

## Chapter 3

### Research Plan

#### 3.1 Objective of the Study

To study the relationship of **Organizational Commitment** by means of the Three-Component Model of Organizational Commitment: Affective , Continuance and Normative Commitment (Meyer and Allen's 1991): **with Managing Responsibility in an Organization** conceptualized as **performance** that includes **Organizational Citizenship Behaviour-Individuals, Organizational Citizenship Behavior - Organizations** (behaviours which increase the efficiency and effectiveness of an organization) and **In-Role Behaviour** (clearly defined organization role; work behaviour related to the tasks, responsibilities and duties of a function, position or job requirement).

1. To explore the relationship of Organizational Commitment with Citizenship and In-Role behavior in the Indian context.

2. To compare the relationship of Organizational Commitment with Citizenship and In-Role Behaviour of two specific performance groups, i.e. '*Perceived High*' vs. '*Perceived Average*'.
3. To compare the relationship of Organizational Commitment with Citizenship Behaviour and In-Role Behaviour of employees in Large Scale Enterprises vs. Small-Medium Scale Enterprises
4. To compare the relationship of Organizational Commitment with Citizenship and In-Role Behaviour of employees, in the Manufacturing vs. Services sectors
5. To understand the impact of certain individual, perceptual and organizational factors on Organizational Commitment, Citizenship Behaviour, and on In-Role behavior on the same sample.

## **3.2 Variables used in the study**

To understand the constructs of the present study, we first assessed the impact of some **Individual demographic, Perceptual, Organizational variables** on three Organizational Commitment components (AC, CC, NC), Organizational Citizenship Behaviours and its sub components and In-Role Behaviour.

To understand the relationship of commitment components with performance behavior we treat AC,CC & NC as the **Independent variables** and OCB-I, OCB-O and IRB as the **Dependent variables**. This relationship is further investigated using some control groups from the sample. The two perceived performance groups, two types of organizations and two organizational sectors are treated as control variables

### **3.2.1 Independent Variables**

The study understands **Organizational Commitment (OC)** in terms of the Three Component Model of Allen and Meyer (1990). The three dimensions of commitment are :

**3.2.1.1 Affective Commitment (AC)** - Affective Commitment (AC) is ‘the employees’ emotional attachment to, identification with, and involvement in the organization’ (Allen and Meyer, 1990). Affective Commitment (AC) is operationalized as the score obtained on the ‘Affective Commitment sub - scale’ on the Organizational Commitment Scales (revised), by Meyer, Allen & Smith (1993).

**3.2.1.2 Continuance Commitment (CC)** - Continuance Commitment (CC) is a form of psychological attachment to an employing organization that reflects the employees’ perception of the loss he/she would suffer if they were to leave the organization (Allen and Meyer, 1990). Continuance Commitment (CC) is operationalized as the score obtained on the ‘Continuance Commitment sub - scale’ on the Organizational Commitment Scales (revised) (1993), devised by Meyer, Allen & Smith.

**3.2.1.3 Normative Commitment (NC)** – Normative Commitment (NC) is a “moral imperative, such that relationships are maintained because they allow the expression of deeply held values” (Meyer, Becker, & Van Dick, 2006). Normative Commitment (NC), is operationalized as the score obtained on the ‘Normative Commitment sub - scale’ on the Organizational Commitment Scales (revised) (1993), devised by Meyer, Allen & Smith.

### **3.2.2 Dependent variables**

The other main concept explored by the study is ‘**Managing Responsibility in an Organization**’ which we have defined as, ‘performance that represents both focal and discretionary behaviours leading to sustainable organizational effectiveness’. This definition was derived from the behavioural indicators of ‘Managing Responsibility in an Organization’ which were collected from Alumni of S.P. Jain Institute of Management and Research. The behavioural indicators provided by them were qualitatively analyzed by four Subject Matter Experts (SMEs) to derive a comprehensive definition of the term. The analysis revealed that emphasis was laid on both task performance and actions that

are part of the formal reward system and contextual performance or discretionary that ultimately contributes to organizational effectiveness and also facilitates task performance. Review of literature has revealed that discretionary behaviour has been conceptualized as “Organizational Citizenship Behaviour” (Organ, 1988) and focal behaviour as ‘In-Role Behaviour’ (Borman & Motowidlo, 1997).

