

Mediating Role of Organisational Commitment in the Relationship between Job Involvement and Organizational Citizenship Behaviour

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Abstract

The basic idea behind this study was to assess how job involvement affects self-report measures of organizational citizenship behaviours. We made use of mediation model to measure the impact of job involvement and organizational commitment on employees' citizenship behaviours. For this purpose data was collected in Delhi NCR region from 170 employees from 4 IT companies and 5 BPO companies. Job involvement was measured by asking respondents to reveal their degree of agreement on the extent to which their job behaviour is depicted by each of the 10 items. Respondents' perception of OCB was measured using 5 dimensions: Altruism, Civic Virtue, conscientiousness, Sportsmanship, and Courtesy. Outcomes of the analysis reveal that positive relationship of Job involvement with organizational commitment and OCB. Further, organizational commitment impeccably intervene association between job involvement and organizational citizenship behaviour. Thus, nurturing high commitment levels through enhancing job involvement level can be an effective tool to enhance citizenship behaviours on the part of employees. Lastly, theoretical and practical impacts of the findings are discussed.

Keywords: Job Involvement, Organizational Citizenship Behaviour, Organizational Commitment, and Indian IT-BPO Companies

Introduction

Today's organizations are operating in a highly competitive scenario where it is expected from employees to give their best and work beyond job roles to enable organization to survive in highly competitive environment. But if employees limit themselves only with job role and do not show any interest in other activities of the organization then it will adversely affect the growth and success of the organization and development of employee. Singh (2002) emphasized the power of human mind leading to enhancement of human capital which is becoming the most sought after capital in this age due to which organizations are taking conscious efforts to retain talented employees who are committed and involved in the development of the organization.

Organ (1988) defined Organization Citizenship

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How to cite this article: Tripathi, S.; Singh, A.K., (2023). Mediating Role of Organisational commitment in the Relationship between Job Involvement and Organizational Citizenship Behaviour. *Purushartha*, 16(1),11-21.

Source of support: Nil

Conflict of interest: None

Behaviour (OCB) as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". So, OCBs are initiatives which employee takes beyond their job role and also such extra role behaviours do not guarantee them any explicit incentive and rewards. While in-role behaviour comprises of such actions which are part of job descriptions. The significance of OCBs lies in the fact that such behaviours can lead to organizational efficacy by essentially contributing

towards improved performance, innovativeness and increased employee morale. (Barksdale and Werner, 2001; Borman and Motowidlo, 1993; Matamala, 2011; Organ, 1988; Podsakoff and MacKenzie, 1994; and Williams and Anderson, 1991).

Many successful organizations these days are keen to recruit employees who are highly involved in their job, highly committed to their organization and are willing to work beyond their usual job duties and provide performance that is beyond their job expectations. Alizadeh, Darvishi, Nazari, and Emami (2012) found “those organizations that have such employees outperform those that don't”. That is the reason organizations are considering for employees who are willing to go beyond specified job roles and engage in extra role behaviours in the long term interest of the organization. The present study looks into the relation of three important job related behaviours viz., job involvement, organisational commitment and organizational citizenship behaviour. This study has been conducted to evaluate organizational citizenship behaviours of employees in IT-BPO companies in Delhi NCR region and to identify job involvement impact on these behaviours and also to study mediation role of organizational commitment in that process.

Theoretical Construct and Development of Hypotheses

Organizational Citizenship Behaviour (OCB)

Over the past four decades, interest of researchers in OCB has increased substantially because such behaviours benefits organization but by definition they are not part of job requirements. OCB significantly contribute to the performance of organization by affecting the effectiveness and efficiency of work teams and organization.

Dennis Organ is considered as father of OCB.

Deriving from Katz's (1964) notion of extra role behaviour, Organ (1988) defined OCB as “individual behaviour that is discretionary, not or explicitly recognized by the formal reward system and that in the aggregate directly promotes the effective functioning of the organization”. It is basically such actions on the part of employees that are above and beyond what is expected out of them and are not unequivocally perceived by the appraisal system of the organization.

Thus OCB involves certain degree of personal choice so that person will not be punished if he chooses not to engage in citizenship behaviours. In many cases it is very difficult to determine whether particular behaviour constitutes OCB or not. If employee does certain task with extra efforts and this results in superior performance on the part of employee. However according to Organ, Podsakoff, and MacKenzie (2006) such superior performance would be praise worth, but not all praiseworthy job performance fits the criteria that have been used for OCB.

