Chapter 1

Introduction

1.1 INTRODUCTION

Employee Commitment is the loyalty of the employees towards the organization. It is a psychological binding of an individual to the job and the organisation. In recent years commitment has garnered a lot of attention in HR literature. Information about employee commitment is seen as an important predictor of employee performance.

Due to globalisation, the pressure on organisations to perform is increasing all the time. The concept of lifetime employment has also become outdated. Since 1960s, employee commitment continues to be one of the most exiting issues for heads of organizations as well as researchers. Employee’s commitment towards organization focuses the individual employee’s link to the organization (Mathieu and Zajac, 1990). The main objective of ensuring employee commitment is to bind the employees to the organization and to obtain behavioural commitment for higher performance (Guest, 1989).

Organizational citizenship behaviour (OCB) is crucial for an organization to be effective (Katz and Kahn, 1978) as it comprises of behaviours, which may not directly relate to task performance but on the contrary, are important to the overall performance of an organization (Organ, 1997). The term “organizational citizenship behaviour” (OCB) was for the first time, introduced by Organ in 1977. Since, then organizational citizenship behaviour has been attracting a number of researchers’ attention.

1.2 CONCEPT OF EMPLOYEE COMMITMENT

Employee commitment continues to be a major focus of inquiry given its predicative power on employee and organizational, relevant outcomes (Meyer et al., 2002).
Commitment is defined generally as “the relative strength of an individual’s identification with and involvement in a particular organization” (Mowday et al., 1979). It can be characterized by at least three related dimensions: “a strong belief in and acceptance of the organization’s goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization” (Mowday et al., 1979). Further developing the concept, (Meyer and Allen, 1984) identified three salient dimensions of employee commitment: affective, continuance and normative. Affective commitment describes an individual’s desire to stay with the organization given her/his emotional attachment to, and identification with, the organization. In traditional, ongoing employment relationships, a high level of affective commitment has been found to be related to low employee turnover, low absenteeism and improved job performance (Meyer et al., 2002). Continuance commitment describes an individual’s need to remain with the organization resulting from her/his recognition of the costs (tenure, pay, benefits, vesting of pensions and family commitment, etc.) associated with leaving the organization (Meyer and Allen, 1984). In contrast, normative commitment reflects an individual’s feeling of obligation to maintain organizational membership because he/she believes it is morally right to be loyal to, and stay in, the organization.

AFFECTIVE COMMITMENT

Affective commitment addresses the emotional involvement employees feel toward their organization (Allen and Meyer, 1990; Mowday et al., 1979). Affective commitment is employee’s affection with the organization and its purposes. This add-on may develop due to various factors such as brand image of the organization, independence, demanding tasks, relationship with colleagues, superiors and subordinates and other work circumstances. Individuals experiencing high affective commitment have an emotional attachment to the organization and relish in organization membership (Allen and Meyer, 1990; Meyer and Allen, 1991). These individuals want to stay with their organization. Johnson et al. (2010) point out that such self-determined motivation helps to explain the strong relationships found between affective commitment with job performance and organizational citizenship behaviours. These positive emotional experiences create an
affective attachment to the source of choices, with stronger attachment coinciding with the most perceived choices (Lawler, 1992). Hochschild (1983) found that individuals will typically credit and develop stronger ties to the organizational entity they perceive to be closer to their own day-to-day activities. Therefore, an individual will maintain an attachment with the larger organization but will preserve a greater or stronger attachment to the organization.

CONTINUOUS COMMITMENT

Continuous commitment is where an employee prefers to stay in the organization mainly to satisfy his needs. He has no options available and no other sources of job alternative or losing this job can be a high cost for him. Continuance commitment is regarded as an awareness of the costs associated with leaving the organization (Meyer and Allen, 1997). Because of the individual’s awareness or consideration of expenses and threats linked to leaving the organization, continuance commitment is considered to be calculative. Individuals with continuance commitment remain with a specific organization because of the money they earn as a result of the time spent in the organization, and not because they want to. Continuance commitment is related to the tendency of staying in the organization due to the expenses of turnover or benefits of staying (Meyer and Allen, 1997). It’s that kind of commitment which employees show when they need the job. In this situation, they keep the job not because they want it; they keep it for they need the job. This dimension was popularized by Becker’s side-bet theory, which defined commitment as a tendency to “engage in consistent lines of activity”

Becker (1960) based on the individual’s recognition of the “costs” associated with discontinuing the activity. In this sense, individuals become tied to the organization because they have voluntarily or involuntarily invested in the organization (e. g., pension plans) so that they cannot “afford” to leave (Mathieu and Zajac, 1990). Continuance commitment is based on an individual’s “awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so” (Meyer and Allen, 1991). Several researchers have found continuance commitment to consist of two separate
components. One component is characterized by employees who feel they have a low number of alternatives. The other component relates to the sacrifice of personal investments in the organization were the employee to leave that organization. Employees with high continuance commitment appear to have little attention therefore this type of commitment is not favourable component of commitment. Murphy (2009) this differs from affective commitment, where individuals remain with an organization because they want to and they are familiar with the organization and its principles.

