

## **A study on organisational commitment and organisational citizenship behaviours of employees in the organisation**

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### **ABSTRACT:**

The focus of this study is on the relationship between organisational loyalty and civic behaviour. No business in the modern day can achieve its full potential unless every single one of its workers is fully invested in the achievement of the company's stated aims and objectives. Employees are expected to provide their complete talents to the organisation in the form of teamwork and the demonstration of skills, and to fulfil the organization's mission to the best of their abilities. When workers are invested in their work, they produce more, which helps the company as a whole and boosts its bottom line.

Corporate citizenship The idea of "behaviour," which refers to the ways in which employees provide value to their companies, is always developing. In this idea, we take a quick look at how people push themselves out of their comfort zones to demonstrate their value to the company and enhance the capacity of both employers and employees to maximise behaviour to their mutual advantage.

The purpose of this research was to examine whether and how loyalty to an organisation predicts participation in civic activities. The results of the research show a strong correlation between workers' levels of organisational commitment and their demonstrated civic behaviours.

**Keywords: Organisational commitment, Affective commitment, Continuance commitment, Normative commitment, Organisational citizenship behaviour.**

### **INTRODUCTION:**

Organisational Commitment is very beneficial for the organisation because as the word "commitment" itself shows being prepared to give a lot of your time and attention to organisation because you believe it is right or important. It shows low absenteeism rate and increases the organisation productivity.

Commitment is a very important element in an organisation. It depends on the activities, roles performed by the organisations. The more committed employees, the more efficient and the more productive it will be and the less absenteeism rate they produced because of their internal feeling of commitment as well as the strong desire to do the task and desire to stay in the organisations. In contrast, Satisfied employees will provide a high commitment towards them, feels less pressurize because they love the work they do.

However, unsatisfied employees will contribute to absenteeism rate, perform poorly at work and other negative factors that may contribute to the organisations.

As the word suggests "employees" are an important asset of the organisations because employees are the only one which give organisations their profit what they need because if employees are happy and satisfied, they give more positive results which in contrast benefitted to the organisations as well.

Organisational Citizenship Behaviour is very beneficial for the organisation as the word suggests "citizenship behaviour" itself shows that it is not concerned with the job or company, it is concerned

with the behaviours of individuals who perform the assigned tasks that what behaviour they show during the task so that work environment run smoothly.

Organisational Citizenship behaviours is an employee willingness to go above and beyond in the workplace.

An individual's level of organisational commitment may be defined by their level of identification with the organisation, their level of participation in the organization's activities, and their level of loyalty to the organisation. The three dimensions of organisational commitment have been the subject of several research. They are as follows:

Emotional investment in supporting and participating in the goals of the organisation.

Continuance commitment includes the commitment which is comprised of the individual necessity to remain employed by a company.

Normative commitment is based on giving value to an organisation and the employee shares the organisational life.

Corporate citizenship While actions have nothing to do with completing assigned tasks, they may have a positive impact on productivity and efficiency for the firm as a whole. People that act in this way contribute to a well-functioning company setting.

Employees are an important element of the organisations. Therefore, it is the primary responsibility of the organisations to manage them properly. Employees commitments towards an organisation is an important concept that help the organisations that their employees stay in the organisations for the longer duration of time.

Human resource is an asset for any organisation as it helps organisation to succeed in the long run.

Therefore, the This paper's primary goal is to provide empirical evidence of the link between employee dedication and productivity in the workplace.citizenship behaviour of employees in the workplace and to show how well the employees show their commitment towards their work and how well they fulfil their responsibility towards them in the workplace and to show how well they show their behaviour towards the organisation without involving in any task of the organisations.

### **ORGANISATIONAL COMMITMENT**

Employees that are really invested in the success of the company often go above and beyond the call of duty to see it through (Narteh, 2012).

Organizational commitment, as articulated by Allen & Meyer (1990), is a "psychological condition that retains the person in the organisation." This term simply suggests that a person is legally bound to an organisation, which might be the outcome of some contractual obligations. Cohen (2003) also described commitment as a force that ties a person to a path of action relevant to one or more objectives, which is quite similar to the description given above by Allen & Meyer.

Employee commitment, as described by Narteh (2012), is the emotional connection a person has to their company, which manifests itself in the employee's readiness to adopt the company's core values and comply by its policies and procedures.

This author proposed the idea that an employee's dedication to the company should be entirely voluntary. Similarly, Miller & Lee (2001) state that organisational commitment is typified by employees' buy-in to the organization's aims and their want to contribute to its success. O'Reilly (1989, p. 17) added that "an individual's psychological link to the organisation, including a feeling of work participation, loyalty, and belief in the principles of the organisation" is what we mean when we talk of employee commitment to the company.