Smith, Organ, and Near (1983) and Organ (1988) suggested five elements of OCB that is Altruism, Conscientiousness, Civic Virtue, Organizational courtesy, and Sportmanship. In contrast to Organ (1988) work, Williams and Anderson (1991) provided two factor categorization of OCB based on target beneficiary as: 1 Organization directed citizenship behaviours (OCBO) such as compliance with organizational rules, and 2 Individual directed citizenship behaviour (OCBI) such as helping co-workers. According to Lovell (1999) OCB extend beyond formal job description and refers to actions that promote the welfare of co-workers, work teams, and the organization.

Job Involvement (JI)

The construct of Job Involvement has gained much popularity among researchers due to its significant contribution in positive organizational outcomes

such as employee motivation, satisfaction, commitment, and job behaviours (OCB and IRB). The concept of job involvement as defined by Kanungo (1982) emphasises on individual attachment to his or her job that is revealed in following four ways: (a) job as focal to life interest, (b) employee active involvement, (c) performance, and (d) performance compatibility with self - concepts. Sinha, Singh, Gupta, and Dutt (2010) found that higher job involvement will lead to increased motivation and high engagement level that will result in enhanced performance.

Hackett, Lapierre, and Hausdorf (2001) found that for employees with high involvement level their job becomes core of their personal character and shifts all their focus on the job only. Blau and Boal (1987) concluded that employees with high level of job involvement will results in reduced absenteeism and will always be on time for their duties.

Kanungo (1982) maintained that job involvement is an outcome of an individual's cognitive judgement regarding need satisfying abilities of the job. This context of job involvement relates job with individual's self- image.

Engagement differs from job involvement as it is related to how the individual applies his/her emotional self during the performance of job and may be considered as predictor of job involvement. Job involvement also differs from Organizational commitment. Though both constructs are the outcomes of individual employee's work experience, however Job involvement is associated with individual's identity with one's immediate assigned activity while organizational commitment is associated with employee's emotive connection to the employing concern (Brown, 1996). It may be possible that employee has low commitment towards employing organization but he is highly involved in a specific activity (Blau & Boal, 1987).

Organizational Commitment (OCMT)

Various studies have used organizational construct as behavioural outcome. Review of literature reveals various definitions for Organizational commitment. Becker (1960) considered commitment as function of individual behaviour. Commitment develops over a period of time through individual's choices and action. Hall, Scheider, and Nygren (1970) defined organizational commitment as “the process by which organizations goals and those of the individual become increasingly integrated and congruent”. Sheldon (1971) defined organizational commitment as “an orientation towards the organization, which links or attaches the identity of the person to the organization”. Porter, Steers, Mowday, and Boulian (1974) defined organizational commitment as “the relative strength of an individual's identification with and involvement in a particular organization”. Porter et al. (1974) provided three major elements of organizational commitment as being “a strong belief in and acceptance of the organization's goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership”. Bateman and Strasser (1984) defined organizational commitment as “multidimensional in nature which involves an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership”. According to Meyer and Allen (1991) there are three dimensions of organizational commitment: Affective, Continuance, and Normative Commitment. Affective commitment reflects employee's emotional connection towards their employing concern. Continuance commitment emphasises on the loss of non – transferable investment that employee has accumulated over a period of time. Normative commitment reflects commitment as an obligation to be with the organization because employees feel it is his moral duty to be with the

organization. In the present study 3 component model developed by Meyer and Allen (1991) has been used.

Organizational commitment and Organizational Citizenship behaviour

Williams and Anderson (1991) mentioned in their conclusion that there exists strong theoretical support for impact of organizational commitment on OCB performance though empirically in their study organizational commitment was not significant predictor of OCB performance. David and Thomas (2008) in their study found organizational commitment has an impact on OCB. Also meta-analysis conducted by Jen, Bih and Chyan (2004) shows that OCB dimensions correlated with organizational commitment. Chang, Tsai, and Tsai (2011) found in their study that OCBs performance can be influenced positively by organizational commitment. That means committed employees will have motivation to indulge in OCB behaviours. Based on above review we propose the first hypothesis as follows:

