
Organizational Commitment and Organizational Citizenship Behavior of Business Employees in Automobile and Telecommunication Sector of Pakistan

Nauman A. Abdullah

Abdul Qayyum Chaudhary

The study was aimed at measuring the levels of organizational citizenship behaviours (OCBs) and organizational commitment (OC) of business employees from the Pakistan business market. There were two randomly selected sectors i.e. automobile and telecommunication from the list of sectors listed with Lahore Stock Exchange (2016) Pakistan. A sample of 66 business employees from those two sectors, 33 each, was randomly selected. The two tools for data collection, organizational citizenship behavior scale and organizational commitment scale were administered and data were analyzed in SPSS version 23.0. Descriptive and Inferential statistical analysis techniques were employed on the data which revealed significant presence of OCB and OC in the employees. Pearson r product moment formula, independent sample t-test, and one-way ANOVA were applied to analyze and draw conclusions from the data. Study revealed significant results related to the business market of Pakistan. The discussions suggested practical implications for the management of business industry especially for automobile and telecommunication sector of Pakistan.

Introduction

Business organizations are facing the developmental challenges in this era of technology and innovation all around the globe (Mehrabi, Alemzadeh,

Jadidi, & Mahdevar, 2013). With every change inculcation in the organization the employees have to undergo some pertinent procedures. Under such dynamic environment the business organizations demand efficiency and effectiveness from their employees. Pakistani business market is no different in this particular phenomenon. The employees have to persist with their obligations as well as continue the goodwill gestures for the organizations they work in. The variable organizational citizenship behavior is considered as a positive extra role behavior which adds value to the overall organizational setup (Abdullah & Akhtar, 2016). With increasing demands and changing environments, the presence of such voluntary behaviours can make employees more comfortable at their workplaces and hence their commitment towards the organization remains unchanged.

Committed employees are said to be more participative in behaviours that are seen as adding substance and value to their employee ship. Those behaviours which also make them more supportive to the workplace (Zeinabadi, 2010). Organizational commitment (OC) is explained as a worker's belief and struggle in the workplace in maintaining the perfect connect between personal values and organizational objectives and values. This commitment further enlarges itself from the belief to the persistent effort to retain oneself in the same organization for long (Angle & Perry, 1981; Mowday, Steers & Porter, 1979). OC is also seen as the attachment with the workplace externally, as in doing the work, as well as internally, as in with the emotions (Dov&Meni, 2001; Lawson & Paul, 1996).

The OC can be better understood when studied in factors: Affective commitment; Normative commitment; and Continuance commitment. According to Lynn (2004) the affective commitment is basically worker's emotional connection with the workplace along with that it includes the personal effort and step forward for the organization. It is dominated by the emotions and feelings of the employees toward their organizations. The affective commitment is highlighted by the personal involvement an employee shows with the workplace. The continuance commitment on the other hand is the commitment that employees reflect for the organization in terms of the benefits they receive from the organization and loss of benefits on leaving the same. Lawrence and William (2007) supported this notion that the employees in fact perceive what they lose if they leave the workplace represents their continuance commitment. Whereas the normative commitment shows the standard commitment of an employee to persist with the same organization. It is

the perception of an employee to obligate his/ her duty in the organization for long. Gautam, Dick, Wagner, Upadhyay, and Davis (2005) state that OC is a psychological bonding. So, to sum it up in a nutshell we may conclude that Affective commitment (AC) is heavily emphasized with the emotional engagement at the workplace. Continuance commitment (CC) is the consciousness of employee about the loss upon switching over the workplace. Normative commitment (NC) represents the dutiful behavior of the employee for the administration and the organization.

Whereas, organizational citizenship behavior (OCB) variable is more often used in the literature of organizational psychology. Organ (1988) defined 5 dimensions of OCB which were: (1) altruism- selfless behavior of employees (2) courtesy- showing courteous behavior toward others while dealing (3) conscientiousness- having the sense of self-accountability (4) sportsmanship- giving good gestures on others success and not getting envy (5) civil virtue- get fully engaged and aware of the happenings in the organization (Organ, Podsakoff, & Mackenzie, 2005).

