The Effect of Organizational Commitment on Women Employees' Organizational Citizenship Behavior

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ABSTRACT *In recent years, the importance of organizational citizenship behavior (OCB) has been emphasized by many authors. It's expected that an employee who is highly motivated, committed to the institution, and satisfied with his/her job, he/she gets strong organizational citizenship behavior. The strong organizational citizenship behavior, then, increases employee's performance, and decreases intention to release. This paper aims to explain the relationship between the OCB and organizational commitment of women employees. Data was collected from employees in textile companies, in Kahramanmaras, Turkey. A total of 210 questionnaires were distributed and 159 usable questionnaires were returned, a response rate of 75%. Initially, OCB and organizational commitment were defined. Consequently, correlation and regression analyses were performed according to the methodology. Analyses provide support for the effect of organizational commitment on OCB.*

1. Introduction

Organizations are social entities composed of people and their relationships. Therefore, thinking about individuals' behaviors is important to obtain better knowledge about the organization (Allameh, 2011, p.360). Individual's attitudes affect their behaviors to a great extent. Positive attitudes are expected to result in positive behaviors which ultimately benefits the organization in achieving its goals (Bakhshi et al., 2011, p.80). The competitive challenging environment of organizations, the rapid and continuous changes of environment and complexities of providing services have revealed the importance of having committed, motivated and satisfied employees for the organizations more than ever. Organizational commitment is one of the behavioral aspects of people in the organization which has attracted the attention of both academics and practitioners in recent decades. In addition, interest in organizational citizenship behavior increased substantially and over the past three decades, the importance of voluntary behaviors that are beyond required task roles, but that are important for organizational effectiveness became the subject of many researches (Kumar et al., 2009, p.73).

This study aimed to reveal the relationship between organizational commitment and organizational citizenship behavior.

2. Literature Review

2.1. Organizational Citizenship Behaviour

Organizational Citizenship Behavior (OCB) is defined as individual behavior that is voluntary, not directly or explicitly identified by the formal reward system and that promotes the effective functioning of the organization (Organ, 1988, p.4). Voluntary means that this behavior is not a required task role or job description. This behavior is optional and its' ignorance doesn't lead to punishment (Allameh et al., 2011, p.361). According to Bateman and Organ (1983), OCB is defined as those additional work-related behaviours which go above and beyond the routine duties arranged by their job descriptions or measured in formal evaluations. Similarly, Jacqueline et al. (2004) refers, OCB to be an extra-role behavior and it is totally the positive consent of the employees towards organization. Employees do more than the minimum amount of work than is required (Demirer et al., 2008, p. 109).

There are different opinions about the dimensions of OCB. But one of the most credible classifications of OCB dimensions was introduced by Organ which includes five dimensions. These dimensions include altruism, conscientiousness, courtesy, sportsmanship and civic virtue. It will be discussed here briefly:

- Altruism: It means that employees help the other members of organization in performing tasks or solving problems (Allameh et al., 2011, p.362-363). It is a type of voluntary behavior consisting of behaviors that help others who have been absent, or help others who have very high work loads and motivate employees to help others to deal with their problems of works (Cheng et al., 2011, p.62).
- Conscientiousness: It refers to a group of optional behaviors that go well beyond the minimum role requirements (Khan & Rashid, 2012, p.84). For example, employees don't take extra breaks, obeycompany rules and regulations even when no one is watching (Kumar et al., 2009, p.74).
- Courtesy: It means that employees treat others to prevent work-related problems (Allison et al., 2001, p.283; Mogotsi, 2009, p.45). It is the internal acceptance of organizational rules, procedures, and laws related to work affairs by an individual.
- Sportsmanship can be defined as any behavior demonstrating tolerance of less than ideal circumstances without complaining (Khan & Rashid, 2012, p.84). Sportsmanship of employees is to tolerate circumstances and unexpected or less preferable without complaining (Cheng et al., 2011, p.62).
- Civic virtue: It is defined as the responsibility which employees undertake as a member of organization (Mackenzie, et al 1993; Bell and Menguc 2002; Allameh et al., 2011, p.362-363).

