

# **RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AN ANALYSIS OF INDIAN OIL CORPORATION LIMITED, (PANIPAT)**

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## **ABSTRACT**

*A lot of people have done numerous researches on the organization behavior. This study attempts fill the gap by studying the relationship between organizational citizenship behavior and organizational commitment. The sample derived from questionnaire survey of 390 respondents of Indian Oil Corporation limited, Panipat. The aim of the study is to find out the relationship between organizational commitment and organizational citizenship behaviour in Indian Oil Corporation limited, Panipat. Primary data collected through quantitative as well as qualitative procedure. The result of the study suggests that there is a positive relation of organizational commitment and organizational citizenship behavior in Indian Oil Corporation limited, Panipat.*

*Keywords: Organizational commitment, Organizational Citizenship Behaviour,. Dimensions of Organizational commitment and Organizational Citizenship Behaviour.*

## **INTRODUCTION**

Organizational behavior is the study of the structure, functioning, and performance of organizations and the behavior of groups and individuals within them. Commitment and citizenship behavior are the individual behavior of the organizational behavior. Organizational Commitment is the mental connection and psychological bonding of people in the organization. It is an employee's commitment level towards his/her work and tasks assigned to them, on a regular basis. It determines employee wish to stay with the organization for a longer period of time and work and their passion towards achieving the organization's goals.

Organizational citizenship behaviour is a voluntary involvement of people with the co-workers, staff and other employees in the organization.

### ***Dimensions of organizational commitment:***

- Affective commitment
- Continuance commitment
- Normative commitment

***Dimensions of organizational citizenship behavior:***

- Altruism
- Courtesy
- Sportsmanship
- Conscientiousness
- Civic virtue

**LITERATURE REVIEW**

**Hoveida (2019)** examined the study on the relationship between organizational citizenship behavior and human resource empowerment among staff at university of Isfahan. The population of the study was administrative staff of Isfahan University. Descriptive research design and Random sampling technique were used. The data was collected through questionnaires. Factor analysis and correlation tool were used to analyze the data. The findings of the study showed that there is a positive and significant relation between psychological empowerment and organizational citizenship behavior. The results found that there is a relationship between impact and meaning with organizational citizenship behavior.

**Akinci et al. (2017)** analyzed the influence of organizational citizenship behaviour of employees working for the accommodation business on their job satisfaction and well-being. Data was collected from 2,051 employees. The analysis of the data showed that organizational citizenship behaviour and its sub-dimensions correlate positively with job satisfaction and subjective well-being and influence them. Job satisfaction mediates the relationship between organizational citizenship behaviour and subjective well-being and Employees with organizational citizenship behaviour have higher levels of job satisfaction and subjective well-being. The findings revealed that organizational citizenship behaviour is a predictor for the job satisfaction of the employees than subjective well-being.

**Vinodh et al. (2015)** noted the impact of Organization Climate on Organization Citizenship Behaviour in Automotive Industries at Ambattur Industrial estate, Chennai. 472 respondents participated in the survey were carried out among workers and office staff working in automotive industries. Structural Equation Modeling used to test the hypothesis. The findings revealed that the organizational climate is positive impact on organizational citizenship behaviour and its components.

**Singh (2013)** analyzed the effect of organizational commitment on organizational citizenship behaviour. Organizations required employees willing to work beyond their job descriptions. Dimensions of organizational commitment (affective, calculative and normative) considered in this study. The result indicated that normative commitment and continuance commitment have a significant impact on organizational citizenship behaviour whereas affective commitment has no significant impact on organizational citizenship behaviour.

**Shirley (2011)** explored the relationships between organizational commitment organizational citizenship behaviour and job performance of employees. It is examine if organizational commitment mediates between organizational citizenship behaviour and Job Performance. Data collected from 115 respondents of SEGI University College. The result found that there was a positive relationship between organizational commitment and organizational

citizenship behaviour but there was no relationship found between organizational commitment and job performance. The organizational commitment is positively related to the Job performance.