In spite of the traces available in the literature that revealed OC significantly correlates with OCB, the question whether there exists any cause and effect relationship between the two is still not certain and there are opposite evidences in the literature too (Zeinabadi, 2010). Especially in the context of Pakistan a little attention is given on the two variables to be studied in relation to each other (Mehboob & Bhutto, 2012). Therefore, this study was aimed at measuring the organizational citizenship behaviours and organizational commitment of the business employees in terms of the factors altruism, courtesy, conscientiousness, civil virtue, and sportsmanship for OCB and affective commitment, normative commitment and continuance commitment for OC. Present study was significant as the relationship between the factors of the two variables under study had been investigated for the automobile and telecommunication sector. These two sectors contribute in the economy of Pakistan and provide huge job markets for the business students.

Objectives of the Research

Following were the objectives of this research.

1. To find the levels of OCB and OC of the business employees of the automobile and telecommunication sector of Pakistan.

2. To explore the relationship between the OCB and OC of the business employees of the automobile and telecommunication sector of Pakistan.
3. To identify the difference in the OCB and OC of the business employees of the automobile and telecommunication sector of Pakistan on the basis of demographic variables like: age, gender, academic qualification, and experience.

Based on these objectives following research questions were formulated. 1.1 Is there any significant level of OCB in the employees of automobile and telecommunication sector of Pakistan in terms of the factors, altruism, conscientiousness, courtesy, sportsmanship, and civil virtue taken as sub scales? 1.2 Is there any significant level of OC in the employees of automobile and telecommunication sector of Pakistan taken as factors such as, normative commitment, affective commitment, and continuance commitment taken as sub scales? 2.0 Is there any significant correlation between OCB and OC of business employees of automobile and telecommunication industry of Pakistan? 3.0 Are there any significant differences in the OCB and OC of the business employees of the automobile and telecommunication sector of Pakistan on the basis of demographic variables like: age, gender, academic qualification, and experience?

Methodology

Quantitatively a descriptive survey type research was conducted. Design of the study was cross-sectional, the data from different sub groups of the population were taken at the same time. Data were collected through two close ended questionnaires measured at Likert scale. The measures Organizational Citizenship Behavior Scale (OCB-S) and Organizational Commitment Scale (OC-S) were administered to the sample and the responses were quantified as 5 for strongly agree (SA), 4 for agree (A), 3 for neutral (N), 2 for disagree (DA), and 1 for strongly disagree (SDA). OCB-S was developed by Konovsky and Organ (1996) having five dimensions including: Altruism, Conscientiousness, Courtesy, Civil Virtue, and Sportsmanship. This 20 item scale was specifically designed for industry sector.

The tool OC-S was made by Meyer and Allen (1991) having three components namely: Affective commitment; Continuance commitment, and Normative commitment. Both these tools have been utilized in numerous research in similar contexts which ensured their validity (Jaros, 2007). These two tools were used in this study with reported reliability measured at Cronbach Alpha to be 0.83 for (OCB-S) and 0.81 for (OC-S). The reliability for each of the factor of these two scales was above 0.70.

Sampling Design

An industry sampling technique used by (Abdullah, Raza, & Akhtar, 2015) was employed in this research. The sectors of industry that were listed with the Lahore Stock Exchange (LSE) were 37 (Lahore Stock Exchange, 2016). Two sectors of industries were selected randomly to constitute the sample of the study. The sectors of industries selected were (1) Automobile (2) Telecommunication. Out of those two sectors 33 questionnaires each were administered, making the sample size 66 for this study.