NORMATIVE COMMITMENT

Normative commitment can be explained as a sense of responsibility to continue employment with a specific organization (Meyer and Allen, 1997). The internalized idea of responsibility and commitment allows employees continued membership that is appreciated by a specific organization (Allen and Meyer, 1990). The normative element is seen as the commitment individuals consider morally appropriate regarding their remaining with a specific organization, irrespective of how much status improvement or fulfilment the organization provides the individual over the years (March and Mannari, 1977). Normative commitment is defined as staying in the organization without sense of coercion or requirement. It reflects the sense of responsibility for being a member of organization. Normative commitment doesn’t have the consequences of affective commitment but it’s considered more positive than the continuance commitment (Murphy, 2009). This type of commitment is caused by the fact that employee has the feeling that the organization treats him well and therefore he has to behave the same (Herscovitch and Meyer, 2002). Normative commitment may be viewed as an employee’s feelings of obligation to remain with the organization, and in contrast to affective and continuance commitment, it focuses on the “right or moral thing to do” by concentrating on the obligation and/or moral attachment of employees that are produced through the socialization process binding employees to the organization’s goals and values (Allen and Meyer, 1990; Thomas and Anderson, 1998).
1.3 CONCEPT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organizational citizenship behaviour is voluntary; it's not recognized explicitly by the official reward system and generally promotes the employee’s functioning at the organization (Wayne and Green, 1993). Voluntary means that this behaviour is not a required task role or job description. On the contrary, this signifies the individuals’ commitment to the organization. This behaviour is optional and its’ ignorance doesn’t lead to punishment. OCB aims at improving the welfare of individual, group or organization. It looks like the managers try to encourage the subordinates to adhere to this behaviour, but showed that managers couldn’t force the employees to do that (Oplatka, 2006). Organizational Citizenship Behavior as a claim without any obligation from the civic viewpoint or political citizens, which depends on personal behaviour which leads to affiliation for the organization. Later, Organ, referred to that as a behaviour which is not based on task instead of an optional behaviour without reward. He defined organizational citizenship behaviour as a factor helping to maintain and increase a spiritual, Psychological and social concept which enhance performance (Organ, 1997). Based on the revised definition of showed that employees perform that behaviour only when they believe that the managers would compensate it fairly. Previous research has identified four viewpoints to explain organizational citizenship behaviour (OCB): Social exchange, Identification, Impression Management, and Positive Relationships (Blatt, 2008).

Organizational Citizenship Behaviour as the continuous communication between the organization and employees. This view states that organizational citizenship behaviour is motivated by strategic causes for example permanent employees look forwards to a better condition in future. (Blatt, 2008). Therefore, the organizational citizenship behavior is part of employees’ efforts to impress people’s perception, increase the performance appraisal level and promotion opportunities (Bolino et al., 2006). Finally, research shows that organizational citizenship behavior is related to positive behavior with other employees. Positive communications may increase organizational citizenship behavior by increased empathy and responsiveness to others employees’ needs such as behaviours concerning being a good colleague (Settoon and Mossholder, 2002).
1.4 CONCEPT OF EMPLOYEE OUTCOME

Rajendran Muthuveloo et al. (2005) Employee outcome is measured by

- Intention to leave
- Work stress
- Individual Performance

INTENTION TO LEAVE

Intention to leave refers to conscious and deliberate wilfulness to leave the organization and it is defined as “individual’s own estimated possibility that they are permanently leaving the organization at some point in the near future” (Vandenberg and Nelson, 1999). Intention to quit is largely influenced by job dissatisfaction, lack of commitment to the organization and feelings of stress. Employees may leave an organization either voluntarily or involuntarily. Voluntary turnover is an employee’s decision to terminate the employment relationship. Involuntary turnover is an employer’s the resource must add value to the firm, is rare, cannot be imitated, and is non substitutable. Turnover intention is among the strongest predictors of actual turnover and employee commitment is one of the most important antecedents to turnover intention (Thatcher et al., 2003; Mitchel, 1981). Turnover can be negative or positive to organizations. One of the main negative consequences of turnover is the personnel costs associated with selection, recruitment, training and development of new employees to replace the employees who voluntarily quit the organization (Staw, 1980).

WORK STRESS

Work stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Stress refers to an individual’s reaction to a situation or aspect of the environment that is perceived as stressful and a threat to one’s well-being. Stress experienced on the job and therefore the interaction between an individual and the work environment was of interest. Stress at work is the awareness of an uncomfortable response to particular conditions that leads to deviations from normal functioning, however it is also generally short-term (Parker and DeCotiis, 1983). Work stress has
become a major challenge for the organizations due to its immense occurrence. The employees work behavior is greatly affected due to stress. It is understood that employees are the most important assets for the organizations due to their major role in running the organization effectively and successfully and cannot be treated like machines.

