

## Impact of Job Involvement and Organizational Commitment on Organizational Citizenship Behavior

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### ABSTRACT:

Various studies have been conducted to study the relationship between job involvement and organizational citizenship behavior but a very little work have been done to study the impact of both job involvement and organizational commitment on “organizational citizenship behavior”. Thus the purpose of the study is to find out the relationship between job involvement, organizational commitment and organizational citizenship behavior and also to study if there is any impact of job involvement and organizational commitment on Organizational citizenship behavior among service and manufacturing sector employees. The study has been done on 150 employees of both service and manufacturing sector with the help of questionnaire, where job involvement and organizational commitment were taken as independent variables and Organizational citizenship behavior as dependent variable. Multiple regression was applied with the help of SPSS. The result indicated that there is a significant impact of independent variables on dependent variables, that is, there is a significant impact of Job involvement and Organizational commitment on OCB.

**Keywords:** *Job involvement, Organizational commitment, Organizational citizenship behavior*

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### INTRODUCTION

#### Job Involvement

The concept of job involvement was introduced for the first time by Lodahl and Kejner (1965). They related the job involvement to psychology of an individual with the importance of work in the individual's self-image.

Job involvement has been defined as an individual's psychological identification or commitment to his / her job (Kanungo, 1982). It is the degree to 'which one is cognitively preoccupied with, engaged in, and concerned with one's present job (Paullay et al., 1994). Job involvement involves internalization of values about the importance of work in the worth of the individual (Lodahl and Kejner, 1965).

#### Organizational Commitment

Organizational commitment has been defined as identification and involvement with the organization by believing in the organization's value systems and goals, exerting efforts on behalf of the organization, and desire to remain with the organization (Mowday et al., 1979). Meyer and Allen (1991) and Allen and Meyer (1990) presented evidences suggesting that organizational commitment consists of affective commitment, continuance commitment, and normative commitment.

#### Models of Commitment

According to Meyer and Allen's (1991) three-component model of organizational

commitment indicates that there are three "mind sets" which can characterize an employee's commitment to the organization:

**Affective Commitment:** It is defined as an employee's positive emotional attachment to his/her work place. An employee who is affectively committed to his organization strongly identifies himself/herself with the goals of the organization in which he is working and desires to remain a part of the organization. Such employees are committed to their organization because they "want to".

**Continuance Commitment:** Such employees commit to the organization because they believe that there is high cost of losing organizational membership, including economic costs as well as social costs. The employees remain a member of the organization because they "have to".

**Normative Commitment:** Such employees commit to an organization because of feelings of obligation. These feelings may derive from many sources. The employees remain with the organization because they "ought to".

**Organizational Citizenship Behavior (OCB):** OCB has become an area of interest since the late 1970s. Organizational behavior has been associated with the overall organizational effectiveness, so these types of employee behaviors have important consequences in the workplace.

Organ (1988) defines OCB as "individual behavior 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". In this definition of Organ three critical aspects of OCB have been included. First, OCB's are not associated with job description but are performed as personal choice by an employee. Second, OCBs can't be enforceable. Finally, OCBs contribute positively towards overall organizational effectiveness.

## RESEARCH METHOD

The study is empirical in nature determining the impact of job involvement and organizational commitment on organizational citizenship behavior.

### Sample Design

**Population:** The employees from the service and manufacturing sector are considered as the sample population.

**Sample Element:** The sampling elements in research are individual executives from service and manufacturing people from organizations

**Sample Size:** The sample size is 150 respondents.

**Sampling Technique:** Non probability purposive sampling technique is used.

### Tools for Data Collection

The data is collected from the individuals of service and manufacturing unit through questionnaires.

### Tools for Data Analysis

**Reliability:** To know the reliability of questionnaires.

**Factor Analysis:** To know the factors that emerge during study.

**Regression Test:** Linear regression is applied to find the impact of organizational commitment on Job Involvement and impact of Job involvement on Organizational commitment while multiple regressions used to find the impact of both Job Involvement and Organizational commitment on Organizational citizenship behavior. The level of significance was 0.95.

## RESULTS AND DISCUSSION

**Reliability Measures:** The reliability of all three measures viz. Organizational commitment, job involvement and OCB were computed by using SPSS software. Cronbach's alpha reliability coefficient was computed to calculate reliability of all items in the questionnaire.