**Bukhari (2009)** analyzed on measuring relationship between organizational citizenship behaviour & counterproductive behaviour. Data were collected from 221 respondents. Correlation tool was used to data analysis. The Result showed that counterproductive behaviour has significant negative relation with organizational behavior

**Riaz (2007)** examined the connection between hierarchical duty and representative's activity execution in the oil and gas area of Pakistan. Data were collected from 125 respondents. The device utilized for measuring work execution was created by Willams and Anderson. The results found that there is a positive connection between authoritative responsibility and worker's activity execution. In the relative examination of three measurements of hierarchical duty, standardizing responsibility has a positive and noteworthy connection with representative's activity execution as to different measurements.

**Penner *et al.* (2001)** examined the role of motives in organizational citizenship behavior. Three motives were identified through factor analyses are prosocial values, organizational concern, and impression management. There were 141 respondents. Regression tool was used to data analysis. Relative to the other motives, prosocial values motives were mostly strongly associated with organizational citizenship behaviour directed toward the organization. The results of the study showed that motives play an important role in organizational citizenship behavior.

### **Research Methodology**

The study describes the relationship between organizational citizenship behavior and organizational commitment. The study looked in detail the relationship of each dimensions of organizational citizenship behavior, Altruism, sportsmanship, courtesy, civic virtue and conscientiousness and the dimensions of organizational commitment, affective, continuance and normative.

The research study is descriptive and empirical both as per its nature. This study can fill the gap by examining relationship between organizational commitment and organizational citizenship behaviour among employees in Indian Oil Corporation Panipat(Haryana).

### **Problem Statement**

Organizational citizenship behavior and organizational commitment are the prominent factors required for enhancing the organizational growth. Therefore, the present study about the relationship between organizational citizenship behavior and organizational commitment in Indian Oil Corporation Panipat(Haryana).

Objectives of the research

1. To analyze the Organizational Commitment of employees in Indian Oil Corporation Panipat(Haryana).
2. To analyze the Organizational citizenship behaviour of employees in Indian Oil Corporation Panipat(Haryana).

### Research Hypotheses

Based on proposed objectives mentioned earlier a set of hypothesis are developed to empirically address the research in questions.

H<sub>01</sub>: There is no significant difference of organizational commitment in Indian Oil Corporation Panipat(Haryana).

H<sub>02</sub>: There is no significant difference of organizational citizenship behavior in Indian Oil Corporation Panipat(Haryana).

### Sample design and data collection

There are total 23 Refineries in India and in the present study sample of 390 from Indian oil corporation limited, Panipat (Haryana).. Judgmental sampling techniques have been used. The Primary data has been collected through structured questionnaire on the basis of five point Likert Scale from strongly agree to strongly disagree *i.e.* 5 to 1.

### Reliability of the Scales

To check the reliability of the instrument Cronbach's Alpha was applied and presented. The value of Cronbach's Alpha is 0.922 which is more than standard value of 0.70(Nummally, 1978 and Sattar 2014). On the basis of standard value, the instrument is reliable.The results have been found satisfactory, as the results of Cronbach's Alpha were 0.783 in case of statements from 1 to 26, 0.714 for items from 27 to 60 and 0.686.

Table 1.1 Profile of Respondents of Indian Oil Corporation limited, Panipat.

Job description		
Job description	Frequency	Per cent
Manager	150	38.5
Supervisor	200	51.3
Other Staff	40	10.3
Total	390	100.0

**Source: Survey (Data processed through SPSS 22 version)**

Table 1.1 shows that maximum number of respondents, 38.5% (150) were Managers. There were 200 respondents (51.3%) were supervisors and 40 respondents were other staff.

### Data analysis and technique

In the present study, the data were analyzed through various statistical tools and techniques like per centage, mean, Standard Deviation and One Way ANOVA. For the purpose, the Statistical Package for Social Sciences (SPSS) version 22, software has been used. Interpretations of data were based on rigorous exercise aiming at the achievement of the objectives of the study and findings of the existing studies.

**Objective 1:** Analysis of organizational commitment of employees in Indian Oil Corporation limited, Panipat.

### ***Factor analysis***

With the help of factor analysis technique Ten factors were extracted, which together accounted for 71.238 per cent of the variance, All the extracted ten factors have been given appropriate names on the basis of variables are Recommendations, Employees Co-operation, Employees responsibility, Organization's contribution Commitment, Career aspiration, Staff Security, Hospital facility, Company facilities, Employees meetings.

