

A Relationship Study of: Allen & Meyer's Three-Component Model of Organizational Commitment & Podsakoff's Five-Dimensional Model of Organizational Citizenship Behaviour

Manu Mohan¹, Dr. T.Thirumaleswari²

¹Research Scholar, Dept. of Management, SCSVMV University, Tamil Nadu, India

²Asst Professor, Dept. of Management, SCSVMV University, Tamil Nadu, India

Abstract

Article Info

Volume 83

Page Number: 10963 - 10976

Publication Issue:

May - June 2020

In the highly competitive world commitment of employee is a vital factor that determine the success, failure or existence of any organization. Whilst extensive studies had happened in multiple domains barring few exceptions. The research has been undertaken primarily to explore the relationship between OC and OCB. Inferences for the study has been drawn mainly from two highly influential models which is being developed by Allen and Meyer 1991 and Podsakoff, P.M, 1990.

There exists a noticeable research gap due to the variations in the correlation between OC and OCB based in conjunction with the industry being researched upon. So, the study looks to fill the gap of a domain that hasn't been extensively researched before. The undertaken with two major objectives- First is to understand the existence of relation between the two constructs in IT industry. Second is to check which component of OC influences the Big Five dimensions of OCB. The current applied research is descriptive in nature and uses statistical tools for analysis by taking advantage of SPSS. The study focuses on multi-national IT organizations operating in Kerala. A quantitative data analysis was undertaken by selecting 350 employees from the major IT hub of the state. The result of the study indicates that there exists remarkable relationship between the three components of OC and OCB. The analysis showcased that only AC has a strong relationship and weak relationship exist between NC and CC with OCB. The study concludes by suggesting that the organization requires to focus more on increasing affective commitment for organizational effectiveness.

Keywords; Organizational commitment (OC), Affective Commitment (AC): Normative Commitment (NC) Continuance Commitment (CC) and Organizational Citizenship Behaviour (OCB).

Article History

Article Received: 19 November 2019

Revised: 27 January 2020

Accepted: 24 February 2020

Publication: 19 May 2020

I. INTRODUCTION

It's important for the managers to analyse the need of how to take care of the company's most valuable asset-"the employee"). Because employment is [2] basically the contract between two parties: Employer and Workers. The success of all organization depends on how the relationship works. According to Ivancevich [16] the critical factor to the success of any organization is the human resource. Employees have the potential to turn out

into the brand ambassadors for the business [50]. Attitude of employee towards its organization is one of the vital factors affecting the overall aspect of organization. Commitment is one among the most important construct in psychology which demonstrates the employee attitude towards its organization.

Researchers identified commitment as a critical employee attitude which affects the performance of the organization. Side-Bet theory by Becker is identified as the base for conceptualization of OC. This initial level notion about OC stems from the

sociological perspective. He introduced the "exchanged-based definition" or "side-bet" theory of OC [5]. Several studies are their exploring the antecedents and precedents of OC. Commitment of workers is one of the most notable research topics in recent years because of the impact on organizational outcomes. Therefore, human resource managers seek to device new methods for enhancing commitment of employees and thereby improve the organization as a whole. Allen and Meyer three-component model [26] of commitment is the most dominant model for the study of employee organizational commitment. Allen Meyer questionnaire was first compiled in 1991 and it has been utilized in numerous internal and external studies. Emotionally attached employees will have always urge to work more for their organization [27]. This will direct their behaviour as the good citizen of the organization. Three component model of Allen & Meyer [26] is selected for this study because this model is considered as the most significant model in the field of OC.

The continuous increase of prominence in the concept of OCB with regards to HRM, Strategic management, Organization Behaviour and many other academic disciplines has encouraged a greater number of researches in and around this topic. Discrete behaviour that benefits the organization, but which is not imposed on the basis of any official agreement and not recognized by any reward system is being refereed as OCB.

The origin of extra role behavior can be traced back from 1938 when Barnard stressed about the idea of "willingness to cooperate". In 1978 the concept was further studied and explored by Katz and Kahn [19]. He, have explained the need for innovative and spontaneous behaviour of employee that goes beyond their normal working roles to achieve organizational objective. Smith in [49], spotted this behaviour as Organizational Citizenship behaviour. An employee who exhibits good OCB are called as troopers by [33] because of the reason that they always strive for improving organization effectiveness. Bateman and organ, [4]; Smith [49],

Moorman, [30], and Becker [6] several other researchers have conducted studies to identify the antecedents of OCB. It is explained the major antecedents of OCB are organizational commitment, employee engagement, productivity, age, gender, personality & experience.