**3.2.2.1 Organizational Citizenship Behaviour (OCB)** – Organizational Citizenship Behaviour has been defined as “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate, promotes the efficient and effective functioning of the organization” (Organ, 1988). Organizational Citizenship Behaviour, is operationalized as the score obtained on the Organizational Citizenship Behaviour – Questionnaire that was adapted from the Organizational Citizenship Behaviour - Checklist (OCB-C) developed by Fox and Spector, (2009), 42 item version.

We have studied OCB according to the dimensions proposed by Williams and Anderson (1991) based on the target, intended beneficiary or direction of the behaviour.

**3.2.2.2 Organizational Citizenship Behaviour - Individuals (OCB-I)** - “behaviours that immediately benefit specific individuals and indirectly through this means contribute to the organization” (Williams & Anderson,1991,pp.601-602). Organizational Citizenship Behaviour - Individual, is operationalized as the score obtained on the Organizational Citizenship Behaviour – Individual (OCB-I) subscale of the OCB-Questionnaire. This was adapted from Organizational Citizenship Behaviour – People (OCB-P), a subscale of the OCB-Checklist developed by Fox and Spector, (2009), 42 item version.

**3.2.2.3 Organizational Citizenship Behaviour – Organization (OCB-O)** – “behaviours that benefit the organization in general”(Williams& Anderson,1991,pp.601-602).Organizational Citizenship - Organization, is operationalized as the score obtained on the Organizational Citizenship Behaviour – Organization (OCB-O) subscale of the OCB-Q that was adapted from the Organizational Citizenship Behaviour – Organization (OCB-O) subscale of the OCB-C developed by Fox and Spector, (2009), 42 item version.

**3.2.2.4 In-Role Behaviour (IRB)** – In-role performance refers to activities that are related to employees’ formal role requirements (Borman & Motowidlo, 1997) In-Role Behaviour (IRB), is operationalized as the score obtained on the ‘In-role behaviour’ (IRB) subscale, developed for the present study.

### **3.3 Individual Variables**

**Demographic variables (age, gender, educational qualification)** - Organizations today have considerable diversity in the age, gender and educational qualifications of the workforce.

### **3.4 Perceptual Variables**

Seniors’ perceptions of employees’ performance, operationalized as the ‘*Perceived High*’ and ‘*Perceived Average*’ performance groups.