Hypothesis 1: Organizational commitment is positively related to OCB

Job Involvement and OCB

Job involvement is one of the most researched job related attitude related to individual's psychological attachment to his/her job. Meta-analysis on relationship between job involvement and job performance conducted by Brown (1996) revealed that there was either no or at most a weak relationship. The reason for this could be attributed to the fact that task performance is measured by employee skill and technology adopted at work place and not by how employees identify themselves with their jobs (Organ 1977). Diefendorff, Brown, Kamin, and Lord (2002) studied relationship between JI and OCB and found that JI to be significantly positive associated with

four of Organ's (1988) five dimensions except courtesy dimension. Further, gender is found to have a moderating effect on relationship between job involvement and courtesy. Also recent studies conducted by Bolger and Somech (2004), Rotenberry and Moberg (2007), Dimitriades (2007), Chughtai (2008), Chen and Chiu (2009), Ueda (2011), and other researchers reported significant positive influence of job involvement on some dimensions of organizational citizenship behaviour. Thus JI is positively related to OCB. Based on above review we propose the second hypothesis as follows:

Hypothesis 2: Job Involvement is positively related to Organizational Citizenship behaviour

Job involvement and Organizational commitment

Various researchers have studied relationship among organizational commitment elements and job involvement. Meyer and Allen (1997) found positive relationship of job involvement with normative commitment dimension. Blau and Meyer (1987) noted significant positive association between job involvement and organizational commitment regardless of demographic factors such as gender, length of service, and marital status using ordinary least square regression method. Ahmed and Islam (2011), Carmeli (2005) and Mathieu and Zajac (1990) noted positive relationship of job involvement with affective commitment dimension. Also Mathieu and Zajac (1990) found low but positive relationship between continuance commitment dimension and job involvement. In conclusion Ahmed and Islam (2011) noted, positive relationship between job involvement and organizational commitment. Based on above review we propose the third hypothesis as follows:

Hypothesis 3: Job involvement relates positively with organizational commitment.

Job Involvement, Organizational commitment and Organizational Citizenship behaviour

Lodahl and Kejner (1965) found in their study that highly involved individual for their self- esteem believe in performing well in their current job. As a result, such people are genuinely concerned about their work (Kanungo, 1982). It has been observed that highly involved individuals with high commitment level have fewer excuses, go for work in time and are highly motivated to put in extra efforts. So job involvement at workplace is bound to happen for highly involved individuals with high commitment level. Job involvement is considered to be significant antecedent that affects both employees and organizational outcomes (Lawler, 1986). Hackett, Lapierre, and Hausdorf (2001) found that employee with high job involvement level give more attention on their jobs. This study posits that highly committed employees not only prefer to continue for long tenure with current organization but also voluntarily prefer to indulge in organization citizenship behaviours. Loyal employees are more likely to be highly involved in their jobs (Meyer and Allen, 1997). This implies increased job involvement level would lead to enhanced commitment by employees towards their organization and such commitment on the part of employees towards their organization would encourage employee to indulge in extra role behaviours. Based on above review we propose the forth hypothesis as follows:

Hypothesis 4: Organizational commitment mediates the relationship between Job Involvement and Organizational Citizenship behaviour

Research Methodology

Participants

In the present study 170 responses were collected from professionals employed in IT-BPO

companies in Delhi NCR region. The reason behind selection of IT-BPO sector is that in recent year this sector has emerged as significant catalyst in growth of Indian economy. Also, low research has been conducted in this sector to study job behaviours of IT-BPO employees. For the purpose of data collection 128 responses were collected through online link created using Google forms and 42 responses were collected by personally contacting the respondents. For the purpose of this study we used non –probability convenience sampling. However, while collecting responses we have made sure that we get responses from employees at various level of management. Respondents include 41% from lower level management, 38% from middle level management and 20% from upper level management.

Measures

Organizational Citizenship Behaviour (OCB):

OCB ratings were measured using the scale developed by Podsakoff , MacKenzie , Moorman and Fetter (1990). This scale reflects five dimensions of OCB: CON (conscientiousness - five items), SPO (sportsmanship - five items), COU (courtesy - five items), ALT (altruism - five items), and CV (civic virtue - four items). The respondents were asked to answer the OCB questionnaire by judging how frequently they displayed the behaviours described in the questionnaire, using a 7-point Likert scale (5 = 'strongly agree'; 1 = 'strongly disagree').

Job Involvement (JI):

Respondents job involvement was measured using Kanungo's (1982) scale consisting of 10 items. 6 - Point scale was used to measure respondents' degree of agreement with job involvement behaviours.

Organizational Commitment (OCMT):

Scale developed by Meyer, Allen, and Smith (1993) was used to measure respondents' organizational commitment level. The scale consists of six items each for three commitment dimensions: Affective commitment (AC), Continuance Commitment (CC), and Normative commitment (NC). We used 5 –point scale to measure respondents' commitment level with the organization.