Reliability measures are given below in the table 1.

It is visible that all reliability values are greater than the standard value that is 0.7. It is considered that reliability of all measure is adequate. So the statements in the questionnaire were treated as reliable statements.

### Factor Analysis

Principle component factor analysis with varimax rotation was applied on all the three variables i.e organizational commitment, job

involvement and organizational citizenship behavior. The details about factors, the factor name, Eigen value, Variable convergence, Loadings, Variance% and cumulative% are given in tables 3, 5 and 7.

Tables 2, 4 and 6 show the result of KMO and Bartlett's test which shows that the data is normally distributed.

**Organizational Commitment**

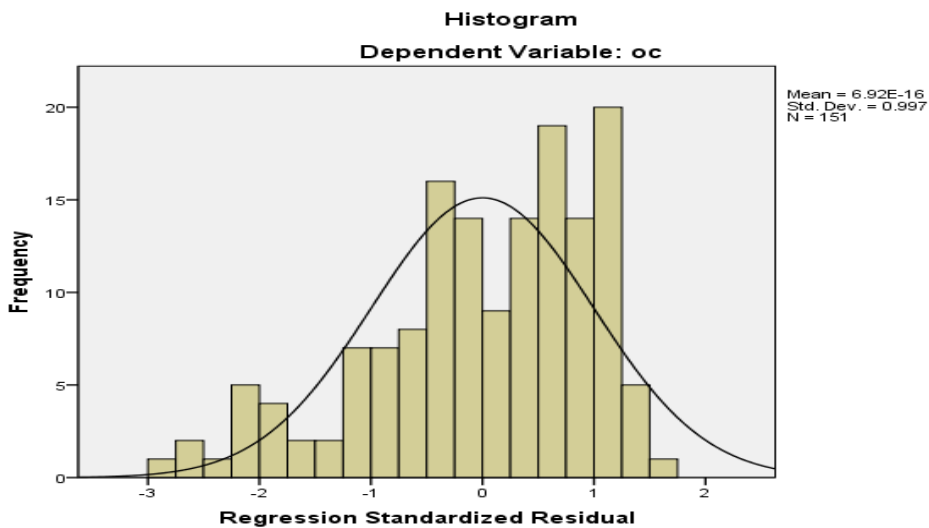
The Kaiser- Meyer-Olkin Measure of Sampling Adequacy Value was 0.634 indicating that the sample was adequate to consider the data as normally distributed. The Bartlett's Test of Sphericity was tested through Chi-Square value 1932.711 significant at 0% level of significance indicating that the data has low sphericity and is therefore suitable for factor analysis. The frequency distribution of organizational commitment is given below in figure 1.

**Table 1: Alpha reliability statistics for total data**

Measures	Cronbach Alpha value
Organizational commitment	0.811
Job involvement	0.954
Organizational citizenship behavior	0.850

**Table 2: KMO and Bartlett's test indicating distribution of sample data for organizational commitment**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.634
	Approx. Chi-Square	1932.711
Bartlett's Test of Sphericity	Df	276
	Sig.	0.000



**Figure 1: Frequency distribution of dependent variable "Organization Commitment"**

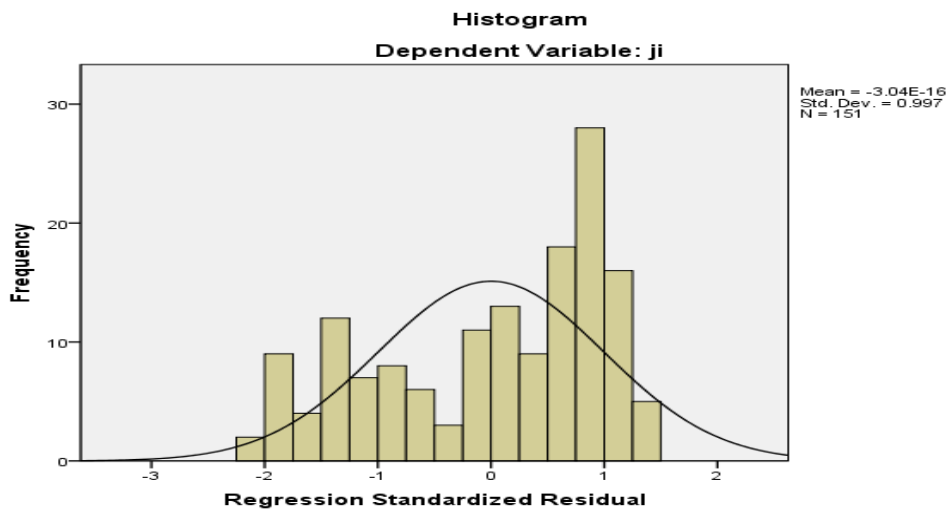
Table 3: Indicating the result of factor analysis on "Organizational Commitment"