According to Miller and Lee (2001), organisational commitment occurs when workers buy into the company's mission and are willing to put up their best effort in service of its objectives.

The term "commitment" was coined by psychologist and author Stephen C. Cohen (2003), who said that it is the drive that keeps a person on track to achieve their objectives. According to Arnold (2005, p. 62), "the relative degree of an individual's identification with and engagement in an organisation" is another definition of organisational commitment that is related to the one given above.

Randall (1990) demonstrates that professional connections, such as the supervisory relationship, may influence commitment to an organisation. It has been suggested in the literature that the supervisory relationship has the potential to either increase or decrease employee dedication to the organisation (Randall, 1990). Enhancing the supervisory connection is one way to increase employees' dedication to the company (Beckhoff, 1997). Commitment to an organisation may also be influenced by other types of interactions on the job, such as those inside teams or groups. Mathieu and Zajac (1990) agree, noting that when employees feel valued at work, they are more likely to show loyalty to the company.

An engaged staff is more likely to remain with the company and increase output (Morrow, 1993). It helps people let their imaginations run wild and contribute to company-wide efforts for growth (Walton, 1985). Committed workers often have a strong drive for success and new ideas, and they always want to increase productivity (Morrow, 1993). According to Williams & Anderson (1991), "organisational commitment," defined as "feelings of identification, attachment, and citizenship behaviour toward one's organisation," has a favourable influence on organisational performance. Performance on the work and the frequency with which a person contemplates quitting or staying with the company are two indicators of employee commitment, as stated by Kimpakorn and Tocquer (2007).

The willingness of an employee to continue working for the same company is the essence of organisational commitment.

The level of dedication an employee has toward their organisation might determine whether or not they remain with the company.

Withdrawal behaviour is a pattern of acts that disengaged workers do to avoid the workplace, and it may lead to a final, decisive action like leaving the company.

Employees' emotional connection to their employers, on the other hand, is inversely connected to their level of organisational commitment.

The following are examples of the three distinct forms of organisational dedication:

**AFFECTIVE COMMITMENT:** Affective commitment is defined as the emotional sentiments, sense of belongingness, attachment to other persons, to show some participation in the tasks to show some involvement in the organisation. To show these types of attachment to the organisation is called as the affective commitment.

It also constitutes the situation where an individual employee that is part of the organisation wanted to be with the organisation and continues his or her association and to show some participation and involvement towards the organisation.

**CONTINUANCE COMMITMENT:** It basically the expenses that individual links towards leaving the organisation. It basically focuses on the loyalty that employee has towards their employer and the company itself because of non-transferable assets and investments such as an allowance and retirements fund or retirement pay.

**NORMATIVE COMMITMENT:** It is basically retention n. the state of being retained by an organization's personnel because they feel a moral obligation to do so in order to demonstrate their allegiance to the organisation and its mission. What keeps an employee with the company and ensures that they fulfil their duties to the company is a commitment the employee makes to themselves.

#### **ORGANISATIONAL CITIZENSHIP BEHAVIOUR**

According to Organ (1988), employees who demonstrate good organisational citizenship engage in "discretionary" actions that benefit the company as a whole but are not formally rewarded for doing so.

As the author noted, there are very few "in-role" behaviours that truly call for a formal reward, therefore any effort to define organisational citizenship behaviour as behaviours that are not officially rewarded is simply excessively wide. Dyne (1995) proposed the larger concept of "extra-role behaviour" to account for this. Which he described as "any behaviour that benefits or is meant to benefit the organisation, is discretionary, and goes beyond current job requirements." According to this definition, organisational citizenship includes actions that benefit individuals, teams, and the larger organisation beyond the scope of a typical job description.

Aid brings in additional resources for an organisation, as shown by the research of Organ (1988). This should lead to increased productivity. Moreover, according to Organ, securing resources doesn't only mean bringing in new customers or sourcing goods; it also encompasses less tangible factors like brand recognition and employee morale. Organizational citizenship behaviour may have an outward impact on how customers see a company's offerings, which can be measured in several ways. Relationships between corporate citizenship behaviour and organisational dedication will also be evaluated in this research.