The employees who experienced less stress are more cooperative and serve as assets for an organization but when the organization ignored its employees stress and needs, and then the results are increased absenteeism, cost, low productivity, low motivation and usually legal financial damages which eventually affect the employee work behavior and lead him/her towards the counter-productive work behavior (CWB). McGrath (1976) proposed a definition of stress; he defined the stress as a situation in which a person is required to perform the tasks that threatens to exceed the person’s ability and resources for meeting it, under conditions where he or she expects a large difference in the rewards from meeting the demand versus not meeting it. Walonick (1993) job stress has been the most vital issue in workplace in the both developed and the developing countries but stress has turn into a massive challenge for employer mainly in developing nations where the employer doesn’t provide much weight and attention to the employee stress. There are a numeral workplace factors, called job stressors that make job demanding and complicated for employees in services as well as in other sectors. Other stressors include negative behavior at work, such as absenteeism, increased turnover of employee and employees involved in theft, workplace deviance and aggression. Workplace stress have a considerable consequences on employee work behavior but it is made even worse when employee receive a little support from their supervisors and boss which inadequately affect the employee behavior inside the organization.

INDIVIDUAL PERFORMANCE
Individual performance is a spotlight outset within the work and managerial psychology. Throughout last decades, researchers have step forward in illuminating and developing the performance concept (Campbell, 1990). In addition, progress has been made in denoting the key predictors and succession allied with individual performance. Achieving the effort to perform at a peak level can be a base of satisfaction and pride. Individual
performance is a crucial outcome measure in studies in the workplace. Many frameworks have been developed to measure the individual performance (Koopmans et al., 2014).

Organizations want for high performing individuals in turn to summon their needs and to attain their feasible advantages. Low performance and not realizing the tasks may be skilled as frustrate or even as a personal failure. The job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. Individual performance has received an important status in organizational behavior research during the past decade (Wright, Gardner and Moynihan, 2003). Since last many years particularly in banking industry the research on human resource practice has played a significant and important role in management and firm performance. Much involvement of HR practices lead to competitive benefits and performance of a firm (Farndale et al, 2011).

1.5 AUTOMOBILE INDUSTRY
Employees in the automobile industry will retain for long period of time compared to other industries. Since, workforce in Indian automobile industry is all set to multiply the HR teams of these Industries need to work on creating committed workforce, who would stay longer with the organization. Organizations need to develop effective strategies to engage the workforce, align, and inspire these employees.

Tamil Nadu has emerged as the major automobile manufacturing hub and accounts for about 35 per cent of India’s Auto Component Production. Chennai is known as the Detroit of Asia, and produces over 40 per cent of the country’s auto parts and vehicles and is one of the top 10 global automobile manufacturing centres, having the units of most popular companies like Ford, Hyundai, BMW, Renault, Nissan and Mitsubishi-HM. Global competitiveness, frequent changes and development of new technology, availability of information have underlined the importance of commitment in today’s automobile industries, in India.
1.6 NEED FOR THE STUDY

Employee commitment is an important determinant of organizational citizenship behaviour. Employee commitment increases the level of loyalty, an employee experiences towards the organization which, consequently, would reduce absenteeism and labour turnover (Mobley, 1982; Mowday et al., 1979; Steers, 1977).

Changing nature of employment relationships has heightened the importance of understanding the dynamics of commitment in organization and how it relates to organizational citizenship behaviour (Hislop, 2003).

Employees’ commitment is a valuable asset which could produce very tangible results and is therefore important for any organization to build and manage employees’ commitment. An employee, who is invested in the organization, is an employee who would remain with the organization.

In a period of organizational downsizing the concept of organizational commitment that reflects the special bonds between employees and organizations is a compelling and significant topic for scholars and practitioners in the field of HRM. As such, this study generates new insights into the relationships between employee commitment and Organizational Citizenship Behaviour in the automobile industry.

When the moderating strength and significance of each of the components are better understood, managers can more effectively cultivate organizational citizenship behaviour among their employees. This study would contribute to explain what synergistic relationships are observed between commitments and organizational citizenship behaviours. This study contributes to existing literature on the ongoing debate how commitment and organizational citizenship behaviour are associated.

The findings of this study hold significant implications for practitioners regarding possible solutions to the human resource management challenges; would help the automobile industry in designing appropriate approaches to improve the employees’ commitment using the predictive indicators.
1.7 STATEMENT OF THE PROBLEM

Studies on employee commitment conducted in various national cultures had proved that the meaning of commitment and outcome of commitments differed (Bar-Hayim and Berman, 1992; Bae and Chung, 1997). Earlier, studies were taken on Indian employee’s commitment (Balaji, 1986), when industrial growth was very less, fewer job opportunities and lower attrition rate. Now, the situation has changed considerably. Employee commitment in a typical work arrangement has been subject to relatively limited theoretical and empirical investigation (Van Breugel et al., 2005; Walsh and Deery, 2006).

Commitments are influenced by the attitudes of the employee. Employees’ perceived human resource practices in their organization influenced their commitment to the organization (Kinnie et al., 2005), which subsequently, affects their Organizational Citizenship Behaviour (Bowen and Ostroff, 2004) and Employee Outcome.