FACTOR NAME	EIGEN VALUE	%OF VARIANCE EXPLAINED	ITEM	ITEM LOADING
<b>1.Negative commitment</b>	<b>5.148</b>	<b>21.449</b>	<b>6.</b> I do not feel "emotionally attached" to this organization.	0.825
			<b>5.</b> I do not feel like "part of family" at my organization.	0.768
			<b>8.</b> I do not feel a strong sense of belongingness to my organization.	0.734
			<b>4.</b> I think I could easily become more attached to another organization as I am to this one.	0.502
<b>2.Uncertainty</b>	<b>3.966</b>	<b>16.527</b>	<b>11.</b> My life would be disrupted if I decide to leave my organization.	0.837
			<b>12.</b> It would be too costly for me to leave this organization.	0.792
			<b>13.</b> Right now staying in this organization is a matter of necessity as much as desire.	0.758
			<b>15.</b> One of the serious consequences of leaving this organization would be scarcity of available alternatives.	0.513
<b>3.Organization al attachment</b>	<b>2.241</b>	<b>9.338</b>	<b>18.</b> I believe that a person must be loyal to his/her organization.	0.756
			<b>2.</b> I enjoy discussing my organization with people outside.	0.698
			<b>1.</b> I would be very happy to spend rest of my career with this organization.	0.631
			<b>17.</b> I think people these days move from organization to organization too often.	0.563
			<b>20.</b> I believe that loyalty is important and therefore I feel sense of moral obligation to remain.	0.528
<b>4.organizatona l belongingness</b>	<b>1.679</b>	<b>6.994</b>	<b>24.</b> I was taught to believe in the value of remaining loyal to one organization.	0.698
			<b>3.</b> I really feel as if, this organization's problems are my own.	0.585
			<b>22.</b> I was taught to believe in the value of remaining loyal to one organization.	0.576
			<b>9.</b> I am not afraid of what might happen if I quit my job without having another one lined up.	0.556
			<b>10.</b> It would be very hard for me to leave my organization right now even if I wanted to.	0.552
<b>5.Ethics</b>	<b>1.306</b>	<b>5.441</b>	<b>19.</b> Jumping from organization to organization seems unethical to me.	0.798
			<b>23.</b> Things were better in the days when people stayed with one organization for most of their careers.	0.696

<b>6. values</b>	<b>1.222</b>	<b>5.093</b>	<b>14.</b> I feel that I have few options to consider leaving the organization.	0.660
			<b>21.</b> If I get another offer for a better job elsewhere I would not feel it was right to leave my organization.	-0.658
			<b>16.</b> One of the major reasons I continue to work for this organization is that leaving would require personal sacrifice; another organization may not match the overall benefits I have here.	0.545
<b>7. Organization al Association</b>	<b>1.138</b>	<b>4.743</b>	<b>7.</b> This organization has a great deal of personal feeling for me.	0.844

**Table 4: KMO and Bartlett's test indicating distribution of sample data for job involvement**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.915
Approx. Chi-Square		1481.442
Bartlett's Test of Sphericity	Df	45
	Sig.	0.000



**Figure 2: Frequency distribution of dependent variable job involvement**

**Table 5: Indicating the result of factor analysis on "Job Involvement"**

FACTOR NAME	EIGEN VALUE	%OF VARIANCE EXPLAINED	ITEM	ITEM LOADING
<b>1.Job involvement</b>	<b>7.093</b>	<b>70.930</b>	1. I feel my job motivating.	0.869
			2. My job is important to me.	0.859
			3. I identify with my present job.	0.823
			4. I find my job interesting.	0.889
			5. My job gives me satisfaction.	0.870
			6. I like my job.	0.846
			7. I care for my job.	0.893
			8. My work is not a burden for me.	0.862
			9. I enjoy my job.	0.814
			10. Whenever I complete some work, I feel happy.	0.677

**Table 6: KMO and Bartlett's test indicating distribution of sample data for OCB**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.823
Approx. Chi-Square	798.566
Df	66
Sig.	0.000

#### **Job Involvement**

The Kaiser- Meyer-Olkin Measure of Sampling Adequacy Value was 0.915 indicating that the sample was adequate to consider the data as normally distributed. The Bartlett's Test of Sphericity was tested through Chi-Square value 1481.442 significant at 0% level of significance indicating that the data has low sphericity and is therefore suitable for factor analysis. The frequency distribution can be seen in the figure 2.