2.2. Organizational Commitment

Organizational Commitment shows the attitudes of people toward the organization's values and goals and their strong desire to stay with the organization (Mowday et al, 1982). Porter and Lawler (1968) accepted commitment as the willingness of an employee to exert effort towards organizational goal accomplishment, an acceptance of its major goals and values and a desire to maintain organizational membership (Bakhshi et al., 2011, p.78). It focuses on the attachment, emotionally and functionally (Cheng et al., 2011, p.62). It is a

psychological state that categorizes the employee's relationship with the organization and has implications for the decision to continue membership in organization (Meyer & Allen, 1997; Gautam et al., 2001, p.239).

According to Allen & Meyer (1990), organizational commitment consists of a three-dimensional construct defined as follows: "affective commitment", "continuous commitment" and "normative commitment". A member of organization may have varying degrees of all three components as a result of his or her relationship with the organization (Demirer et al., 2008, p.108).

Affective commitment is the affective affiliation on the organization (Allameh et al., 2011, p.361). It defines an employee's emotional attachment and identification to the organization which reflects the sense of belonging to the organizational values and goals (Ahmad et al., 2010, p.586). It refers to the employee's involvement in the organization (Bakhshi et al., 2011, p.79). It represents the emotional attachment that an employee feels toward the employing firm (Cheng et al., 2011, p.62).

Continuous commitment is related to the tendency of staying in the organization due to the expenses of turnover or benefits of staying (Meyer & Allen, 1997). It is the individual's perception of the costs of leaving such as pay, pension, benefits or facilities in the organization (Ahmad et al., 2010, p.586). It is defined as willingness to remain in an organization because of personal investment in the form of nontransferable investments such as close working relationships with coworkers, retirement investments and career investments, acquired job skills which are unique to a particular organization (Demirer et al., 2008, p.108). In this situation, they keep the job not because they want it; they keep it for they need the job (Allameh et al., 2011, p.361).

Normative commitment is the exhibition of employees' behavior at individual level since they consider that it is moral and right thing to do (Ahmad et al., 2010, p.586). It reflects the feeling of responsibility for being a member of organization (Allameh et al., 2011, p.361). It is induced by employee's feeling of obligation to remain with the organization (Bakhshi et al.,2011, p.79).

3.The Relationship Between Organizational Citizenship Behaviour and Organizational Commitment
Organizational commitment is one of the antecedents of organizational citizenship behaviour (Organ & Ryan, 1995). Organizational commitment has an impact on the OCB and is positively related to OCB or extra-role behavior (Cheng et al., 2011, p.62). Shore et al. (1995) and Chen et al. (1998) described that employees who perform their work willingly to achieve the goals of the organization reflects true citizenship behavior (Ahmad et al.,2010, p.586). The research focusing on the organizational commitment shows that there is a strong evidence that an employee's organizational commitment is positively related to OCB with varying degrees of relationship strength. Organizational commitment is one of the significant predictor which contribute to foster OCB (Le-Pine et al., 2002). Similarly, Becker (1992) reported the same opinion and provide support for a relationship between commitment and OCB (Bakhshi et al., 2011, p.80). Also, there are quite a number of studies that support this link. It is thought that organizational commitment encourages employees to achieve many voluntary actions necessary for organizations and success (Katz & Kahn, 1977; Yılmaz & Bökeo lu, 2008, p.776).

OCB contributes to long-term organizational success because of its function of improving organizational efficiency and effectiveness (Organ, 1988). Affective commitment, one of the three dimensions of organizational commitment, is the most significant predictor of OCB and is positively related with OCB. Liu (2009, p.311) suggests that "participating in voluntary behaviors such as OCB is a behavioral response to affective commitment". If manager's effort to enhance affec-

tive commitment, increases citizenship behavior within his or her organization, it will contribute to the effectiveness and success of an organization (Feather & Rauter, 2004). Organ & Ryan (1995) and Meyer et al. (2002) also found strong correlations between affective commitment and OCB. Normative commitment is also positively correlated with OCB but continuance commitment is found to negatively related to these behaviors. Studies revealed no significant relationship between OCB and continuance commitment.