Extensive research on Organizational Citizenship Behaviour has been carried out since introduction around twenty years ago (Bateman & Organ, 1983). Prior research supports the idea that the levels of commitment an individual feels towards distinct entities have direct relationship with various employee outcomes such as Intention to Leave (Becker, 1992; Bishop and Scott, 1997; Mathieu and Zajac, 1990) Work Stress (Walonick, 1993) and Individual Performance (Bishop and Scott, 1997; Casino, 1997) But very few studies focused on the relationship between Organizational Citizenship Behaviour and employee outcome.

Earlier studies focused on the relationship between employee commitment and job satisfaction, motivation, employee turnover, absenteeism and work stress. But to date, Limited research has been done on types of employee commitment with organizational citizenship behaviour and Employee outcome. (Mathieu and Zajac, 1990). These considerations emphasize the need to study the types of employee commitment and their effect on organizational citizenship behaviour and Employee outcome.
These considerations emphasize the need to study the types of employee commitment and their mediating effect on organizational citizenship behaviour and employee outcome.

1.8 SCOPE OF THE STUDY

The study would be a contribution to the literature on relationship of employee commitment, organizational citizenship behaviour and employee outcome. The model presented in this study highlights the influencing factors to improve employee commitment from the employee’s point of view.

Studies on OCB had noted that motives of Organizational Citizenship Behaviour are mixed (Grant and Mayer, 2009). Though various components of commitment have been proposed (Meyer and Allen, 1991), this study focuses on (i) affective commitment, (ii) continuance commitment and (iii) normative commitment. Thus this study tries to substantiate Meyer and Allen’s (1991) three-component model.

The researcher predominantly tries to find the relationship of employee commitment, organizational citizenship behaviour and employee outcome in the automobile industry. Earlier studies were focused on other service sectors like hospital, banking and education institution in same relationship. But this study instigate on automobile industry with the relationship of employee commitment, organizational citizenship behaviour and employee outcome attempts to fill the research gap in the literature.

The results of the present study would have practical implications for organizations seeking to improve the organizational citizenship behaviour of its employees, particularly in the automobile industry. The study attempts to address these gaps in the literature.
1.9 RESEARCH QUESTIONS

Distinctively, the study was lead by the following research questions

• Whether there is a relationship between Employee Commitment, Organizational Citizenship Behaviour and Employee outcome?

• Does Organizational Citizenship Behaviour influence Employee outcome?

• Does Organizational Citizenship Behaviour play a mediating role between Employee Commitment and Employee outcome?

• Do demographic characteristics have a role to play in Employee Commitment, Organizational Citizenship Behaviour and Employee outcome?

1.10 RESEARCH OBJECTIVES

The primary objective of the study is to examine the various types of Employee Commitment with reference to the Automobile companies. In addition, this study tries to discover the mediating effect of Organizational Citizenship Behavior is establishing relationship between Employee Commitment and Employee outcome.

Consequently, the specific objectives of the study include:

• To find the relationship between Affective Commitment and Organizational Citizenship Behaviour in select Automobile companies.

• To assess the relationship between Continuous Commitment and Organizational Citizenship Behaviour.

• To study the relationship between the Normative Commitment and Organizational Citizenship Behaviour.
• To understand the effect of Organizational Citizenship Behaviour on Employee outcome in select automobile companies.

• To identify the influence of Affective Commitment, Continuous Commitment, Normative Commitment on Employee outcome.

• To examine the mediating relationship of Organizational Citizenship Behaviour between Employee Commitment and Employee outcome.

• To study whether demographic variables like Age, Gender and Experience exhibit difference on Employee Commitment, Organizational Citizenship Behaviour & Employee outcome.

1.11 RESEARCH HYPOTHESIS

A hypothesis brings clarity to a research hence making it easier to understand. It also clears any ambiguities in the research problem, as it provides clear statement of what is intended to be investigated.

It functions as a tentative statement predicting a particular relationship between two or more variables.

Quantitative hypotheses are predictions the researcher makes about the expected relationships among variables.

Hence the researcher has used some hypotheses to understand the relationship between Employee Commitment, Organizational Citizenship Behaviour and Employee outcome.

\[ H_1: \text{Affective commitment positively influences Organizational Citizenship Behaviour.} \]

\[ H_2: \text{Continuous commitment positively influences Organizational Citizenship Behaviour.} \]
**H₃: Normative commitment positively influences Organizational Citizenship Behaviour.**

The relationship between affective commitment and citizenship behaviours across four foci organizations, supervisors, co-workers and customers was examined by (Morin et al., 2011). Different models representing relationship among commitments and organizational citizenship behaviour were studied using structural equations modelling. Data were collected from employees from three different organizations viz. insurance, pharmaceutical, communication companies in Canada. The study used (Meyer et al., 1993) scale to measure affective commitment and organizational citizenship behaviour was measured using (Boudrias and Savoie’s, 2006) scale. The results indicated positive relationships between commitment to workers; customers; supervisors and organizational citizenship behaviour.

Meyer et al. (1993) reported that only affective and normative commitments were significantly associated with Organizational Citizenship Behaviours. In a meta-analysis, (Organ and Ryan, 1995) proved that continuance commitment was unrelated to behaviours associated with Organizational Citizenship Behaviours. Shore and Wayne (1993) derived a different result showing a negative association between continuance commitment and Organizational Citizenship Behaviour.

