2015) investigated the mediating effect of affective commitment on the relationship between personality and organizational citizenship behavior (OCB) in a non-Western culture. (Debora E. Purbaa, 2015) made an attempt to increase understanding of how personality and work attitudes affect OCB in a culture where relationships were highly valued. Of the control variables, (Debora E. Purbaa, 2015) found that only educational level and job level were significantly related to OCB-O. The results suggest that extraverted employees are more likely than introverted employees to help others at work and to attend to organizational problems. There was no relationship between emotional stability and OCB-I over and above extraversion. Affective commitment was positively correlated with both OCB-I and OCB-O, even after controlling for age, tenure, educational level, job level, extraversion and emotional stability. (Debora E. Purbaa, 2015) found that Affective commitment, which involves affective feelings as a result of the employee's identification with the organization, plays an important role in OCB.

(Bindu Chhabra, 2014) explored the effect of job satisfaction and organizational commitment on the four dimensions of organizational citizenship behavior. These dimensions were interpersonal helping, individual initiative, personal industry and loyal boosterism. (Bindu Chhabra, 2014), aimed to see the mediating role of organizational commitment in the relationship of job satisfaction and the above mentioned dimensions of organizational citizenship behavior. (Bindu Chhabra, 2014), found that Job Satisfaction is positively related to different dimensions of OCB. There is also a significant positive relationship between Job Satisfaction and Organizational Commitment. The effect of Organization Commitment on different dimensions of Organization Citizenship Behavior is also seen to be significantly positive. The results indicate that the employees who are satisfied with their work, supervisors, co-workers, pay, promotion opportunities and the job in general will have more affective commitment to the organization. When organizations provide favorable work settings, the jobholders view these as rewards and thus reciprocate by making an emotional attachment with the organizations, which may be demonstrated through more effort, regular attendance and greater participation in work.

(Zayas Ortiz, 2015), investigated whether there was a relationship between commitment and the behavior of organizational citizenship among bank employees. (Zayas Ortiz, 2015), found that there was a positive correlation between the organizational commitment and the indicators of organizational citizenship behavior and civic virtue, courtesy and altruism dimensions shown by the employees. The dimensions of affective and moral commitment had the strongest correlation with the civic virtue dimension of organizational citizenship.

(Dr Ramzi Addison) assessed Organizational commitment and its consequences for the level of employees OCB directed at the individual and organization. (Dr Ramzi Addison) also determined the relationship between organizational commitment and OCB. The different predictors that were found for both OCBI and OCBO dimensions could suggest that cultural values could influence the development of OCB in the non-Western context of Malaysia.

(Shafazawan, 2016), investigated the relationship between job attitudes and organizational citizenship behavior among secondary school teachers. From the results obtained, job satisfaction, organizational commitment and organizational citizenship behavior revealed statistically significant and positive correlation.

(Grego-Planer, 2019), identified and assessed the level of correlation between individual dimensions of organizational commitment and Organizational Citizenship Behaviors in public and private organizations in Poland. The results of the study carried out by (Grego-Planer, 2019), revealed that in public institutions, however, OCBs in the interpersonal dimension are more frequent, while in private institutions they occur more commonly in the organizational dimension. Most positively correlated with OCBs is the affective dimension of organizational commitment.

Research Methodology

The present study was carried out with the help of descriptive research to derive the substantial information. Descriptive research design is typically concerned with describing problem and its solution. It is more specific and purposive study.

To meet the objectives of the study, the research was conducted in one of the IT companies. The company works in the domain of Master Data Management and E-Commerce. The Study used data from experienced employees of the company. The unit of analysis for this research is at the individual level. A structured questionnaire was used. The questionnaire was of four pages divided into two parts. First part of the questionnaire focused on questions measuring Organizational Commitment on the basis of three components Affective Commitment, Normative Commitment, Continuance Commitment and Organizational Citizenship Behavior. Second part of the questionnaire focused on the demographic data (such as age, qualification, experience, department and designations). Responses were taken on a Five point Likert scale from 1=Strongly disagree and 5=Strongly agree.

RESEARCH HYPOTHESIS

Organizational Citizenship Behavior and Organizational Commitment

H1: Affective Commitment is significantly related to Organizational Citizenship Behavior.

Employees with high affective commitment exhibit more willingness to perform Organizational Citizenship Behavior compared to other employees.

H2: Continuance Commitment is significantly related to Organizational Citizenship Behavior.

Employees with high continuance commitment exhibit more willingness to perform Organizational Citizenship Behavior compared to other employees.