Despite the importance of the relationship between organizational commitment and OCB, there has been no study examining such a relationship on women employees in textile companies. Hence, the purpose of this study was to examine the relationship between organizational commitment of women employees and their OCB. We present Hypothesis 1 as follows:

"H1. The organizational commitment is positively related to organizational citizenship behavior."

4.Method
OCB is measured by 6 items, 5 point Likert type scale adopted from Williams and Anderson (1991). The most commonly used scale of organizational commitment is one by Mowday et al. (1979), a 15-item scale is used to measure organizational commitment. A five point scale ranging from 1 (strongly disagree) to 5 (strongly agree) was employed. The coefficient alpha reliability estimate found for OCB scale in this study was .76, and .69 for organizational commitment scale.

Survey questionnaires were administered to full-time, women employees of textile companies in Kahramanmaras, Turkey. A total of 159 questionnaire responses were collected, with the average 75 percent response rate. Of the respondents, 30 percent were married. Further, 67.5 percent of respondents were between ages 20-40 and 19.7 percent had college or bachelor degree. Of the 159 respondents 19 (12.3%) were managers, and 120 (77.4%) were workers. 72,5 percent of the respondents had worked for less than 4 years in their company.

Table 1. Participants' Demographic Characteristics

Age			Educational Status		
Less than 20	42	26,8	Primary school	65	41,4
20-25	54	34,4	High school	61	38,9
26-30	29	18,5	College	13	8,3
31-35	23	14,6	Faculty	14	8,9
36- 40	6	3,8	Master	3	1,9
More than 40	3	1,9	Phd	1	0,6
Total	159	100	Total	157	100
Job status			Tenure		
Senior manager	2	1,3			
Mid. level manager	6	3,9			
Lower level manager	11	7,1	Less than 1 year	55	35,3
Engineer			1-3 years	58	37,2
R & D manager	5	3,2	4-6 years	25	16,0
Worker	4	2,6	7-9 years	9	5,8
Others	120	77,4	More than 9 years	9	5,8
Total	7	4,5	Total	156	100
	155	100			
Marital status					
Married	42	30,0			
Single	98	70,0			
Total	140	100			

Note: All the frequencies' totals are not 159 because of the unanswered questions.

Table 2. Bivariate Correlation Between OCB and Organizational Commitment

Factor	OCB
Organizational Commitment	.55**

Note: **Significant at the 0.01 level (two-tailed)

Result on Table 2 shows significant positive correlation between organizational commitment and OCB (r=.55, p<0.01), hence, Hypothesis 1 is supported.

5.Regression analysis

A linear regression analysis was used to analyse the hypothesis of the study. Table 3 presents the results for tests of the hypothesized model. As it is shown, organizational commitment has a significant positive effect on OCB (F=64.714, p<0.01), and explained .301 % of the variation in the dependent variable as indicated by the adjusted R^2 value. Thus, the hypothesis "H1. The organizational commitment is positively related to organizational citizenship behavior" was supported.

Table 3. Regression Results

Independent variable	Std.Error	Beta	t	Sig
(Constant)	.225		6.418	.000
Organizational commitment	.073	.553	8.044	.000
R2=.306				
Adjust. R2=.301				
F=64.714				
Sig=.000				

Dependent variable: OCB

6.Discussion and conclusion

Our purpose in this study was to examine in which organizational commitment effects the organizational citizenship behavior. To do so, we used Mowday's Organizational Commitment Questionnaire and Williams and Anderson's (1991) OCB Questionnaire to measure organizational commitment, and organizational citizenship behavior, for a sample of 159 women employees in textile companies. Results suggest that there is a significant relationship between organizational commitment and organizational citizenship behavior among women employees in textile sector. We hypothesized a significant relationship between organizational commitment and organizational citizenship behavior, based on theory and extant literature that supports such a relationship. The relationship was shown to be significant, and H1 was supported.

We believe this research makes a contribution to our understanding of the relationship between organizational commitment and organizational citizenship behavior, among women employees. We hope that this research will encourage others to further investigate the women employees' commitment and other work behaviours to support women employees in organizations.

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