Organizational Citizenship Behaviour has been viewed as a multi-dimensional construct (Desivilya et al., 2006). It can be influenced by employee’s levels of commitment. Lavelle et al. (2009) found relationship between commitment and Organizational Citizenship Behaviour. Meyer and Allen (1997) also states that affective, continuance and normative commitments can largely influence Organizational Citizenship Behaviour.

**H₄: Organizational Citizenship Behaviour influences Employee outcome.**

Bajpai and Holani (2011) stated that OCB and turnover intention are negatively related as OCB is known to display behaviour that will benefit the organization compared to turnover intention which is considered as withdrawal behaviour in a form of resentment.
towards the organization. Therefore it is simply understood that employees with high OCB dimensions are less likely to withdraw from job than those who have low OCB, it is also found that turnover intentions and job satisfaction are inversely related. On the other hand (Aslam, 2012) found a positive relationship between Organizational Citizenship Behaviour and Turnover intentions.

Using a sample of nurses, (Motowidlo, Packard and Manning, 1986) provide data showing that interpersonal effectiveness is not influenced by both the frequency and intensity of stressful events, but rather by subjective stress. Despite these findings and because interpersonal effectiveness aggregates different dimensions such as concentration, perseverance, composure, morale, teamwork cooperation, sensitivity to patients, adaptability and caring for uncooperative patients, it is difficult to distinguish how exactly Organizational Citizenship Behaviour and stress are related. More recently, (Bolino and Turnley, 2005) studied the effects of individual initiatives on job-related stress. Based on empirical data, a high level of individual initiative and ensuing efforts can lead to stress in the workplace, thereby suggesting a health cost associated with employees. Thus, report has a positive relationship between stressful work and OCB.

Marshall et al. (2012) experimented a model to measure the link between performance outcomes of salespersons and organizational citizenship behaviour in two business-to-business companies – one in the industrial cleaning products manufacturing and the other in the shipping/transportation industry. A total of 207 salespeople from the two companies were selected as samples (123 and 84 respectively). Job satisfaction was measured using a reduced version developed by (Comer et al., 1989) and organizational commitment was measured using the scale developed by (Porter et al., 1974). The model was evaluated using the structural equation modeling (SEM). The results supported the previously established linkages, i.e. job satisfaction $\rightarrow$ organizational commitment $\rightarrow$ organizational citizenship behaviour. They concluded that management should focus on facilitating high job satisfaction which would lead to high organizational commitment and ultimately ends in organizational citizenship behaviour of salespeople.
H5: Affective Commitment influences Employee outcome.

H6: Continuous Commitment influences Employee outcome.

H7: Normative Commitment influences Employee outcome.

The relationship between organizational commitment and employees’ intention to leave was examined by Kuean et al., (2010). Data was collected from a total of 189 working adults in Malaysia using non-probability sampling method. Allen and Meyer’s (1990) scale was used to measure organizational commitment. Respondents’ intention to leave was measured by adapting scales developed by Lynn Stallworth (2003) and (Meyer et al., 1993). A five-item scale developed by (Ruh et al., 1975) was employed to assess the respondents’ level of participation in decision making. Work effort was measured using the scale developed by (Brown and Leigh, 1996). The findings revealed that the three dimensions of organizational commitment viz. affective, continuance and normative commitments were significantly related to intention to leave.

Schoemmel and Jonsson (2014) investigated employees’ quitting intentions and job performance from the perspective of affective commitment. The authors collected data from 902 employees working in Danish healthcare system. Schoemmel et al., (2015) four-item scale was used to measure affective commitment to job, department and the organization. Intention to quit the job, the department and the organization was measured by three item adapted scale used by (Meyer et al., 1993). Job performance was measured using four items of the scale developed by (Baird, 1977). The results indicated that affective commitment to the department was a predictor of the employees’ intention to quit the department and the organization.

Khatibi et al. (2009) analysed the relationship between job stress and organizational commitment in National Olympic and Paralympic Academy (NOPA) employees. Statistical population of this research included all employees (full time) of NOPA and statistical sample was equal to the statistical population (n=117). Job stress questionnaire (JSQ) and organizational commitment questionnaire were used to gather the data. The results indicated a negative significant relationship between job stress and
organizational commitment, affective commitment and normative commitment, but there was not a significant relationship between job stress and continuance commitment. As the employees’ job stress increases, their commitment to organization decreases and vice versa.

**Hs: Organizational Citizenship Behaviour mediates the relationship between Employee Commitment and Employee outcome.**

The relationship between affective commitment and citizenship behaviours across four foci organizations, supervisors, co-workers and customers was examined by (Morin et al., 2011). Different models representing relationship among commitments and organizational citizenship behaviour were studied using structural equations modelling. Data were collected from employees from three different organizations viz. insurance ($n = 270$), pharmaceutical ($n = 170$) and communications ($n = 120$) companies in Canada. The study used (Meyer et al., 1993) scale to measure affective commitment and organizational citizenship behaviour was measured using (Boudrias and Savoie’s, 2006) scale. The results indicated positive relationships between commitment to workers; customers; supervisors and organizational citizenship behaviour. Commitment to the global organization was found to have mediating the relationship of commitments to co-workers and customers to parallel organizational citizenship behaviour dimensions.