Results

For the purpose of analysis, SPSS software was used. To begin with, reliability coefficient was calculated for various instrument used in the study. Overall reliability statistics for OCB scale, JI scale, and OCMT scale are 0.759, 0.619, and 0.801 respectively. Descriptive statistics for all variables used in the study is shown in Table 1. Among the 3 dimensions of Organizational Commitment, we find average score is higher among IT –BPO employees for continuance commitment followed by affective commitment and then for normative commitment. The overall mean score for OCMT was 3.90 on a 5 point scale and for JI scale was 4.85 on a six point scale. The overall mean score for OCB was 5.73 on 7-point scale.

Correlation Analysis

Analysis of correlation matrix in table no. 1 reveals

that overall OCMT is significantly and positively correlated with self -report measures of OCB ($r = 0.238, p < 0.05$). That proves hypothesis 1: Organizational commitment is positively related to OCB. If we look at the relationship between components of OCB and overall OCMT we find that OCMT is significantly and positively correlated with ALT ($r = 0.311, p < 0.05$), CON ($r = 0.254, p < 0.05$) and CV ($r = 0.175, p < 0.01$). Also OCMT is positively correlated with SPO ($r = 0.070$) and COU ($r = 0.119$) but not significantly.

Correlation matrix table no. 1 reveals that JI is significantly and positively correlated with self-report measures of OCB ($r = 0.238, p < 0.05$). That proves hypothesis 2: Job Involvement is positively related to Organizational Citizenship behaviour.

If we look at the relationship between components of OCB and JI we find that JI is significantly and positively correlated with ALT ($r = 0.158, p < 0.01$) and CON ($r = 0.233, p < 0.05$). Also JI is positively correlated with SPO ($r = 0.130$), COU ($r = 0.108$), and CV ($r = 0.095$) but not significantly correlated.

Correlation matrix reveals that JI is significantly and positively related to organizational commitment ($r = 0.52, p < 0.01$). That proves hypothesis 3: Job involvement is positively related to Organizational commitment.

Table 1: Mean, Standard Deviation, and Inter-correlations of Variables used in the Study

Variables	Mean	SD	ALT	CON	SPO	COU	CV	OCB	AC	CC	NC	OCMT	JI
ALT	5.73	0.51	1										
CON	5.62	0.63	0.22**	1									
SPO	5.82	0.57	0.18*	0.28**	1								
COU	5.88	0.46	0.04	0.13	0.31**	1							
CV	5.61	0.71	0.30**	0.22**	0.12	0.28**	1						
OCB	5.73	0.35	0.56**	0.64**	0.61**	0.53**	0.68**	1					
AC	3.91	.51	0.23**	0.11	0.01	0.08	0.18*	0.20**	1				
CC	3.94	.43	0.26**	0.16*	0.17*	0.13	0.00	0.23**	0.39**	1			
NC	3.79	.57	0.24**	0.30**	0.01	0.08	0.20**	0.28**	0.43**	0.40**	1		
OCMT	3.88	.39	0.31**	0.25**	0.07	0.12	0.18*	0.31**	0.78**	0.73**	0.82**	1	
JI	4.85	.56	0.16*	0.23**	0.13	0.11	0.10	0.24**	0.48**	0.42**	0.35**	0.52**	1

***. Significant Correlation at alpha 0.01 level*
 **. Significant Correlation at alpha 0.05 level*

Mediation Analysis

To test for mediation Baron and Kenny's (1986) framework for mediation analysis has been used. Baron and Kenny (1986) proposed a series of three regressions: “first, regressing the mediator on the independent variable; second, regressing the dependent variable on the independent variable; and third, regressing the dependent variable on both the independent variable and on the mediator..To establish mediation, the following conditions must hold: First, the independent

variable must affect the mediator in the first equation; second, the independent variable must be shown to affect the dependent variable in the second equation; and third, the mediator must affect the dependent variable in the third equation”. If aforesaid conditions occur as anticipated then effect of independent variable on the dependent variable in third equation must be less as compared to second equation. However, it will be situation of perfect mediation if independent variable has no effect when mediating variable is controlled.