#### **Organizational Citizenship Behavior**

The Kaiser- Meyer-Olkin Measure of Sampling Adequacy Value was 0.823 indicating that the sample was adequate to consider the data as normally distributed. The Bartlett's Test of sphericity was tested through Chi-Square value 798.566 significant at 0% level of significance indicating that the data has low sphericity and is therefore suitable for factor analysis. The frequency distribution of OCB can be seen in figure 3.

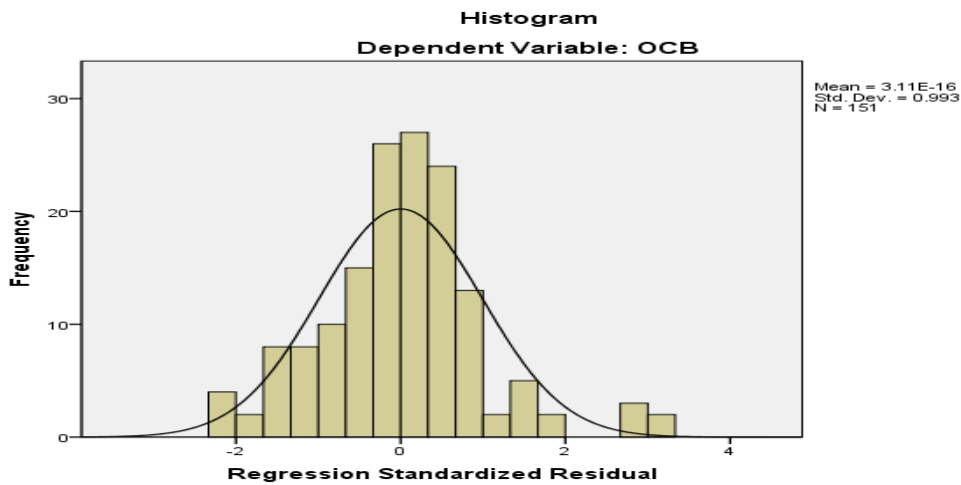


Figure 3: Frequency distribution of "Organizational Citizenship Behavior"

Table 7: Indicating the result of factor analysis on "Organizational Citizenship Behavior"

FACTOR NAME	EIGEN VALUE	%OF VARIANCE EXPLAINED	ITEM	ITEM LOADING
1. Employee co-operation	5.092	42.434	5. I am always willing to cooperate with others to get a job done.	0.785
			6. I am willing to share my knowledge and expertise to help others improve their work performance	0.777
			4. I help others who have been absent.	0.714
			7. I help new people to get accustomed to work environment.	0.709
			2. I willingly give my time to help others who have work-related problems.	0.679
2. Interpersonal relationship	1.598	13.319	8. I help others with demanding work assignment.	0.650
			1. I help others who have heavy workloads.	0.876
			11. I am concerned with the effects of my actions or decision on others.	0.802
3. Organizational concern	1.076	8.964	3. I Take steps to prevent problems with other workers.	0.606
			12. I consume a lot of time complaining about trivial matters.	0.809
			10. I help to train new people even though it is not required.	0.714
			9. I do not abuse the rights of others.	0.611

**Impact of "organizational commitment" on "Job Involvement"**

The regression analysis was done with the help of SPSS software. In this Organizational commitment, was independent and job involvement was taken as dependent variables.

The linear regression was applied between the Organizational commitment (independent

variable) and job involvement (dependent variable) at 95% level of confidence. Therefore the regression analysis indicates that there is a significant effect of Independent variable on dependent variable that is there is a significant Impact of Organizational commitment on job involvement. The results can be seen in table 8, followed by ANOVA and coefficient value.