The mediating role of the affective commitment with structural equation modelling and Sobel tests and the moderating role of rating-reward linkage with ordinary least squares regression models by (Zheng et al., 2012) using a multi-source sample size of 777 employees in different types of companies located in different cities in China, which had implemented formal appraisal processes. Data was collected through questionnaires. Organizational Citizenship Behaviour was assessed using (Findley et al., 2000) 12-item scale. Performance appraisal was measured with items adapted from (Giles et al., 1997). The outcome indicated a relationship between performance appraisal and organizational citizenship behaviour, which was found to be partially mediated by affective commitment. In addition, the association between appraisal process and organizational
citizenship behaviour were strengthened by the employee’s perceived rating-reward, whereas this weakened the relationship between appraisal process and affective commitment.

Murphy et al. (2002) studied the relationship between organizational citizenship behaviour and job performance with 41 human-service workers. Data on OCB was collected from the units’ principal through a separate questionnaire. Data on no. of hours contributed to the school fête, participation in different committees and attendance at staff social functions were collected from organizational records. Job satisfaction was measured by using (Smith et al., 1969) job satisfaction scale and (Podsakoff et al., 1990) was used to measure Organizational Citizenship Behaviour. The results indicated significant correlation between job satisfaction and organizational citizenship and participation behaviours.

Muthuveloo and Rose (2005) examined the contributing factors that improve organizational commitment among 381 engineers in Malaysia. The respondents belonged to different races, qualifications, tenure and positions. Results showed that employee perception and attitudinal characteristics significantly influence the employees’ organizational commitment. Organizational commitment and behavioural characteristics were found to have directly influence employee outcome. The study concluded that positive employee perception would increase organizational commitment and employee outcome.

**H9a:** There is no significant difference between Employee Commitment and Age  
**H9b:** There is no significant difference between Employee Commitment and Gender  
**H9c:** There is no significant difference between Employee Commitment and Experience

There is the need to include gender as a key variable in future research (McKeown, 2003) because the interaction of values with gender was also found to be a significant predictor of commitment (Elizur and Koslowsky, 2001). A study by (Mathieu and Zajac, 1990)
suggested that report a weak relationship between gender and organizational commitment but suggested that, gender may affect employees’ attitude towards the organization. In a study to finding out the level of commitment of family and non-family member of family businesses, indicated that female employees were highly committed compared to their male counterparts. Kumasey et al. 2014) also found that, males were found to be more committed to their respective organization compared to females and the relationship between authority and the related attitude of work commitment is positive for men but negative for women (Loscocco, 1989) but this low level of commitment among female employees may be attributed to high level of discrimination at work places (Channar et al., 2011).

Demographic characteristic age has been found to be significant related with organizational commitment (Salami, 2008). In a study to investigate the nature of demographic factors (age and job tenure) and job satisfaction facets with organizational commitment, (Azeem, 2010) found out that the demographic factors (age and job tenure) predicted organizational. A study by (Pourghaz, 2011) found that, affective commitment in 21 - 28 years old group were higher than those 29 - 39 years old and 40 years and upper. In a similar study to find out the significant influence on organizational commitment in Saudi Arabia public sector organizations with demographic variables and job and work related variables (Kahtani, 2012) found out that age is positively related to organizational commitment and older employees tend to be more committed compared to younger employees. In a study to find out the relationship between a specific demographic variables and organisational commitment in a Nigeria sample, (Amangala, 2013) find a positive relationship between age and organizational commitment. He argues that commitment increase with age. However, it is found that there is no significant correlation between age and organizational commitment.

Experience or long service in a particular sector may also lead to high level of commitment. Research highlights the importance of work experiences that commitment that the organization is supportive of its employees treats them fairly and enhances their sense of personal importance and competence by appearing to value their contributions to
the organization (Meyer and Allen, 1997). In a study to the extent, to which faculty members are committed to their University, (Igbal et al., 2011) showed that length of service is highly significant and positively associated with organizational commitment. He argues that, the longer an employee stays in the organization and the older they become the feelings of responsibilities for outcomes relevant to him also increases. In a related study, (Pourghaz, 2011) found that, employees who had 1 - 4 years job tenure obtained high mean scores on total scores of organizational commitment in comparison with those who had 9 years and upper job tenure.

H10a: There is no significant difference between Organizational Citizenship Behaviour and Age
H10b: There is no significant difference between Organizational Citizenship Behaviour and Gender
H10c: There is no significant difference between Organizational Citizenship Behaviour and Experience

Jahangir et al. (2004) Younger and older worker may view work and self in fundamentally different ways. Findings of different studies argued that younger employees coordinate their needs with organizational needs more flexibly; by contrast, older employees tend to be more rigid in adjusting their needs with the organization. Therefore, younger and older workers may differ in their orientations toward self, others, and work. These differences may lead to different salient motives for OCB among younger and older employees.