From among these studies OC is considered as one of the most influential antecedents of OCB. But very little research works have been found in this area which emphasis on the Asian context. Evaluation of the effect of individual comparison the dimensions of OCB and organizational commitment is found to be scare. Research works have found that there are a more than 30 forms of OCB have been developed [41]

High growth rate of Indian ITE's over the last ten years is significant. With the increase in the growth scale there also exists a direct link in the complexity of issues encountered.

A study conducted by [3] suggested that if the job is motivating and challenging in nature with ample growth opportunities IT professionals have a better commitment towards organizations and continue working in their organizations .Survey result of several research work indicates that Indian IT organizations have been facing the problem of retaining high quality employees for longer period [43]. Increased rate of employee turnover in IT industry is the concern that needs immediate attention. Studies revealed the reduction in organizational commitment of employees is the major contributor to this problem. Increase in turnover rate is very harmful for the existence of any organization. Indian organizations should give a serious thought on how to improve employee commitment. Because if employees are committed, their work goes over and above the agreed official responsibility by the organization and finally leads towards the success of the organization. Employees are called good citizen when one's behaviour goes beyond the expectations and contributes more for the organization. Managers needs to be abrupt in developing attitude of commitment, honesty,

cooperation, courtesy and loyalty among employees for getting the organizational goals accomplished.

Proposed study will provide sufficient input and provides opportunity for managers of IT companies to have a better understanding on OC and its influence on OCB. Further the study provides information about the effect of age, gender and experience on OC of IT employees. The study will also provide benchmark opportunity to the administrative heads of IT companies to avail information on the areas where the manager needs to concentrate for improving and getting better output from employees.

II. Review of Literature

Literature review is carried out to have an in-depth exploration of the conceptual frame work and analyse various literature drawn on the subject. Foundational research where undertaken mainly (1) to develop theoretical evidence from previous research data to understand the relationship between two constructs: OC and OCB (2) to determine which component of OC has the highest influence on dependent variable.

A) Organization Commitment

Being in a global competitive environment all organization requires committed employee. The concept of OC has been studied extensively because of the impact it creates on organization as well as employees. Evidence indicate that organization with committed employees outperform their task. The theory has evolved over 50 years since it from a uni-dimensional to multi-dimensional transition. The origin of the theory has been traced back from Becker's [5] theory of commitment resulting from 'side bets' that bind the employee to the organisation on the basis of calculative approach. Mowday [31] describes OC as state of commitment to the organization which takes an attitudinal approach. The first scale on OC which is known as Organization Commitment Questionnaire (OCQ) was propound by Mowday [31] as bi-dimensional

approach measuring (1) Affective (attitudinal approach) (2) Continuance Commitment (calculative approach). Researchers started conducting major studies on "organizational commitment" in the early 1980s. Two types of prominent multi-dimensional approaches were discussed during the initial stage. So, the two dimensions prominently was (1) One was Meyer and Allen [25] and (2) second was by O'Reilly & Chatman [32]. He defined commitment as a psychological attachment felt by the employee to the organization. McGee & Ford [23] explained the existence of two sub dimensions: (1) high sacrifice & (2) low alternative, sub-dimensions of continuance commitment through his research. Meyer and Allen suggested a third-dimension Normative commitment. Later this was named as "Meyer and Allen's [26] three component model of organizational commitment". Allen and Meyer theorized the model conceptually and explained that OC encompasses three dimensions (1) (AC)Affective commitment (2) (NC)Normative Commitment& (3) (CC)Continuance Commitment. OC[26] is simply defined as an individual's psychological attachment towards the organization with three separable components (1) Affective commitment (2) Continuous commitment & (3) Normative commitment. A proven fact through various research work is that employee commitment is significant for organizational outcomes. Organizational outcomes such as reduction in the turnover level [48], increase in profitability [7] indicates the strong relationship with OC. Employees when emotionally attached to the organisation will have a greater inspiration to make more contributions to the organization. Study conducted by Meyer & Allen [26] found that AC is having inverse relationship between turnover of employees and absenteeism. Improvement in the satisfaction level of employees [21]is another important the outcomes of OC. Jaros. S [17] have supported McGee & Ford [24] theory of sub-dimensions in continuance commitment and proved the their exists significant relationship among

turnover intention with high dimension continuance commitment and no relationship between low alternative continuance commitment. Further he suggested that combining the two subscales in continuance commitment will dilute the model and its relationship between various items. Zangaro [56] suggests an additional type of commitment and termed it as "Alienative Commitment". It is considered to be the negative form of commitment which may also exist in organizations. Studies which examine commitment has been steered from Social Identity Theory [12].