Results

The demographic analysis of the respondents of this research was as follows. Out of the sample 46 respondents were males and 20 were females. Permanent employees were 52 in number while only 14 employees were on contract basis in the selected sectors of industry. The sample was equally divided into two sectors of Business market of Pakistan: Automobile; and Telecommunication both having 33 respondents each. The qualification of the 50% (33) of the respondents of this study was Bachelors (fourteen years Education), while 47% (31) of them were having master's degree (sixteen years) as their qualification, only 3% (2) were showing higher education i.e. eighteen years education. As far as marital status of the respondents was concerned 31 out of them were singles whereas the other 35 respondents were married. In the category of experience, majority of them were having experience from the range of 01-05 years, 30 respondents reported that. Next big range in experience was from 06 to 10 years' experience with 24 respondents reporting it. The next ranges in the experience category having 11-15, 16-20, and 21-25 years options showed 8, 3, and only 1 respondent respectively. The age of the sampled employees was skewed towards the range of 25 years to 35 years having 48 persons in it. The next range of

36-45 years was having 13 respondents in it. In 46-55 years range 4 respondents fell whereas only 1 respondent belonged to above 55 years range.

The descriptive analysis of the factors of the variable OCB in table 1.0 revealed that the respondents were high on the conscientiousness factor with ($M= 4.16$, $SD= 0.54$) after that the factor courtesy was reported high with ($M=4.15$, $SD= 0.51$), followed by civil virtue factor having ($M=4.07$, $SD= 0.58$), then the factor altruism was reported showing ($M= 3.75$, $SD= 0.55$), and lastly with the least reported Mean score was sportsmanship factor having ($M= 2.71$, $SD= 0.62$). The mean score of above 3.0 revealed that the respondents were significantly showing these behaviours in their organizations while mean score of less than 3.0 revealed insignificant behaviours of the employees.

Table 1.0 Means and Standard Deviations of Factors of OCB and OC

Factors of	M	SD
OCB		
Altruism	3.75	0.55
Conscientiousness	4.16	0.54
Courtesy	4.15	0.51
Civil Virtue	4.07	0.58
Sportsmanship	2.71	0.62
Factors of OC		
Affective Commitment	3.14	0.49
Continuance commitment	3.29	0.50
Normative commitment	3.74	0.53

Likewise in the table 1.0 for OC variable, the employees of the two sectors (automobile and telecommunication) rated normative commitment on top of the factors with ($M= 3.74$, $SD= 0.53$), next in the rating was continuance commitment with ($M= 3.29$, $SD= 0.50$) and least reported factor of OC was affective commitment having ($M= 3.14$, $SD= 0.49$). It showed that the employees of the automobile and telecom industry were significantly showing organizational commitment taken as factors such as normative commitment, continuance commitment, and affective commitment.

The table 2.0 showed pearson r product moment formula for the two variables OCB and OC. In total it showed no significant relationship between OCB and OC of the employees of telecommunication sector and automobile sector. It meant that in this sample the OCBs and OCs of the respondents were not significantly correlated.

Table 2.0 Pearson r Correlation (N=66)

	R	p
OCB	0.164	0.187
OC	0.164	0.187

In table 3.0 the pearson r product moment formula was applied on the factors of OCB (altruism, courtesy, conscientiousness, civil virtue, and sportsmanship) and OC (affective commitment, normative commitment, and continuance commitment). Only correlations between the sub scales of OCB and the sub scales of OC were found between courtesy with normative commitment ($r= 0.253$, $p<0.05$) and sportsmanship with affective commitment ($r=0.431$, $p<0.001$).

Table 3.0 Factor wise Pearson r correlation

Sub Scales of OCB	Sub Scales of OC	r	p
Courtesy	Normative Commitment	0.253*	0.04
Sportsmanship	Affective Commitment	0.431**	0.000

* $p<0.05$, ** $p<0.001$

In table 4.0 independent sample t-test was applied on the sectors of industry on the factors of OCB and OC. The factors of OC revealed no significant mean differences, whereas, the factors of OCB revealed some significant mean differences. The factor altruism revealed significant mean differences (p value= 0.043) with the employees of automobile sector showing more mean score ($M= 3.88$) and ($SD= 0.41$) with the t value of 2.021 as compared to the telecommunication sector ($M= 3.61$, $SD= 0.63$). The factor courtesy also showed that the employees of automobile sector were high on the mean score ($M= 4.30$, $SD= 0.50$, t value= 2.310, $p= 0.024$) as compared to the mean score of the employees of the telecommunication sector ($M= 4.01$, $SD= 0.50$). It meant that the employees of the automobile sector were showing more courtesy behaviours than telecommunication sector employees in Pakistan. The factor civil virtue was also reported high by the employees of the

automobile sector ($M= 4.22$, $SD= 0.56$) as compared to the employees of telecommunication sector ($M= 3.90$, $SD= 0.57$) significant at ($p= 0.025$) with reported t value ($t= 2.296$). It illustrated that the employees of the automobile sector were showing more civil virtue than the employees of the telecommunication sector.