Table 2: Mediation Effect of Organizational Commitment on Job Involvement and OCB

	Dependent Variable	Independent Variable	Parameter Estimate	T Value (Sig.)	Model R2	Model F (Sig.)
1	OCMT	JI	0.524	7.983* (0.000)	0.271	63.729* (0.000)
2	OCB	JI	0.238	3.174* (0.002)	0.051	10.073* (0.002)
3	OCB	JI	0.107	1.243 (0.216)	0.091	9.451* (0.000)
		OCMT	0.249	2.896* (0.004)		

To test whether organizational commitment variable act as mediator on the relationship between job involvement and OCB, first we have regressed OCMT on JI. The relationship was significant. Second, we have regressed OCB on JI.

This relationship was also significant. Finally, we have regressed OCB on both JI and OCMT. The relationship between OCMT and OCB was significant. Since, all the three conditions of mediation are satisfied. Also, the relationship

between JI and OCB was not significant in the third equation. This implied perfect mediation since the independent variable (JI) had no effect on the dependent variable (OCB) when the mediator (OCMT) was controlled.

Discussion

This study contributes significantly to the available literature on organizational citizenship behaviour by retracing employees' perception of job involvement and organizational commitment as it relates to the employees who work in IT- BPO sector located in the Delhi NCR region. Presence of citizenship behaviours among employees of IT-BPO companies offers great opportunity to these organizations to enhance organizational effectiveness. Most significant addition of this study is demonstrating the mediation role of organizational commitment on relationship between job involvement and OCB. This study finds that there is full mediation by organizational commitment on the relationship between job involvement and organizational citizenship behaviour. However, this finding is not in confirmation with the findings of Chungtai (2008) that commitment partially mediated the job involvement-performance relationship. Earlier studies had shown that job involvement enhances OCB; however, this study clarifies the process by which JI enhances OCB. JI has to first necessarily enhance organizational commitment in order to thereby enhance OCB. This implies citizenship behaviours are outcome of enhanced OCMT, which in turn is enhanced by job involvement.

Recommendations

Organizations should understand that during 8 hours shift their employees are not only performing in-role job behaviours but are also supposed to engage in organizational citizenship behaviours. Thus cultivating undeniable degree of job involvement practices is a suitable alternative for

managers to upgrade the organizational commitment of employees. Our study reveals job involvement determines 10% variation in organizational citizenship behaviour which is very low. To improve the involvement level it is recommended to encourage employee to participate in problem determination and determine solutions well in advance so that required changes could be introduced without compromising with the quality. Employees in IT-BPO companies face high work pressure, thus in order to make employees to engage in citizenship behaviour it is essential that employees should be highly committed towards their organizations. When there is no commitment, employees consider their job as burden, where they have to spend 8 hours shift any how either by just remain log-in into the system and doing nothing or by slowing down their work speed to a level sufficient enough to achieve minimum acceptable targets. Thus, biggest challenge before the organizations is to develop organizational commitment and maintain committed employees and to fully utilize the effectiveness of committed employee. Individuals who have commitment for their organizations are more likely to engage in citizenship behaviours along with in-role job behaviours.

Limitations and Future Area of the Study

One has to interpret the results keeping in mind limitations associated with the study. First limitation is associated with measurement problem that we measured variables based on self-perceived notion of the employees only. Future study may consider perspective of both employee and their immediate supervisor. Secondly, literature related to OCB reveals various forms of OCB, however, this study has considered 5 components of OCB as identified by Organ (1988). In future other different forms of OCB may be considered like cheerleading, peacekeeping, individual initiative, self-development, etc. Further it might not be sufficient to make any definite conclusions with regard to the

hypotheses made due to insufficiency of direct literatures in the context of India.

Here limitations of measurement error associated with questionnaire method can't be overlooked. Also this research does not consider the antecedents of organizational commitment and job involvement including individual and job attitudes. Therefore, future research may examine effects of antecedents of organizational commitment and job involvement on OCB and work related outcome of OCB such as absence or turnover intentions.

Conclusions and Implications

The findings of this study have significant implications for management. Biggest challenge before the management is to fully utilize the effectiveness of committed employees. Also, take steps to enhance the job involvement of employees that will increase their attachment to the organization and enhanced organizational commitment will result in enhanced OCBs. It is expected from management to elicit citizenship behaviours, organization must make efforts to develop employees' emotional connect with the organization. Job redesign, assignment of challenging tasks, adequate training and development, empowerment programs and their implementation, faith in employee capability, information sharing, career planning, revised pay scales, incentive and bonus for efficient performance are some ways to enhance employee commitment towards the organization. High level of commitment will result in enhanced job involvement level and thereby will result in citizenship behaviours.

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