Meyer in 2002 [28] conducted a meta-analysis to confirm the relationship between three components. He identified their antecedents and analysed their consequences. The antecedents were divided into four groups (1) Demographic variables (2) individual variables (3) work experience (4) investments. From among the four, the correlation measure for demographic variables was generally low. The comparative study within and outside North America have also explored high degree of similarity but still he suggests to undertake more systematic research in the area of cultural distinctions. The findings specify the three major insight (1) their exist strong correlation between the three components (2) Demographic variables showed very less correlation (3) The researcher suggest for more number of studies to validate through specialized attention on cross cultural investigations in future to determine whether geographic factors act a moderator.

Wang [52] have developed a five-component model for OC. She has incorporated affective commitment, active continuance commitment, passive continuance commitment, normative commitment and value commitment. Proved that the Chinese employees of state-owned enterprise have higher level of active continuance commitment and passive continuance commitment.

Commitment creates a psychological bond which has been related to number of outcomes like satisfaction, job performance, OCB, turnover rate, productivity etc [11] [14]. Cooper [11] elucidate that over the past 20 years most of the research scholars have used the three-construct model, and used the continuance commitment scale (CCS), to explain absenteeism, job satisfaction, performance, citizenship behaviour, and turnover. Various empirical evidences explained about different antecedents of commitment like work design and structure[15], psychological empowerment [46], leadership qualities.

A study by Wong[55] narrates that, most of the studies in Asian countries on OC have employed Allen and Meyer three-dimensional model. But Jaros [18] suggested that the Allen and Meyer model may not suffice in full, regarding continuance commitment. Therefore, the study by Jaros analysed the need for more comprehensive research to evaluate the significance of continuance commitment. OC acts as a predictor of employee effectiveness and for retaining the employees in accomplishment of organizational objectives [47]. It also tested the role of intrinsic motivation and demographic variables on OC. The result indicated that motivation and job experience are positively correlated regardless of their age, gender & educational level. From the reviews it is clear that Organizational Commitment is the best predictor for many of the organisational and employee outcomes. Because of the significance, managers have to consider it as a most effective HR tool in predicting job performance, employee attitude, satisfaction, turn over, burn out [1], employee retention, employee engagement & most importantly organizational citizenship behaviour.

Review of literature on OC has explored two main things (1) proved that for increasing the commitment it is important to develop a positive "organizational behaviour" (2) Meyer & Allen's three-component model has been the significant model for study in

Asian & European nations. OC is explained as best devise for human resources managers to analyse the employee's compliance with organizational goals and towards its workplace [11].

B) Three-Dimensional Model of OC

Meyer and Allen's model of ACNCS on Organizational Commitment has become the most widely used instrument to measure OC. Several studies have tested its reliability, validity, accuracy and proved it, as one among the best tool for studying OC. The model developed by Meyer & Allen [26] integrated the approaches by Becker [6], Porter et al. [38] and Mowday, Steers & Porter [31] and finally identified three major components. Initially the scholars identified two components (1984) i.e. Affective and Continuance and later third (1990) one Normative Commitment was added into it. The development of three component model was based on two major reasons: (1) to give a conceptual clarity with reference to all the existing research explorations and (2) to offer a new framework which supports for the future research. Meyer and Allen's explained that, there are three "psychological aspects": "Want to, need to & obliged to" which makes an employee committed to the organization. This meta analyses drawn light into the areas as a real investigation and comparison of real correlation among the variables identified in 3-D model of OC by Meyer & Allen in [25], [26] [27] & 28.

Affective commitment [25], [26], [27] & [28] which indicate an emotional attachment to, identification with, and involvement in the organization. This act as the reason that the employee "want to" continue in the organization. AC is considered as the valuable predictor in most of positive organizational outcomes and employee outcomes. Allen & Meyer [26] indicated that several factors like remuneration provided, hierarchical status attained, peer support, team collaboration, pragmatic target setting, unbiased working environment, nature of job, role clarity and perceived personal importance etc act as

a determinant of Affective commitment. He explained that AC had the strongest correlations with organization-relevant variables (employee performance, job satisfaction, attendance and organizational citizenship behaviour) and employee-relevant (attitude, stress and work-life balance) outcomes.

