INTERACTIVE RELATIONSHIP BETWEEN ORGANIZATION CITIZENSHIP BEHAVIOUR (OCB), ORGANIZATIONAL COMMITMENT AND WORKPLACE EMPOWERMENT

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ABSTRACT:
The study examined the interactive relationship between Organizational Citizenship Behaviour (OCB) Organizational Commitment and Workplace Empowerment among employees of Engineering institutions of Nagpur University. The sample for the study consisted of One hundred and sixty academic members of staff from five private engineering colleges. In this study questionnaire is used to collect quantitative data. The Multiple Regression Model using the Statistical Package for Social Sciences (SPSS) version 18 were utilized for the analysis of data. The findings revealed that Workplace empowerment had a strong positive and significant relationship with organizational commitment and OCB. Finally, organizational commitment was revealed to have a positive and significant relationship with OCB. OCB is exhibited by the employees who are involved in their job and are satisfied, become committed to their organization. Similarly, the lack of OCB is found in the employees who are dissatisfied with their job, less involved in the work and are less committed to their employer and organization.
Key words: Organizational Commitment, Organizational citizenship behavior, workplace empowerment.

INTRODUCTION:

Due to globalization research and interest in job related attitudes and behaviours such as Organizational Commitment, Organizational Citizenship Behaviour and Workplace Empowerment have gained much popularity and importance because of their pivotal role in generating various and several desirable positive organizational outcomes. 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). 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. Definitional revisions in OCB has undergone since the term was coined in the late 1980s, but the construct of OCB are same since introduction of term. OCB refers to anything that employees willingly do with their own accord, which often lies outside of their specified job description. In other words, it is discretionary. Through salary increments or promotions, OCB may not always be directly and formally recognized or rewarded by the company. It can facilitate future reward gain indirectly. Organ (1988) opined that OCB must 'promote the effective functioning of the organization'. 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. In various distinct shapes and forms OCB come since inception. 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). For enhancing productivity, Management should also be educated about OCB, and they should include OCB as one of the parameter in performance evaluations so that employees encourage implementing OCB.

ANTECEDENTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

The factors which contribute to the determination of OCB are Altruism, Conscientiousness, Civic Virtue, Sportsmanship, Courtesy, etc. First three factors Altruism, Conscientiousness, and Civic Virtue have a significant relationship with Organizational Citizenship Behavior and researched (Borman et al.,2001).

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, Barroso Castro et al., 2004).

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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.

Altruism and courtesy have been grouped into individual-directed behaviour (OCB-I), while the last three are organisation-directed behaviour (OCB-O) (Williams & Anderson, 1991). There are questionnaires designed targeting each of these constructs – items such as 'I help my colleagues out wherever possible' would be OCB-I (altruism) while 'I don't mind staying back late to finish up my work even if I'm not paid' would be an example of OCB-O (sportsmanship).

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. Luthans (1995) described organization commitment as believing and adopting the objectives and values of the organization, working more than required in order to realize the objectives of the organization and wanting to continue working in that organization and to be a member.

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 extrarole behaviors, whereas continuance commitment is either negatively or not significantly associated with OCBs (Allen & Smith, 1987)

If there is high affective organizational commitment then employees tend to accomplish more for their organizations in a positive manner when they have a strong affecting attachment to their organizations; therefore, there is expected to have a positive effect on their work behaviors, including OCB.

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. Successful businesses in the world concern about gathering wise and educated human resource who can change the organizations. This can be achieved at most through empowerment of employees (Abolalayi, 2010). Many researchers have proposed various definitions for empowerment as follows (Abbasi and Abtahi, 2007):

- Assignment of official authorities and lawful power to employees is called as Empowerment.
- 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. Empowerment is a value added process extending from senior management to the lowest rank of the organization.
- Empowerment is a process in which the condition is prepared for empowerment. Data is analyzed in different aspects and goals are transparent; Decision making has boundary and employees are highly efficient. Employees are promoted and qualified based on their skills, knowledge and ability. In empowerment, leadership style is spiritual leadership and the leaders are encouraged to take risk by support of employees.
- 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.

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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.
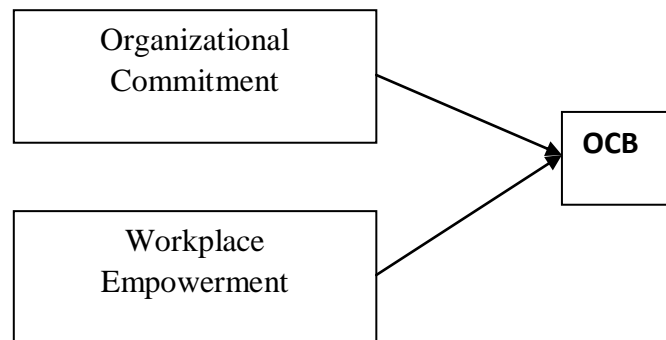

Figure: Theoretical framework

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.

▪ These surveys can be administered across time to monitor OCB in the workplace, or to assess the effectiveness of interventions.

▪ These constructs are also useful in terms of looking at OCB as having separate facets.

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 263 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). This scale is five point Likert scale and consisted of three sub-dimensions (affective, continuance and normative) and 18 subject matters. The dimensions of OCB adopted in 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). The definitions of each of these components of OCB provided above were used to generate items for each of the constructs.

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

Results and Discussion

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	.818
Organization Commitment	Meyer, Allen, Smith (1993)	18	.787
OCB	Podsakoff (2000)	24	.832

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	24
	30-40 years	58
	Above 40 years	18
Gender	Male	56
	Female	44
Total Experience	Less than 5 years	26
	5 to 10 years	32
	Above 10 years	42
Tenure in the present Institute	Less than 2 years	12
	2 to 5 years	37
	Above 5 years	51
Highest Qualification	Graduate	1
	Post graduate	84
	PhD	15

Demographic Analysis shows that maximum respondents were under the range of 30-40 years. Out of 263 respondents 56% were male and 44% female. Maximum total experience was under the category of above 10 years. 12 % of respondents had a tenure in present organization less than 2 years, 37% had tenure 2 to 5 years and 51% above 5 years. 84 % of the respondent's Highest qualification was post graduate and 15% 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	.625[**]	1	
	Sig. (2-tailed)	.000		
	N	161	161	
WE	Pearson Correlation	.574[**]	.547[**]	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	.878[a]	.689	.553	.05004

a. Predictors: (Constant), WE, OC

Regression analysis conducted shows that value of R^2 is .689 that is 68.9 %. It says that organization commitment and workplace empowerment accounts only to 68.9 % of OCB. Remaining 32.1% 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)	1.101	.237		8.769	.000
OC	.225	.061	.307	4.060	.000
WE	.201	.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=1.101 + .225(OC) + .201 (WE) + 0.001

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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