Table 4.0 Independent sample t-test on the factors of OCB and OC in terms of sector

Sub scales	Sector	M	SD	df	t	p
Altruism	Automobile	3.88	0.41	64	2.021	0.043
	Telecommunication	3.61	0.63	64		
Courtesy	Automobile	4.30	0.50	64	2.310	0.024
	Telecommunication	4.01	0.50	64		
Civil Virtue	Automobile	4.22	0.56	64	2.296	0.025
	Telecommunication	3.90	0.57	64		

This test revealed that the employees of automobile sector of Pakistan were showing more altruism, courtesy, and civil virtue as compared to the employees of the telecommunication sector.

Independent sample t-test on the factors of OCB & OC in terms of marital status and gender revealed no significant differences. One-way ANOVA on the factors of OCB & OC in terms of experience and academic qualification revealed no significant differences.

Discussion

The study was aimed at measuring the levels of OCB and OC of the business employees of the two randomly selected sectors of industry (automobile and telecommunication) of business market of Pakistan. The research questions of the study were answered effectively. The research questions 1.1 and 1.2 were made to achieve the objective 1. The employees taken as sample from both the sectors in this study were showing significant levels of OCBs in terms of the factors altruism, conscientiousness, courtesy, sportsmanship, and civil virtue taken as sub scales as well as they were showing significant levels of OC in terms of the factors normative commitment, affective commitment, and continuance commitment taken as sub scales. The parameter to determine the significant levels was taken as mean score of 3.0 and above (Abdullah, Raza, & Akhtar, 2015). It was illustrated in the present research that the

employees in the two sectors of Pakistan business industry were showing significant levels of OCB and OC.

The second objective of the study was to explore the relationship of the two variables of study as well as to explore the relationships between the factors of these two variables. The correlations in OCB and OC were not showing any significance. In spite the fact that these two variables were being significantly present, as reported by the employees, at their relevant workplaces. This was a limitation of this study as it did not probe into the reasons behind the existence of these two variables. So, a study was recommended here to investigate the reasons of OC and OCB of the employees in these two sectors in Pakistani business market as what other factors contribute in the OC and OCB of the employees. There have been similar results of the studies like (Zeinabad, 2010) which revealed no significant relationships between OCB and OC. The factors of OCB and OC however revealed significant moderately positive relationships in courtesy and normative commitment, and sportsmanship and affective commitment. A need of investigating these factors further had arisen as the relationships between these factors did not add any meaning to what is already known in the available literature.

Objective 3 was to find any significant differences in the two variables on the basis of demographic variables. Age, gender, marital status, academic qualifications, experiences revealed no significant differences on applying relevant statistical tests. The sector of industry i.e. automobile and telecommunication showed a significant difference in reporting the factors of OCBs. The factors altruism, courtesy, and civil virtue were reported more by the employees of the automobile sector. Influence and outcomes of these behaviours in the automobile sector shall be studied in a further research as present study was limited in its scope to find any consequences of such behaviours.

In this manner the research questions of this study were answered, hence the objectives of the research were achieved.

Conclusions and Recommendations

The empirical based research in this study found that the employees of automobile and telecommunication sector of Pakistani business market

were showing organizational citizenship behavior and organizational commitment. The employees were showing these behaviours significantly (mean score above 3.0). The correlations were not found in this study in organizational citizenship behavior and organizational commitment. However, the correlations between the factors of organizational citizenship behavior and organizational commitment were found only in courtesy and normative commitment and sportsmanship and affective commitment. According to the findings of this research it was concluded that the employees of automobile industry were more courteous, altruistic, and showing more civil virtue in comparison to the employees of telecommunication sector.