Continuance commitment [25], [26], [27] & [28] forms as a part of "need to" to be the part of organization. It denotes the perceived cost or calculative cost associated in leaving the organization. It is the second dimension developed by Meyer and Allen on the basis of calculative approach of Becker [5] which steered in the grounds of cost benefit analysis. This psychological state may arise due to fear of (1) loss of economic investments (high sacrifice) and (2) issue in finding in new job (less alternatives). CC is also associated with positive organizational and employee related outcomes, but not as strongly as affective commitment. CC includes years of experience, authority, job position, labour market condition, and current salary [47]. CC is negatively correlated to the outcomes like employee health, wellbeing, OCB (or equals zero), performance, turn over and withdrawal symptoms and positively related stress, work-family conflict, absenteeism (whilst zero).

Normative Commitment [25], [26], [27] & [28] Employees psychological state of mind which creates a sense of obligation which forms as "obliged to". NC does not relate to any emotional attachment of the organization members, but it reflects their moral & ethical obligation to continue in the organization. NC also acts as a predictor for many of positive organizational and employee outcomes. It showed a negative relationship with withdrawal or turn over intentions but positively related to job performance, OCB, absenteeism (equals zero), stress and work family conflict (equals zero).

C) Organization Commitment (OC) and Organization Citizenship Behaviour (OCB)

OC is being identified as the most important factor that act as an antecedent for OCB [20]. Dimensions of OC shows close correlation with OCB.AC has been accepted as the most effective variable used to judge OCB [22]; [28]. Various research works proved that the worker with high level of organizational commitment will in turn tend to have high level of OCB [32]; [53]; [40]. It is identified that Affective commitment showed a strong positive outcome for OCB and job performance [11]. Commitment enhance to do the duties more effectively and its powerful tool in creating OCB stated by Cohen [10] & Mirabizadeh [28]. The study by Chen & Kao [8] indicated OC as a major predictor of OCB in a case study conducted in Taiwan Police college.

D) Organizational Citizenship Behaviour

The concept of OCB can be traced back from 1938 when researchers stressed about the idea of “willingness to cooperate”. In 1966 the concept was further studied and explained by Katz and Kahn [19]. A differentiation was made between actions and behaviour directly linked to their job role and stated as in-role behaviour and behaviours that went beyond their job role, called as extra-role behaviours. This idea deals with the additional effort by the employees and its willingness to commit them is highly significant for the success of all organization. The concept then propounded by Organ and his fellow workers Bateman & Organ [4], Smith[49]. From among various definitions of OCB, the definition by William [53] explains the two dimensions of OCB. First dimension OCBO, outlays those features which will “benefits” in general and it directed toward the organization in specific. It includes duties and responsibilities that are not required but will in turn increase organizational image and performance (OCBO). The second dimension is OCBI that is Organizational Citizenship Behaviour –Individuals, in which the

benefit of actions is directed toward the individuals of the workplace. Such behaviour includes altruism, high interpersonal abilities, helping others who face any issue or have high work load.

Different components of OCB have been identified by various researchers. Reviews reveal that there are a more than 30 forms of Organizational Citizenship Behaviour developed by various research scholars, but the most widely accepted is the one proposed by Organ [32],[33] & [41]. Organ suggested that it is crucial to study the different factors that contribute in development of OCB. Organ explained about five components of OCB including Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue. This was later used by Podsakoff, Moorman, and Fetter [39]. A Simple dichotomous model was proposed by Williams and Anderson [54] who divided OCB into two categories on the basis of beneficiaries. Where the benefit is directed towards individuals is termed as OCBI and in second aspect benefited party will be organization OCBO. Altruism and Courtesy belongs to OCBI, sportsmanship, civic virtue and conscientiousness are linked to OCBO. Many researches [4]; [49];[29]; [33] [34]; [35] have found that organizational justice, job satisfaction, organizational commitment, high productivity, career development, tenure, personality, motivation, leadership behaviour are antecedent for OCB.

Wagner and Rush [51] expresses that experience is one of the major factors that determine the level of OCB. It is stated that higher the experience employees are more likely to be engaged in OCB compared to younger employees. OCB refers to those characteristics by going an extra mile or being a good citizen of an organization with by including behaviour and acts that benefit the organization growth [9]. Research works about the influence of demographic factors in differing organizational context is very less. Moreover, Podaskoff [41] defined that employee job satisfaction and their commitment towards organization are most

10968

important factors that lead to the Organizational Citizenship Behavior. Different studies were undertaken to know about the antecedents, dimensions & consequences of OCB [42][45].