H3: Normative Commitment is significantly related to Organizational Citizenship Behavior.

Employees with high Normative commitment exhibit more willingness to perform Organizational Citizenship Behavior compared to other employees.

The theoretical relationships presented in Hypotheses 1 to 3 are depicted in the following figure: -

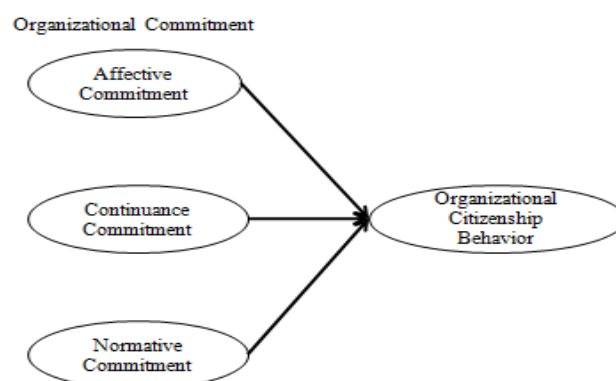


Figure 1: Conceptual Model of the Study

THE VARIABLES MENTIONED IN THE CONCEPTUAL RESEARCH MODEL ARE DEFINED AS FOLLOWS: -

Organizational Commitment: - Organizational commitment is defined based on the individual's relative ability and involvement in a certain organization. It indicates the attitudes of people toward the organization's values and goals.

Affective Commitment: - Affective commitment is an emotional attachment towards the organization and a belief in its values. Affection towards job and organization are known as affective commitment. It depicts mental connection and 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 employees 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.

Normative commitment: - It is an obligation to remain with the organization for moral or ethical reasons. It depicts the employee'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.

Organizational Citizenship Behavior: - Organizational citizenship behavior (OCB) is discretionary employee activity that is not explicitly part of the job description and which tends to promote the organization. This behavior is also not a part of the official system of rewards and compensation. While an employee who engages in OCB may not be specifically recognized for those actions, such behavior will often be rewarded indirectly. This is partly because employees who practice OCB tend to be committed to their jobs and the overall health of the organization.

DATA COLLECTION

The current study employs quantitative data collection method and both primary data and secondary data are used for the research purpose.

Primary data is information collected through original or first-hand research. In the present study, survey method is used to collect primary data. Experienced employees were selected by the HR department of the company. A total of 60 questionnaires were distributed to the experienced employees. The high response rate is attributed to the support from management and initiative of the company's HR department.

On the other hand, **secondary data** is information which has been collected in the past by someone else. In this study, fifteen research articles and books were referred to obtain secondary information.

STATISTICAL METHOD

In order to examine the conceptual research model, the study employed the Statistical Package for the Social Sciences (SPSS). SPSS statistics program provides various basic statistical functions and also enables researchers to build and validate predictive models using advanced statistical procedures. There are a handful of statistical methods that can be leveraged in SPSS, including Descriptive statistics, Bivariate statistics, including methodologies such as ANOVA, means, correlation, numerical outcome prediction such as linear regression, prediction for identifying groups including methodologies such as cluster analysis and factor analysis.

The present study employed Descriptive Statistics, Factor analysis, Reliability and Regression analysis to examine and validate the research.

SAMPLING DESIGN

The sample was composed of 60 ($n = 60$) respondents taken from an IT company in Mysuru (Sample unit are experienced employees). The sample size for the survey is determined as indicated below.

$$N = Z^2 \left[\frac{\pi (1 - \pi)}{E^2} \right]$$

Where,

N = Sample size to be determined

π = The proportion of sample considered

Z = The confidence coefficient (1.96 for 95 % confidence level)

E = Error = 0.98 = 0.10 (10%)

Accordingly,

$$\begin{aligned} N &= Z^2 \left[\frac{\pi (1 - \pi)}{E^2} \right] \\ &= (1.96)^2 \left[\frac{0.2 \times 0.8}{[0.1]^2} \right] \\ &= 60 \text{ Respondents.} \end{aligned}$$

Factor Analysis for Organizational Citizenship Behavior

Factor Analysis is a technique used to reduce a large number of variables into fewer number of factors. It is used to simplify data. The technique also involves data reduction

Kaiser-Meyer-Olkin (KMO) and Bartlett's test

The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed

Table 1 - KMO and Bartlett's Test of Organizational Citizenship Behavior

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.654	
Bartlett's Test of Sphericity	Approx. Chi-Square	943.922
	Df	276
	Sig.	.000

The analysis revealed one factor solutions with a KMO statistics and Bartlett's Test with 0.000 Significance. This reveals that the sample is adequate and factor analysis is significant. From the above table we can also see that KMO is 0.654 which is more than 0.5 hence the sample taken is adequate. Hence the sampling adequacy for items of Dependent variable is meritorious stating it is acceptable.