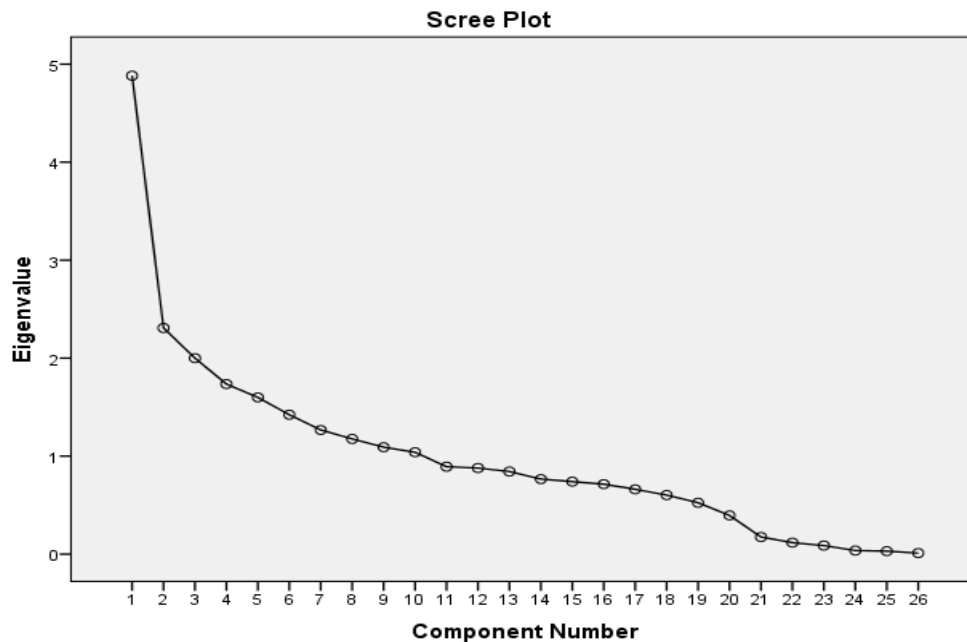


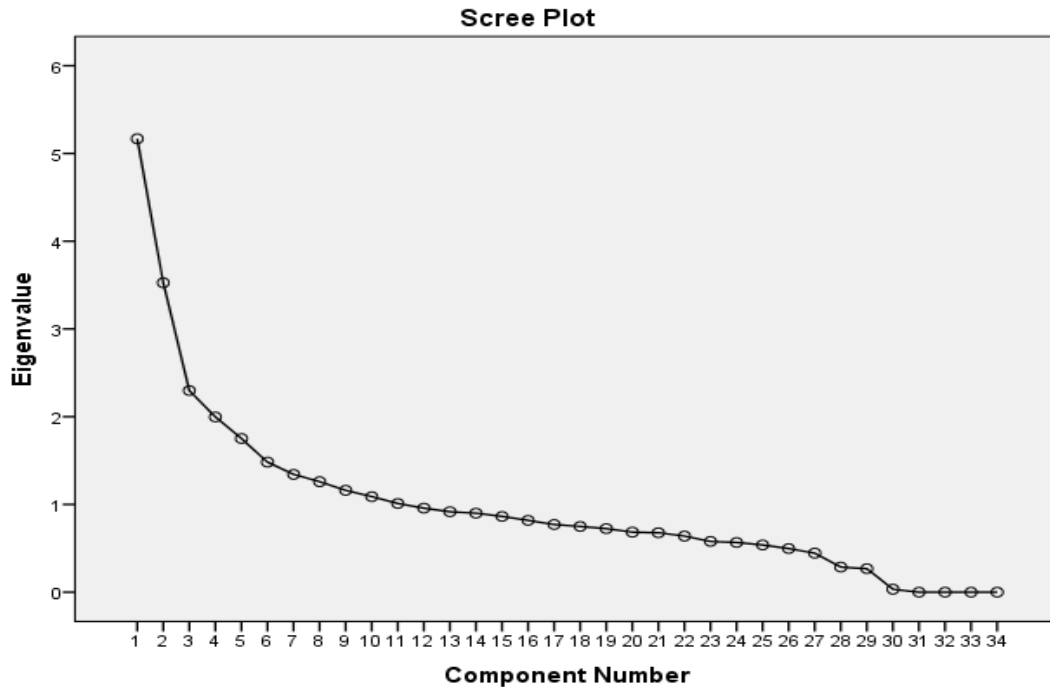
Figure 1.1: Scree Plot (spss22 version)

Exhibit 1.1 shows the Eigen values against the number of factors in order of extraction. It helps in determining the number of factors. From the Scree Plot, a distinct break occur at four factors. It shows that 26 variables may be extracted in 1 component.