**Table 8: Impact of "organizational commitment" on "Job Involvement" Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
Dimension1	0.250 <sup>a</sup>	0.062	0.056	11.45626	0.062	9.916	1	149	0.002

a. Predictors: (Constant), oc

b. Dependent Variable: ji

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1301.460	1	1301.460	9.916	.002 <sup>a</sup>
	Residual	19555.626	149	131.246		
	Total	20857.086	150			

a. Predictors: (Constant), oc

b. Dependent Variable: ji

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.207	6.633		1.840	.068
	Oc	.266	.085	.250	3.149	.002

a. Dependent Variable: ji



**Impact of "Job Involvement" on "Organizational Commitment"**

The impact of Job Involvement on Organization Commitment was calculated with the help of SPSS where job involvement was independent and Organizational commitment was taken as dependent variables.

The linear regression was applied between the job involvement (independent variable) and

Organizational commitment (dependent variable) at 95% of confidence. The result indicates that there is a significant effect of Independent variable on dependent variable that is, there is a significant Impact of job involvement on Organizational commitment. The results can be seen in table 9, followed by ANOVA and coefficient value.

**Table 9: Impact of "Job Involvement" on "Organizational Commitment"  
Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
Dimention1	0.250 <sup>a</sup>	0.062	0.056	10.74941	0.062	9.916	1	149	0.002

a. Predictors: (Constant), ji

b. Dependent Variable: oc

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1145.815	1	1145.815	9.916	0.002 <sup>a</sup>
	Residual	17216.926	149	115.550		
	Total	18362.742	150			

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	69.974	2.599		26.918	0.000
	Ji	0.234	0.074	0.250	3.149	0.002

a. Dependent Variable: oc

b. Predictors: (Constant), ji

**Impact of "Organizational Commitment" and "Job Involvement" on "Organizational Citizenship Behavior"**

Finally the impact of both, Organizational commitment and Job Involvement was calculated by using SPSS software. Where Organizational commitment, and job involvement were taken as the independent variables and organizational citizenship behavior was taken as dependent variables.

The multiple regression was applied between the Organizational commitment, and job

involvement (independent variable) and organizational citizenship behavior (dependent variable) at 95% level of confidence. Therefore the regression analysis indicates that there is a significant effect of Independent variable on dependent variable. That is, there is an significant Impact of Organizational commitment, job involvement on organizational citizenship behavior that's why our hypothesis is rejected. The results can be seen in table 10 followed by ANOVA and coefficient value.

**Table 10: Impact of "Job Involvement" and "organizational Commitment" on "organizational Citizenship Behavior" Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
dimension0 1	0.504 <sup>a</sup>	0.254	0.244	6.39112	0.254	25.151	2	148	0.000

a. Predictors: (Constant), JI, OC

b. Dependent Variable: OCB

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2054.623	2	1027.311	25.151	.000 <sup>a</sup>
	Residual	6045.271	148	40.846		
	Total	8099.894	150			

a. Predictors: (Constant), JI, OC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.556	3.742		5.760	.000
	OC	.162	.049	.244	3.333	.001
	JI	.239	.046	.384	5.229	.000

a. Dependent Variable: OCB

## CONCLUSION

The objective of the study was to find out the relationship and impact of independent variables on dependent variables. From the study it has been found out that there exists a significant relationship between all the three variables. It has also been found out that there is a significant impact of independent variables on dependent variables. The study clearly indicates that job involvement is dependent upon Organizational Commitment and also Organizational commitment is dependent on Job Involvement. When both these variables are taken together as independent variables and their impact on dependent variable, that is, Organizational citizenship behavior was calculated, it was found out that Organizational citizenship behavior is dependent upon Job Involvement and Organizational commitment.

The more an employee identifies himself with his job and is committed to his organization, the more he is efficient towards his work and more is his feeling of belongingness towards his organization.

## Limitations of the Study

Although the finding of the study have helped in establishing the relationship between Job Involvement, Organizational Commitment and Organizational Citizenship Behavior and also the impact of job involvement and organizational commitment on Organizational Citizenship Behavior, thus have theoretical and practical implications in the field of research but there are some limitations in the study. The study has been conducted in a very narrow perspective with a sample size of 150 respondents. More appropriate results could have been obtained if sample size would have been increased. Secondly, the study was conducted on academicians and software engineers in case of service sector, due to this it cannot be regarded as complete data. Respondents from other service sectors could be included for better results.

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