Scree plot of Organizational Citizenship Behavior

The line graph titled as scree plot used to measure the factors to be extracted. X' axis shows the component number which can also termed as factor. Y' axis shows the Eigen value. This can be interpreted as follows. By seeing the elbow cut point and extending the line to the X' axis. This will give the number of factors to be extracted from the graph.

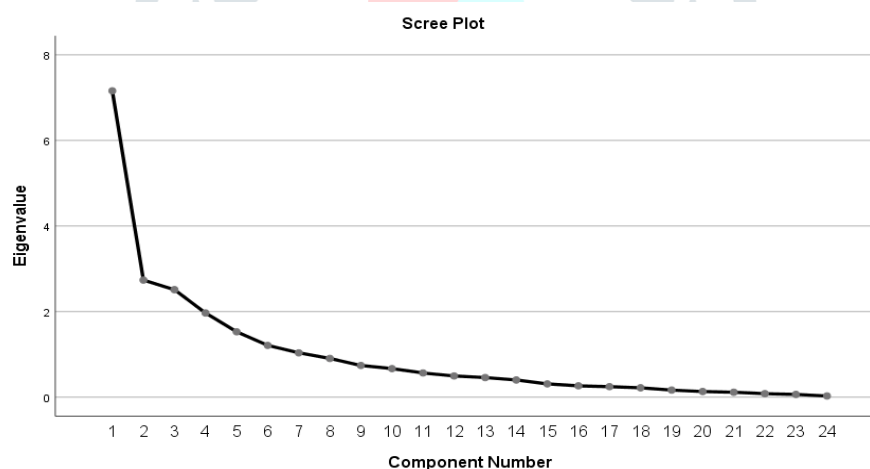


Figure 1: - SCREE PLOT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Factor Analysis for Affective Commitment, Continuance Commitment and Normative Commitment

Factor Analysis is a technique used to reduce a large number of variables into fewer number of factors. It is used to simplify data. The technique also involves data reduction

Kaiser-Meyer-Olkin (KMO) and Bartlett's test

The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed

Table 2 - KMO and Bartlett's Test of Affective Commitment, Continuance Commitment and Normative Commitment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.639	
Bartlett's Test of Sphericity	Approx. Chi-Square	91.859
	Df	28
	Sig.	.000

The analysis revealed three factor solutions with a KMO statistics and Bartlett's Test with 0.000 Significance. This reveals that the sample is adequate and factor analysis is significant. From the above table we can also see that KMO is 0.639 which is more than 0.5 hence the sample taken is adequate. Hence the sampling adequacy for items of Dependent variable is meritorious stating it is acceptable

Rotated Component Matrix

Rotated component Matrix shows the factors for each variables and highlighted the factors that each variables loaded most strongly. Based on these loaded factors it represents

Table 3 - ROTATED COMPONENT MATRIX OF AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT AND NORMATIVE COMMITMENT

	Component		
	1	2	3
Organizations problems	0.839		
Emotionally attached	0.824		
Happy	0.719		
Guilty		0.756	
personal meaning		0.741	
Loyalty		0.718	
working elsewhere			0.793
Necessity			0.741

Scree plot of Affective Commitment, Continuance Commitment and Normative Commitment

The line graph titled as screen plot used to measure the factors to be extracted. X' axis shows the component number which can also termed as factor. Y' axis shows the Eigen value. This can be interpreted as follows. By seeing the elbow cut point and extending the line to the X' axis. This will give the number of factors to be extracted from the graph.