Based on these conclusions it was recommended that the business organizations in Pakistan should initiate programmes/ trainings to introduce organizational citizenship behaviours in their workplaces. Automobile industry is at a rise in Pakistani business market and our study found that the employees of this sector were showing more organizational citizenship behaviours. Even world famous international automobile companies are interested to invest in Pakistani markets (Rana, 2016). A study to find the impact of organizational citizenship behaviours in automobile industry is recommended in order to evaluate the outcomes of these behaviours. Studies with larger samples with more sectors of industry shall be conducted to see the trends of these two variables in the overall business industry of Pakistan. If the vision is to make the economy and business industry of Pakistan, excel in the competitive global market, then the leadership of Pakistan has to strengthen these two sectors of business industry of Pakistan.

Notes and References

- Abdullah, N. A., & Akhtar, M. M. S. (2016). Job satisfaction through organizational citizenship behavior: A case of university teachers of Pakistan. *Alberta Journal of Educational Research*, 62(2), 134-149.
- Abdullah, N., Raza, S. A., & Akhtar, M. M. S. (2015). Measuring work stress of marketing professionals. *Business Review*, 10(1), 188-193.
- Angle, H. L., & Perry, J. L. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative Science Quarterly*, 26(1), 1-14.
- Ayşe, K., Emre, I. C., & Sezgin, I. (2009). Path analysis of organizational commitment, job involvement and job satisfaction in Turkish hospitality industry. *Tourism Review*, 64, 4-16.
- Dov, E. & K. Meni, K. (2001). Values and organizational commitment. *International Journal of Manpower*, 22, 593-599.
- Gautam, T., Dick, R. V., Wagner, U., Upadhyay, N., Davis, A. J. (2005). Organizational Citizenship Behavior and Organizational Commitment in Nepal. *Asian Journal of Social Psychology*, 8(3), 305-314. <http://www.lahorestock.com/MarketInformation/SectorWise.aspx>
- Jaros, S. (2007). Meyer and Allen model of organizational commitment: Measurement Issues. *The Icfai Journal of Organizational Behavior*, VI(4), 7-24.
- Konovsky, M. A., & Organ, D. W. (1996). Dispositional and Contextual determinants of organizational citizenship behaviour. *Journal of Organizational Behaviour*, 17, 253-266.
- Lahore Stock Exchange. (2016). Sector Wise OHLC. Retrieved on March 21, 2016 from
- Lawrence, P. K. & William, J. C. (2007). Organizational commitment and auditors in public accounting. *Managerial Auditing Journal*, 22, 354-375.
- Lawson, K. S. & Paul, D. S. (1996). Employee wellbeing, control and organizational commitment. *Leadership and Organization Development Journal*, 30, 256-273.
- Lynn, S. (2004). Antecedents and consequences of organizational commitment to accounting organizations. *Managerial Auditing Journal*, 19, 945-955.
- Mehboob, F., & Bhutto, N, A. (2012). Job satisfaction as predictor of organizational citizenship behaviour. Paper presented at International Conference on Business, Economics, Management, and Behavioural Sciences (ICBEMBS). Dubai, AE.
- Mehrabi, J., Alemzadeh, M., Jadidi, M., & Mahdevar, N. (2013). Explaining the relation between organizational commitment and dimensions of organizational citizenship behavior. Case study: Textile factories in Borujerd

- countries. *Interdisciplinary Journal of Contemporary Research in Business*, 5(8), 121-132.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behaviour*, 14(2), 224-247.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W., Podsakoff, P. M., & Mackenzie, S. B. (2005). *Organizational citizenship behavior: Its nature, antecedents and consequences*. Sage, Thousand Oaks, CA.
- Rana, S. (2016, November 03). Renault to start assembling cars in Pakistan by 2018, says board of Investment. *The Express Tribune*. Retrieved from: <http://tribune.com.pk/story/1219792/renault-start-assembling-cars-pakistan-2018-says-board-investment/>
- Zeinabadi, H. (2010). Job satisfaction and organizational commitment as antecedents of organizational citizenship behavior of teachers. *Procedia Social and Behavioural Sciences*, 5, 998-1003