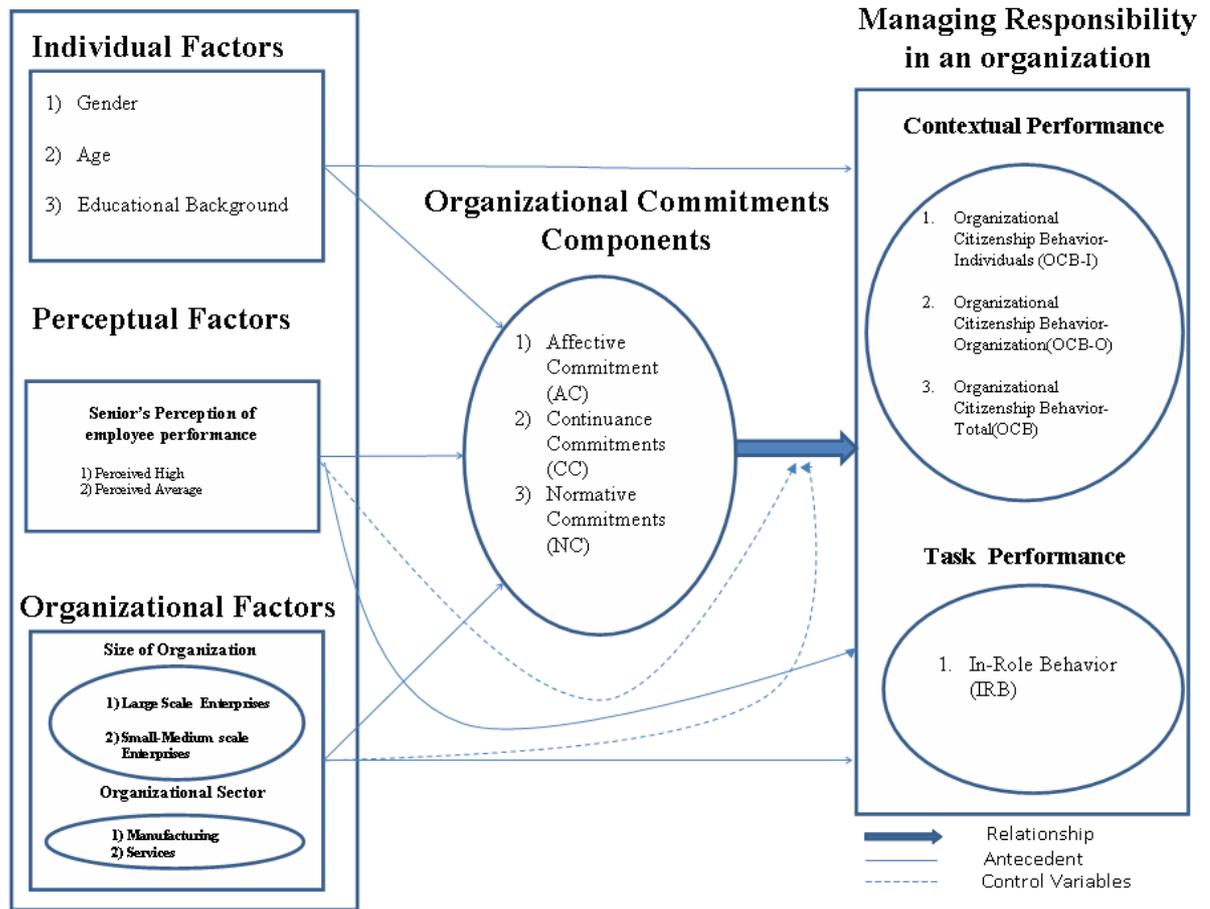
### **3.5 Organizational Variables**

**3.5.1 Nature and Size of the organization** - operationalized as Large-Scale Enterprises (LSE) and Small to Medium -Scale Enterprises (SMEs)

**3.5.2 Organizational Sector** - operationalized as Manufacturing and Services

Based on the above variables, their antecedents and expected lines of relationships, the proposed conceptual framework has been generated (Fig 3.1).

**Figure 3.1: Proposed Framework of the Study**



The research model examines the effects of individual, perceptual and organizational factors on both the independent (AC, CC and NC) and on the dependent (OCB-I, OCB-O, OCB total and IRB). The model then represents the relationship between each of the independent variables with each of the dependent variables. Finally, these relationships are examined using seniors' perceptions of employee perception, size of the organization and organizational sector as control variables.

## **3.6 Hypotheses for the study**

### **3.6.1 Influence of Individual Perceptual and Organizational variables, on Organizational Commitment, Organizational Citizenship Behaviour and In-Role-Behaviour**

Research on influence of the individual variables on commitment has found that gender did not have an influence on OC (Aven et al. ,1993; Bruning & Snyder 1983). Alutto, Hrebiniak & Alonso (1973) and Shoemaker, Snizek & Bryant (1977) found a positive relationship between tenure, age, and education and propensity to remain with the organization. Adnan (2010) found that education level was negatively correlated with organizational commitment. However, Gautam, Van Dick, and Wagner (2001) found that there was no relationship between Demographic and organizational variables with affective commitment.

Research on the antecedents on OCB by Mehmet, Yeşiltaş; Keleş, Yasin (2009), found a positive relationship between employee's educational level and organizational citizenship behaviour. Bakhshi and Kumar (2009) found no significant impact of demographic variables (age, gender, job tenure, marital status and qualification) on aggregate measure of OCB.

#### **3.6.1.1 Influence of Individual Variables**

##### **i) Gender as an antecedent**

**Hypotheses 1 to 7** – have been generated for each of the 7 variables in contention - 3 independent variables (AC, CC, NC ) and 4 dependent variables (OCB-I, OCB-O, OCB and IRB) - with regard to their respective differences between genders, to see if there is any significant difference between male and female respondents, for each of these 7 variables.

For each of the 7 variables the null hypothesis was: there is no difference between genders and the alternate hypothesis suggested the prevalence of differences.