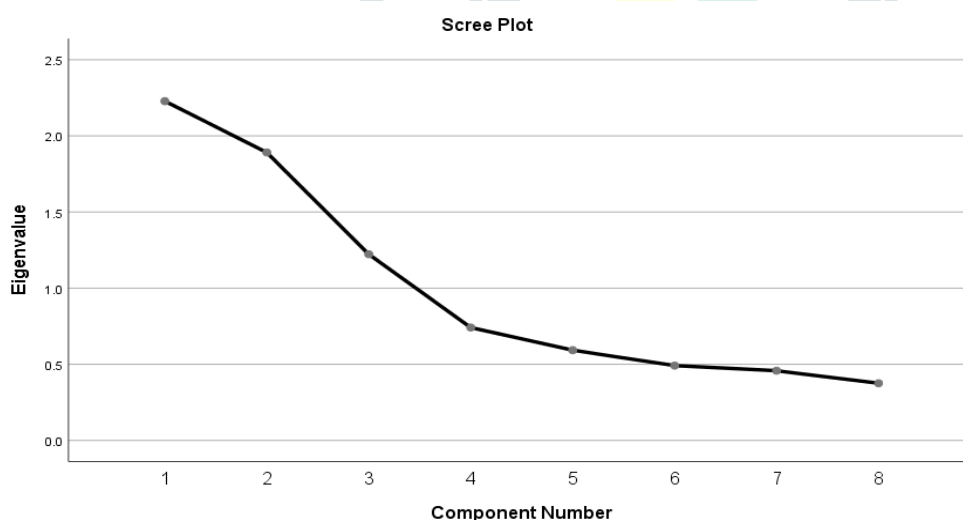


Figure 2: - SCREE PLOT OF AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT AND NORMATIVE COMMITMENT

RELIABILITY ANALYSIS

To test the internal consistency, reliability analysis is run. It is used to determine how well a set of items go together into a single scale.

1. Reliability

Variables = Organization's problems, emotionally attached, happy.

Table 4-RELIABILITY STATISTICS

Cronbach's Alpha	No. of Items
.731	3

The above table reveals that all the three constructs exhibit adequate reliability with internal consistency of 0.73

2. Reliability

Variables: - Guilty, personal meaning, loyalty

Table 5- RELIABILITY STATISTICS

Cronbach's Alpha	No. of Items
.544	3

3. Reliability

Variables: - Working elsewhere, necessity

Table 6-RELIABILITY STATISTICS

Cronbach's Alpha	No. of Items
.491	2

REGRESSION ANALYSIS

Regression analysis is done for estimating the relationships among variables. Focus is on the relationship between a dependent variable and three independent variables. It is used to focus which among the independent variables are related to the dependent variable.

Table 7- COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.01E-16	0.112		0	1
	Affective Commitment	0.301	0.113	0.301	2.67	0.01
	Normative Commitment	0.429	0.113	0.429	3.8	0
	Continuance Commitment	0.113	0.113	0.113	1	0.32

From the above Coefficient table, we can conclude that the Affective Commitment and Normative Commitment are significant towards Organizational Citizenship Behavior. Continuance Commitment is insignificant towards Organizational Citizenship Behavior.

DISCUSSION

From the above result of the study, it can be interpreted that the relationship between organizational commitment and organizational citizenship behavior are found to be significant. For the hypothesis incorporated into the research the findings are as below:

H1: Affective Commitment is significantly related to Organizational Citizenship Behavior.

The study hypothesized that affective commitment will influence Organizational citizenship behavior of employees. The findings of the present study indicated that affective commitment has a significant effect on OCB and thereby support the research hypothesis. This result indicates that employees

have aligned themselves with the organizational goals, values and mission. Only if employees feel the organization as their own, they will help and support their colleagues and also will try their best to dedicate their efforts to the organization and thereby enhancing Organizational Citizenship Behavior.

H2: Continuance Commitment is significantly related to Organizational Citizenship Behavior.

The study hypothesized that continuance commitment will influence the citizenship behavior of employees. Results of the Regression Analysis indicated that there is no significant relationship between the continuance commitment and OCB. The findings of the present study rejected the research hypothesis. It indicates that employees do not perceive that there is a risk and cost associated with leaving the organization, which specifies that employees are aware of the potential alternatives and wide options available for their employment. This finding may be due to the competitive business environment.

H3: Normative Commitment is significantly related to Organizational Citizenship Behavior.

The study hypothesized that normative commitment will influence employee's Organizational Citizenship Behavior. The result of study revealed that normative commitment has a significant influence on OCB. The findings of the present study support the research hypothesis. This result indicates that employees feel obliged to work for the company for all the things the organization has done for him/her.