Objective 2 Analysis of organizational citizenship behavior of employees in Indian oil corporation limited, Panipat.

### ***Factor analysis***

Eleven factors were extracted, which together accounted for 64.954per cent of the variance. All the extracted eleven factors have been given appropriate names on the basis of variables are Helpful behavior, Volunteer organizational Relationship, Co-worker support, Positive changes, Organization rules Initiative, Responsibility, Employees updating and Motivation.



*Scree plot* (spss 22 version)

Exhibit 1.2 shows the Eigen values against the number of factors in order of extraction. It helps in determining the number of factors. From the Scree Plot, a distinct break occurs at four factors. It shows that 34 variables may be extracted in 1 component.

➤ **Relationship between organizational commitment and organizational citizenship behavior in Indian Oil Corporation Panipat (Haryana).**

**Correlation technique** is applied on the collected data to determine the association and strength of the relationship between organizational commitment and organizational citizenship behavior. The correlation value is less than 0.5 means that there is a significant correlation between organizational commitment and organizational citizenship behaviour.

- *Combined Significant factors* are Mindful behavior, Consultation, Organizational change, Employees updating and Departmental meetings.
- *Combined Insignificant factors* are Helpful behaviour , Employees impact, Celebrations, Volunteer, Defending co-worker and Focus on solutions.

## **FINDINGS AND CONCLUSION**

Indian oil corporation limited, Panipat known are as high employees turnover with the help of organizational citizenship behavior and organizational commitment to achieve the sustainable competitive advantage. Employees are one of the most important factors increasing the efficiency of the organizations. It has been found that employees feel comfortable in every task due to good behavior of co-workers. rganizational commitment and organizational citizenship behavior both terms are required to improve task and job performance. It has been found that employees feel comfortable in every task due to good behaviour of co-workers. Organization cares about employees loyalty and O offer good treatment to them. Employee's dedication towards to perform all the assigned tasks increases commitment level. Proper division of authority and responsibility of employees create hard work habits amongst employees and increases commitment level. Security of staff enhances the commitment level of employees.

- Participative management system offers all employees opportunities to contribute to workplace policies and decisions .
- Timely and regular attendance is an expectation of performance for all Indian Oil Corporation ,employees.
- Regular employee staff meetings of Indian Oil Corporation are an important part of effective employee communication.
- Employee teamwork enables this organization's workforce to: Split difficult tasks into simpler ones, then work together to complete with deadline.
- Mindful, strategic behaviors involve increasing awareness of employees emotional state in the present moment and responding to situations in better way.
- A staff meeting is a meeting attended by the members of staff of an organization, to discuss issues related to the running of the organization

### **Suggestions**

- It is recommended that the Voluntary involvement towards work enhances commitment so there is need of employee's awareness and motivation.
- Managers are honest about their employee's welfare. Safety aspects, good working conditions for employee welfare is the important area of concern to a manager.
- Employee involvement and employee commitment depends on strong, positive personal connection between employee and organization functions.
- Personal identification and job performance of the employees increase the chance for promotion. It creates opportunities for employees to achieve their personal goals.
- Managers interact and find ways of rewards so that they can obtain commitment and involvement of the employees.
- Incentives motivate employees towards commitment like monetary benefits are more effective rather than non monetary benefits so the managers should consider individual differences before providing incentives.
- The study suggests that the Participative management system policies should be participation of all members .

- Managers should take time to advice, coach, or mentor a co-worker it improves organizational behavior. There should be a mentor group in organization so that mentoring relationship will help new comers.

### **Further Scope of Study**

Future studies should be extended to other types of industry in terms of size, geographic location and number of employees.. At present, implications of Organization Citizenship Behavior research in refinery industry must be clear and applied with cautions in narrow contexts of available inquiry. Research on Organization Citizenship Behavior in refinery industry should include experimental working that considers additional inferred variables with potential association with Organization Citizenship Behavior. Potential effects of satisfaction and participation in decision making should be investigated.

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