**ii) Age as an antecedent**

Hypotheses 8 to 14 have been generated for each of the 7 variables in contention - 3 independent variables (AC, CC, NC ) and 4 dependent variables (OCB-I, OCB-O, OCB and IRB) - with regard to their respective differences across 4 age profiles to see if there is any significant difference in the variables, vis-à-vis age profile of respondents.

For each of the 7 variables the null hypothesis stated was, that there is no difference in the variables across age profiles, while the alternate hypothesis suggested the prevalence of differences.

**iii) Educational Backgrounds**

Hypotheses 15 to 21 have been generated for each of the 7 variables in contention - 3 independent variables (AC, CC, NC ) and 4 dependent variables (OCB-I, OCB-O, OCB and IRB) - with regard to their respective differences across 8 educational backgrounds to see if there is any significant difference in the variables, vis-à-vis educational backgrounds of respondents.

For each of the 7 variables the null hypothesis stated was, that there is no difference in the variables across educational backgrounds, while the alternate hypothesis suggested the prevalence of differences.

### **3.6.1.2 Influence of Perceptual Variables**

Podsakoff, Whiting, Podsakoff and Blume (2009), found that overall OCBs are at least as strongly correlated with **job performance evaluations** as is task performance. Allen & Rush, (1998); Podsakoff, MacKenzie, & Hui, (1993); Podsakoff et al., (2000) propose that managers may recognize that OCBs such as helping, civic virtue and sportsmanship make their jobs easier and in turn reciprocate by providing higher performance evaluations. Lefkowitz (2000) proposes that managers like employees who exhibit OCBs, and that this **liking** subsequently influences the manager's performance ratings and reward allocation decisions.

**Seniors' Perception of employees performance** - Hypotheses 36 to 42 have been generated for each of the 7 variables in contention - 3 independent variables (AC, CC, NC) and 4 dependent variables (OCB-I, OCB-O, OCB and IRB) - with regard to their respective differences between two groups of employees – those whose performances are '*Perceived High*' and those whose performances are '*Perceived Average*'. For each of the 7 variables the null hypotheses stated was that there is no difference in the variables between High and Average Perceived performance while the alternate hypothesis suggested the prevalence of differences between them.

### **3.6.1.3 Influence of Organizational Variables**

Rhoades, Eisenberger, and Armeli, (2001) found that organization size was negatively correlated to affective commitment when seen as control variable. However in another study by Stevens, Beyer and Trice in 1978, no significant relationship was found between organizational size and commitment in a study conducted on federal government managers. Similarly Mathieu and Zajac (1990) in a meta – analysis of correlates of commitment did not find any significant relationship between organizational size and commitment. In a study conducted by Goulet and Frank (2002), in a sample of 228 employees in the three sectors, commitment was found to be the highest amongst for-profit workers, followed by non-profit employees.

Organizational sectors have also been shown to impact OCB. A comparative study has been conducted on 200 employees in public and private sector organizations by Sharma, Jai, Bajpai and Holani (2011). Results showed that employees in public sector organizations have a greater degree of OCB in comparison to the private sector organizations, and also, job satisfaction increases or decreases based on increase or decrease in OCB.

#### **iv) Nature and Size of Organizations**

Hypotheses 22 to 28 have been generated for each of the 7 variables in contention - 3 independent variables (AC, CC, NC ) and 4 dependent variables (OCB-I, OCB-O, OCB and IRB) - with regard to their respective

differences between employees from two types of organizational types—those from Large-scale enterprises and those from Small-Medium scale enterprises. For each of the 7 variables the null hypothesis stated was, that there is no difference in the variables between employees from Large-scale and Small-Medium scale enterprises while the alternate hypothesis suggested the prevalence of differences between them.

**v) Organizational Sector**

Hypotheses 29 to 35 have been generated for each of the 7 variables in contention - 3 independent variables (AC, CC, NC ) and 4 dependent variables (OCB-I, OCB-O, OCB and IRB) - with respect to their respective differences between two types of organizational sectors – those from Manufacturing sector and those from Services sector. For each of the 7 variables the null hypothesis stated was, that there is no difference in the variables between employees from manufacturing and services sectors while the alternate hypothesis suggested the prevalence of differences between them.