Organisational citizenship behaviour includes following types of employee behaviours that are:

Altruism

Courtesy

Sportsmanship

Conscientiousness

Ethics in public life

**ALTRUISM:** Altruism happens when a person decides to help another person without expecting anything in return from that person. This type of behaviour shows and inspire another person to help to others also without expecting anything in return. So, from altruism it has many benefits in the workplace as it can contribute the sense of well- being, kindness, pleasure. Employees feel happier at work when they involved with each other and help others. Altruism create sense of belongingness and bond in between the employees in the workplace.

**COURTESY:** Courtesy shows when a worker is polite with those he or she is working in the workplace. It shows the kind behaviour towards one and another in the business environment.

**SPORTSMANSHIP:** Sportsmanship shows that when a worker decides to remain cheerful even in the worst condition or when he or she has to take tough decisions when he or she is not in the good state of well- being.

**CONSCIENTIOUSNESS:** Conscientiousness shows extreme discipline behaviour in the workplace. Coming early to work and staying late in the organisation showing the sign of discipline behaviour in an organisation. This type of worker shows greater productivity in their field compares to others which shows better results for the organisation as well.

**CIVIC VIRTUE:** Civic virtue shows that when employees represent their company in a good way both in and out or both in and off the job, so that shows the greater virtue towards the organisation which represent the good bond in between the organisation and employee or between employer and employee, if relationship is good between both employer and employee that will enhance the productivity of the organisation as well for both short and long run of the organisation.

So, these are the five key behaviours of organisational citizenship behaviours that are extremely important and valuable to the workplace. They motivate their team members to do their job efficiently and enhance their job performance which will improve the employees. sense of working. So, it can go a long way towards improving social and psychological environment in the workplace which will benefit the organisation.

## OBJECTIVE OF THE STUDY

- To stress the significance of organisational dedication.
- To stress the significance of good organisational citizenship in the workplace.
- The purpose of this research is to better understand the connection between organisational citizenship behaviour and employee commitment.

### **RESEARCH METHODOLOGY**

Since this conceptual paper based on literature review, methodology adopted majorly the selection and rejection of research articles. Most of the information used in this study came from secondary sources, such as scholarly works, government reports, popular media, and scholarly journals. Articles were sourced mostly from Academia, Emerald, and Google scholars, but also from other internet places. Organizational citizenship and employees' dedication to the company are the foci of this research.

### **FINDINGS AND CONCLUSION**

The findings indicate a strong connection between organisational loyalty and civic engagement among employees. Instead, the purpose was to verify that the commitment has a beneficial effect on organisational citizenship behaviour independent of the kind of organisation in which work is performed.

The discussion shows that if there is increase in involvement of employees leads to enhancement of organisational citizenship behaviour. Several studies show devotion to one's organisation correlates well with civic engagement on the job.

According to the aforementioned research, employee civic behaviour is most strongly associated with a sense of commitment to the organisation. Increasing commitment, on the other hand, will influence workers' actions and mindsets in a way that facilitates the development of a psychological bond between the organisation and its objectives.

So, company needs to focus on developing employee commitment that can be trusted in longer relationship with the company that carry out duties, responsibilities consistently in supporting organisational goals.

So, this strengthening of relationship in between the dedication to the organisation and participation in company affairs at the same time shows that these variables are determinants of the company's success and progress. So, it needs a serious attention in the organisation.

So, from above studies it shows that workers' commitment to the company and their willingness to participate as active citizens in the workplace go hand in hand will enhance the productivity of the organisation which in contrast benefit the organisation for the longer duration of time for both the employer as well as employees.

### **RECOMMENDATIONS AND SUGGESTIONS**

The investigation uncovered several critical insights that should be taken into account by upper management. One of them is for management to realise that encouraging employee dedication and good citizenship is a great way to unlock the inventive and creative potential already there in your staff.

Organ (1988) argues that increased productivity and the introduction of fresh ideas and resources into an organisation are possible outcomes of fostering a culture of good corporate citizenship. In order to maintain employee dedication and enthusiasm, management must put in place the necessary frameworks. Training, open lines of communication, giving employees responsibility, and offering incentives are all parts of internal marketing that have been shown in studies to boost employee dedication (Narteh, 2012). Management, in addition to considering these factors, is urged by the study to take a close look at the factors that influence employee commitment and citizenship behaviours in an effort to boost the efficiency of the organisation beyond simply focusing on infrastructure, rewards,

improving technologies, and the like. Several research have shown a favourable correlation between organisational loyalty and citizen-like actions.

This indicates that management may enhance workers' civic behaviour by focusing on demonstrating employees' dedication. Recommends that future researches take into account, in addition to commitment and citizenship behaviour, the demographic profiles of employees to evaluate the influence of these aspects on employee performance.

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