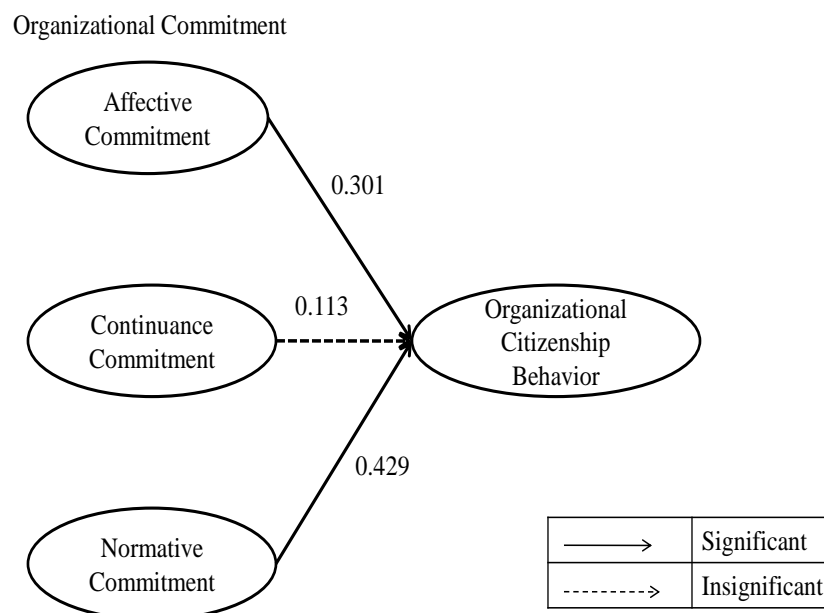


Figure 3: - HYPOTHESIZED CONCEPTUAL MODEL

In the above figure, straight line indicates a significant relationship between the independent variables and the dependent variable. Dotted lines indicate that there is no significance effect of the independent variable on the dependent variable. Accordingly, Affective Commitment has significant effect on Organizational Citizenship Behavior with the beta value of 0.301. Continuance Commitment has no significant effect on Organizational Citizenship Behavior and has a beta value of 0.113. Normative Commitment has significant effect on Organizational Citizenship Behavior with the beta value of 0.429.

RECOMMENDATIONS

The influence of normative commitment on Organizational Citizenship Behavior implies that employees are having a feeling of obligations to stay with the organization. Since this type of commitment reflects a sense of duty, the organization is suggested to focus on those employees who are more attached to their work or obligation. The insignificance of continuance commitment on Organizational Citizenship Behavior implies that the risk associated with leaving the particular organization is lower. It shows that there are alternatives and opportunities for employees to work outside. Therefore, the organization is suggested to create self-

developmental opportunities for their employees within the organization in order to build Continuance Commitment.

CONCLUSION

The main objective of the study was to examine the effect of organizational commitment on Organizational Citizenship Behavior with reference to a particular IT company. To understand the relationship and key influences, the study developed and tested a conceptual research model linking Affective Commitment, Continuance Commitment and Normative Commitment to Organizational Citizenship Behavior. The results revealed that Affective Commitment and Normative Commitment were found to be significant. This further demonstrates that employees have a sense of belongingness as well as a sense of obligation towards their organization. The main implication of this study is to emphasize that Normative Commitment is as important as Affective Commitment in explaining several employee behavioral outcomes. The failure of continuance commitment to explain the consequences of Organizational Citizenship Behavior needs to be further investigated. It was also further learned from the study that one can anticipate the citizenship behavior of organization by considering the above-mentioned variables. This study provided inputs on different types of Organizational Commitment and their differential effect on Organizational Citizenship Behavior. Today it becomes crucial to have the workforce that have the higher level of Organizational Citizenship Behavior because it affects the quality of work and this Organizational Citizenship Behavior can only be developed if there is high organizational commitment. In fact, a general rule in Organizational Commitment is that a high Organizational Commitment brings about positive outcomes for the organization. The success and relevance of organizations depends on the ability to cultivate Affective Commitment, Continuance Commitment and Normative Commitment through the development of new approaches, evaluative skills and techniques for handling its human capital. Organizations should guide efforts and foster attitudes and attributes to urge and promote the organizational citizenship noble conduct. This would result in the development of leaders who model the attributes required to support organizations with a system aligned with the vision, mission and strategies required in a high competitive global market. These employees may impact the organization and the community creating the platform to improve the quality of life in our countries.

LIMITATIONS AND IMPLICATIONS FOR FUTURE RESEARCH

In this study only three determinants of organizational commitment that are Affective Commitment, Continuance Commitment and Normative Commitment are analyzed. whereas there can be other determinants too that can play a very significant role in enhancing the organizational commitment of the employees for example compensation, training and development opportunities, work-life policies, empowerment practices, rewards, career development and supervisor support so the effect of a number of determinants of Organizational Commitment on organizational Citizenship Behavior can be tested by using this study as a reference. The organization that participated in the present study was a private sector organization, Comparative studies between public sector organizations and private sector organizations may provide insightful explanations.

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