The relationship between age and Organizational Citizenship Behaviour. Given the differences in work-related attitude held by members of various generations (Foot and Stoffman, 1996; Barnard, Cosgrave, and Welsh, 1998), it would seem reasonable to expect that these differences also would be reflected in Organizational Citizenship Behaviours. In school counselling, such an investigation may have particular relevance in those provinces that have instituted early retirement programs in education resulting, in some instances, in a dramatic downward age shift in the age of practicing counsellors.
Gender perspective of organizational behaviour was studied by (Piercy et al., 2002) at a large British directory publishing company. Data were collected from 214 salespersons and 35 sales managers through questionnaires. Organizational Citizenship Behaviour of salespersons was assessed using a 22-item scale, that contained items developed by (MacKensie et al., 1993) over a 7-point Likert scale indicators. Responses from sales managers were collected using an 8-item scale adapted from (Cravens et al., 1993). Findings revealed association between higher levels of salesperson OCB and sales unit effectiveness and at the level of individual salesperson the only difference found was with regard to conscientiousness and courtesy, which were significantly higher for female salespeople.

Loyd kegan et al. (2012) compared the relationship of elements of the Organizational Citizenship Behaviour (OCB) and years of work experience of registered nurses in the state of Texas. Work experience research has shown a relationship between Organizational Citizenship Behaviour and work experience through mediating roles of various work related characteristics does exist. Work experience is described as the overall length of time in an occupation or workforce. Organizational citizenship behaviour is statistically significant correlation with years of work experience in this study.

**H11a**: There is no significant difference between Employee outcome and Age  
**H11b**: There is no significant difference between Employee outcome and Gender  
**H11c**: There is no significant difference between Employee outcome and Experience

Demographic factors like age, gender, marital status, job tenure and education level have also been found to explain a unique variation on intention to leave. However, the literature on the influence of demographic factors has highlighted a number of conflicting findings. Some of the results were neither consistent nor conclusive (Chan and Morrison, 2000). This might be due to the reasons that turnover among nurses may be individualized and unique with regard to setting whereby a particular setting possesses its own culture and practice. For example, some prior findings revealed a consistent negative
relationship between age, tenure and turnover intention, but mixed results between gender, education level and turnover intention (Chiu and Chieh, 2005).

Research has found significant differences between men and women with regards harmful job strain or its effects on other symptomatic variables. Women seem to suffer more from problems such as mental disorders, depression, anxiety and psycho-somatic illnesses, while men suffer more from heart disease, which is caused by a number of occupational factors, including stress. Janesen (2000) suggests that stress has a stronger negative impact on aspects such as innovative behaviour in the workplace among women, and a weaker negative effect on others such as personal realization (Landsbergis, 1988) exhaustion or depersonalization (Proost et al., 2004). Researchers have also found a gender effect in the perception of stress in general. Thus men seem to experience higher levels of stress.

Chen et al. (2011) studied the association of individual performance appraisal with appraise reactions towards their workgroups among 185 full-time employees in China. A three-item scale developed by (Van Der Vegt et al., 2000) was employed to measure satisfaction with the group. The control variables were: age, gender, tenure, managerial position and company ownership. It was found that evaluative performance appraisals were positively related to appraise reactions to workgroup.

1.12 CONCEPTUAL FRAMEWORK

The Commitment-Performance model (C-P model) has been established in various organizational behaviour literatures (Putterill and Rohrer, 1995). In this study, a conceptual framework based on the three dimensions of commitment, viz.: (i) affirmative commitments, (ii) normative commitment and (iii) continuance commitment have been developed – in particular, the model which outlines the association of these three dimensions of commitment with Employee outcome having Organizational Citizenship Behaviour as a mediating variable. The foundation to this research model was established with findings obtained through extensive review of literatures, which are discussed below.
MULTIPLE DIMENSIONS OF EMPLOYEE COMMITMENT

In the words of (Kanter, 1968), “commitment is a process through which individual interests become attached to the carrying out of socially organized patterns of behaviour which are seen as fulfilling those interests, as expressing the nature and needs of the person”. Researches have indicated that commitment may be directed toward different constituencies within the organization (Becker, 1992; Reichers, 1985). Employee commitment has been recognized as a multi-faceted construct (Mathieu and Zajac, 1990). Meyer and Allen examined a multiple component model to assess organizational commitment and proposed that ‘affective commitment’ should be distinguished from ‘continuance commitment’ and in 1990 they proposed a third component – ‘normative commitment’. The research model for this study is based on (Meyer and Allen’s, 1984) model, which identified three dimensions of employee commitment, viz. (i) affective, (ii) continuance and (iii) normative.