### **3.6.2 Relationship of Organizational Commitment with Citizenship behaviour and In-Role –Behaviour**

Literature has found that organizational commitment has a strong relationship with citizenship behaviour and in-role behaviour. Organizational Commitment has been found to be an important contributor to Organizational Citizenship Behaviour (Gautam, Dick, Wagner, Upadhyay & Davis, 2004; LePine, Erez and Johnson, 2002 ; Liu, 2008; O'Reilly and Chatman, 1986 ; Van Dyne, Graham & Dienesch 1994. Bakhshi and Sharma, 2011, found that AC and NC, were positively correlated with an aggregate measure of OCB. Research has also proved that AC is positively related to Organizational Citizenship Behaviour (O'Reilly & Chatman, 1986; Organ, 1990, Konovsky & Pugh, 1994), and Van Dyne et al. 1994). Continuance commitment has been found to be negatively related to performance (Meyer & Allen,1997; Organ & Ryan, 1995). Normative Commitment too has been found to be positively related with job performance and Organizational

Citizenship Behaviour (Meyer & Allen, 1997; Organ & Ryan, 1995). Diefendorff et al. (2002) and Somers and Birnbaum (1998) proposed that since OCB's are more discretionary than in-role prescribed duties, employees attitudes and beliefs should have a greater influence on them. Most of the studies have focused on OCB (Podsakoff et al, 2000). Bell & Menguc 2002; Piercy et al, 2006, call it extra role behaviour. However, relatively fewer studies have incorporated in-role behaviour. However, Piercy et al. (2006), propose that to fully understand the influence of employee behaviour on performance outcomes, both extra-role and in-role behaviours, and their interrelationship should be included.

So this study was undertaken to test for the relationships of organizational commitment components with both OCB and IRB in the Indian socio-cultural context.

### **3.6.2.1 Relationships of OC components with OCB & IRB (N=634)**

**Proposed Relationship Models No. 1, 2, 3 and 4** - In line with the above literature we propose certain relationship models to explain the dependent variables, one at a time, by assessing the influence on them from the predictor (Independent) variables of AC, CC and NC. Four sets of models were drawn up using OCB-I, OCB-O, OCB & IRB as dependent variables respectively in each of these models. Using each of the 4 models we shall assess the fulfilment of the alternate hypotheses, wherein, each of the three independent variables has a significant relationship with the dependent variable used in that model. Results from these relationship models would therefore allow us to expect that, AC and NC will have a positive relationship with the dependent variable (of each model) while CC will have a negative relationship with the dependent variable (of each model).

### **3.6.2.2 Seniors' Perception as a control variable**

Social Psychology Theory of Attribution (Kelley, 1967) and the Self fulfilling prophecy or the Pygmalion Effect (Livingston, 1969) suggest that, seniors' favourable perceptions of their employees impact the attitudes and performance of the employees in a positive manner. In an attempt to determine managerial perceptions of employee commitment,

research has indicated that Organizational Citizenship Behaviour is predictive of manager-rated affective commitment (Shore, Barksdale & Shore, 1995). Research also suggests that the impact of **contextual performance** on managerial-evaluations (Conway, 1999; Van Scotter, & Motowidlo, 1996; Werner, 1994) should also be taken into consideration besides task performance. Lefkowitz (2000) opines that managers tend to like employees who exhibit OCBs, and that this **liking** subsequently influences the manager's performance ratings and reward allocation decisions

**Proposed Relationship Models No: 5,6,7,8 and 9,10,11,12** - In line with the above theories we propose the next two sets of relationship models. The two sets are distinguished by the effect coming from the two groups under the control variable of seniors' perception of employee performance - '*Perceived High*' group and '*Perceived Average*' group

Each of these two sets of models are generated from 4 relationship models, making it a total of eight relationship models (nos. 5 to 12). They help explain the dependent variable (be it OCB-O, OCB-I or IRB) by assessing the influence on them from the 3 predictor (Independent) variables like AC, CC and NC.

In each set, four sets of models were drawn up using OCB-I, OCB-O, OCB & IRB respectively as dependent variables. Using each of the 4 models we shall assess the fulfilment of the alternate hypotheses, wherein, each of the three independent variables AC, CC and NC, has a significant relationship with each of the dependent variable used in that model. We would expect AC and NC will show a stronger positive relationship with each of the dependent variables in the '*Perceived High*' performance group as compared to the '*Perceived Average*' performance group. CC will have a weaker negative relationship with each of the dependent variables in the '*Perceived High*' performance group. But it will have a much stronger negative relationship with each of the dependent variables in the '*Perceived Average*' performance' group.