AFFECTIVE COMMITMENT

A number of researches have found that affective commitment is negatively correlated to labour turnover (Hackett et al., 1994) and was positively correlated to organizational citizenship behaviour (Moorman et al., 1993). Individuals who have high affective commitment have emotional attachment to the organization and want to stay in the organization (Allen and Meyer, 1990). Johnson et al. (2010) has demonstrated a strong relationship between affective commitment with job performance and organizational citizenship behaviours. Mathieu and Zajac (1990) and Meyer et al. (2002) have found a positive correlation between affective commitment and job performance and organizational citizenship behaviour whereas (Fischer and Mansell, 2009) found contradictory results that lower turnover among Japanese workers does not coincide with affective commitment. Affective commitment is the most predictive of employee behaviour (Morin et al., 2011). Hansen et al. (2003) found affective commitment of an employee positively influences the employee’s behaviour in the organization.
NORMATIVE COMMITMENT
Studies have found substantial inter-relationship between normative commitment and affective commitment (Allen and Meyer, 1990; Meyer and Allen, 1997; Morrow, 1993). Meyer and Parfyonova (2010) observe that a person’s internalization of norms and expected behaviours, and a person’s need to reciprocate as a result of received benefits are the two underlying aspects for the development of normative commitment. Generally, a negative relationship has been found between normative commitment and employee turnover intentions and behaviour (Meyer et al., 2002).

CONTINUANCE COMMITMENT
The third form of organizational commitment originally presented by (Becker, 1960) is known as continuance commitment. Relationship between continuance commitment and organizational citizenship behaviour and employee wellbeing are more variable (Meyer and Maltin, 2010). Kanter (1968) has described continuance commitment as the commitment of actors to participate in or remain members of social system – results from positive cognitions and the need for cognitive consistency.

SOCIO-DEMOGRAPHIC FACTORS AND EMPLOYEE COMMITMENT
Relationship between employee commitment and socio-demographic variables such as, age, gender, income and experience have been established in many research studies (Ogba, 2008) has found that employees with high income represent group of employees within the age group 31-25 who have low commitment to their organization. Many studies have explored employee commitment in relation to age, sex and experience (Reichers, 1985, 1986; Mowday et al., 1982; Becker, 1992; Meyer et al., 1993).

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR
Organizational Citizenship Behaviour has been viewed as a multi-dimensional construct (Desivilya et al., 2006). It can be influenced by employee’s levels of organizational commitment. Lavelle et al. (2009) found relationship between commitment and Organizational Citizenship Behaviour. Meyer and Allen (1997) also states that affective, continuance and normative commitments can largely influence Organizational
Citizenship Behaviour. In another study, (Meyer et al., 1993) reported that only affective and normative commitments were significantly associated with Organizational Citizenship Behaviours. In a meta-analysis, (Organ and Ryan, 1995) proved that continuance commitment was unrelated to behaviours associated with Organizational Citizenship Behaviours. Shore and Wayne (1993) derived a different result showing a negative association between continuance commitment and Organizational Citizenship Behaviour.

EMPLOYEE OUTCOME
Muthuveloo et al. (2005) Employee outcome is measured by

- Intention to leave
- Work stress
- Individual Performance

INTENTION TO LEAVE
Intention to leave refers to conscious and deliberate wilfulness to leave the organization.

WORK STRESS
Job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker.

INDIVIDUAL PERFORMANCE
The job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement.

In summary, the three dimensions of employee commitments, viz. affective, continuance and normative commitments serve as bonding agents linking the employee with the
organization (Meyer and Allen, 1991). In light of the above arguments, and based on the (Allen and Meyer’s, 1990) three-component model of commitment, viz. affective, continuance and normative a model has been developed, which is depicted below:

![Diagram](image-url)

Figure 1.1
1.13 OPERATIONAL DEFINITIONS OF KEY TERMS

EMPLOYEE: The person is working for wages or salary and who gets indirectly or indirectly from the employer.

EMPLOYEE COMMITMENT: The desire of the employees to remain in the organization which exerting the work effort while accepting organizational goals.

AFFECTIVE COMMITMENT: It is an emotional bonding towards the organization in order to stay in the organization.

CONTINUOUS COMMITMENT: Continuous commitment is a cost orient mind set of an employee to leave the organization.

NORMATIVE COMMITMENT: It involves the employee responsibility to stay in the organization.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR: Organizational Citizenship Behaviour is taken to be a positive outcome of a committed workforce where it is characterized by voluntary extra- role contributions of employees that are not recognized by the formal organizational reward system.

EMPLOYEE OUTCOME: Stating that individual reactions to an environment are determined by great extent by the closeness and relevant of basics that are perceived.
1.14 CHAPTER SCHEME

The study report is organized into five chapters. The thesis has been drafted with five chapters:

Chapter - 1 provides an introduction to formative stages of the research work and an overview about the research problems.

Chapter – 2 reviews relevant research literature available on Employee Commitment and Employee outcomes that have been published till the period of the study. Further the impact of organisational Citizenship Behaviour through Employee Commitment has also been assessed. Studies that employed subjective measures for measuring Employee outcome have also been reviewed.

Chapter - 3 details the research processes adopted and continues with an explanation of the data collection and data analysis methods employed by the researcher including justification for the approach and methods. The detailed questionnaire and administration process is described, followed by the reliability and validity tests.

Chapter – 4 comprises the analysis of the primary data collected and discussion on the findings.

Chapter – 5 is an assessment of the important findings from the study, its managerial implications and derived conclusions.

Summary
This chapter clearly explained the background of the study and the problem that was studied with relevant research questions and objectives and a detailed discussion on the research model. The next chapter deals with the review of study related literatures.