### **3.6.2.3 Nature and size of the organization as a control variable**

Literature suggests that, Size and Nature of the organizations impact organizational commitment which leads to positive work outcomes. This has been well established in a number of industries (Angle & Lawson, 1994; Meyer & Allen; 1991; Vandenberghe, Bentein & Stinglhamber, 2004) Rhoades, Eisenberger, and Armeli, (2001) found that organization size was negatively correlated to affective commitment when seen as control variable. However, Stevens, Beyer and Trice (1978), found no significant relationship between organizational size and commitment in a study conducted on federal government managers. Similarly Mathieu and Zajac (1990) in a meta – analysis of correlates of commitment did not find any significant relationship between organizational size and commitment.

**Proposed Relationship Models No: 13,14,15,16 and 17,18,19,20** - In line with the above theories, we propose the next two set of relationship models. The two sets are distinguished by the effect coming from the two groups under the control variable of Size and Nature of the organizations - ‘Large Scale Enterprises’ and ‘Small-Medium Scale Enterprises.’

Each of these two sets of models are generated from 4 relationship models, making it a total of eight relationship models (nos. 13 to 20). They help explain the dependent variable (be it OCB-O, OCB-I or IRB) by assessing the influence on them from the 3 predictor (Independent) variables like AC, CC and NC.

In each set, the four sets of models were drawn up using OCB-I, OCB-O, OCB & IRB respectively as dependent variables. Using each of the 4 models we shall assess the fulfilment of the alternate hypotheses, wherein, each of the three independent variables AC,CC,and NC, has a significant relationship with each of the dependent variable used in that model. We would expect AC and NC will show a stronger positive relationship with each of the dependent variables in the employees from the Small-Medium Scale Enterprises as compared to the employees from Large-Scale Enterprises. CC will have a weaker negative relationship with each of the dependent variables for the employees from the Small- Medium scale enterprises. But it will have a much stronger negative

relationship with each of the dependent variables for employees in the large-scale enterprises.

#### **3.6.2.4 Organizational sector as a control variable**

Literature suggests that, organizational sector has an impact on Organizational commitment which leads to positive work outcomes. Such work has been done in public sector employees (Morris & Steers, 1980; Randall et al., 1999; Hassan & Rohrbaug, 2011; Bakhshi & Sharma, 2011). Bakhshi and Sharma (2011), found that all the three components of organizational commitment - AC, CC and NC, were positively correlated with an aggregate measure of OCB in public sector employees.

**Proposed Relationship Models No: 21, 22, 23, 24 and 25, 26, 27, 28** - In line with the above theories, we propose the next two set of relationship models. The two sets are distinguished by the effect coming from the two groups under the control variable of Organizational sectors – Manufacturing sector and Services sector.

Each of these two sets of models are generated from 4 relationship models, making it a total of eight relationship models (nos. 21 to 28). They help explain the dependent variable (be it OCB-O, OCB-I or IRB) by assessing the influence on them from the 3 predictor (Independent) variables like AC, CC and NC.

In each set, four sets of models were drawn up using OCB-I, OCB-O, OCB & IRB respectively as dependent variables. Using each of the 4 models we shall assess the fulfilment of the alternate hypotheses, wherein, each of the three independent variables AC, CC and NC, has a significant relationship with each of the dependent variable used in that model. We would expect AC and NC will show a stronger positive relationship with each of the dependent variables in the employees from the Manufacturing sector as compared to the employees from Services sector. CC will have a weaker negative relationship with each of the dependent variables for the employees from the Manufacturing sector. But it will have a much stronger negative relationship with each of the dependent variables for employees in the Services sector.

## **Summary**

In this chapter first the objectives of the study were stated, then the independent, dependent and control variables were identified. The proposed framework was presented followed by hypotheses drawn from the review of literature. Hypotheses on the impact of individual, perceptual and organizational factors on the commitment components, citizenship and in-role behaviour were presented followed by proposed models of relationship of Organizational Commitment components with Citizenship and In-Role behaviour.