E) Organ & Smith Model / Podsakoff Model of Organizational Citizenship Behavior

Even though more than 50 different types of OCBs are explained in various literatures, the model suggested by Organ [33] was most commonly accepted. He analysed and found two major reasons for its acceptance. He defined it as having universal applicability and the availability of empirical evidence for its construct validity. Categorizations of OCB vary differently in different research works. OCB was initially categorized into two: altruism and compliance [4]. Compliance was later being called as conscientiousness. Sportsmanship, courtesy, and civic virtue were later being appended in 1988, by Organ. This was then formed as the basis for research of OCB with the introduction of five dimensions including: altruism, conscientiousness, sportsmanship, courtesy and civic virtue [33]. Podsakoff [24] further operationalized these dimensions, which served as the basis for OCB measurement in various studies. A good number of research scholars have proclaimed that there are basically five dimensions which is called as "Big Five dimensions". Later two more were added up by Organ in 1990 i.e., peace-making and cheer leading. Later peace-making and cheer leading were grouped together in a category known as helping behaviour [36].

The most accepted model explained by Bateman [4], Podsakoff, [24], and Podsakoff [39] defines the following five major dimensions of OCB; -

Altruism [49]: Has explained altruism as a voluntary behaviour. It can be a principle, morale practice or behaviours expressing willingness to help others in performing their work, which leads to improving the quality of life and improves organization effectiveness.

Conscientiousness [33]: Behaviour which is not directly related to one particular employee but

benefits the organization as a whole. If one obeys all the rules and regulations of the organization and use a smaller number of leaves etc comes under Conscientiousness.

Sportsmanship [33]: Behaviour which shows the capability of employee to deal with unexpected difficult situations in organization without complaints. This shows positive attitude and loyalty towards organization by emphasizing quality of work life. Podsakoff and MacKenzie [24] found out that sportsmanship would increase the morale of the employee and finally reduce employee turnover and absenteeism.

Courtesy [41]: Behaviour exhibited by employee to prevent issues in organization through effective communication, mediation and consideration paid to others. Employees show a responsibility to prevent or avoid conflicts in organization through suggestions, guidance, support, advice and motivate or encourage employee for professional development.

Civic virtue [33]: Employee behaviour which leads to active participation in the life and culture of the organization. This includes the responsibility of employees to take part in meeting, get-together or conferences which are not compulsory by the organization but to keep updated with the changes and position of the organization.

III. RESEARCH METHODOLOGY & RESEARCH VARIABLES

Most importantly the proposed model for research is based on theoretical relationship obtained between related factors predicted by previous researchers and set objectives of the study [37]. Independent variable for this study is proposed to be the OC and its dimensions. Whereas OCB and its five components act as the dependent variable. The proposed model shows the variable influence of OCB caused by Affective, Normative & Continuance Commitment. This model acts as a conceptual path for hypothesis and analysis.

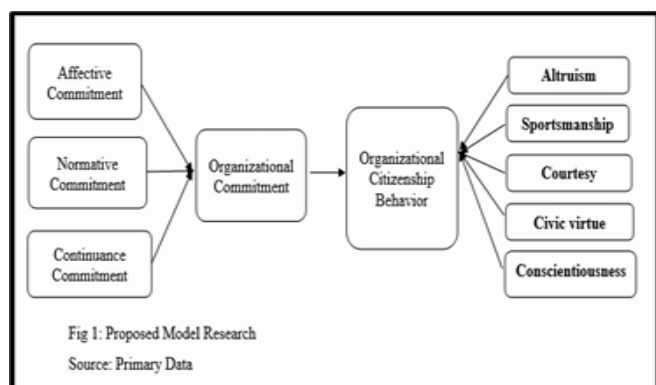


Figure 1: Proposed Research Model

A) Major Research Objective

To explain the significance of relationship between Three Component Model Organizational Commitment and Organizational Citizenship Behaviour among IT employees, Technopark, Kerala.

B) Research design & Sampling Design

Descriptive research design with quantitative frame work for analysis is used for the current study. For achieving the objective, 350 employees from multinational IT companies in Technopark, Kerala is selected. Simple random sampling method was used to collect data for evaluation. Age of the respondents ranges from 20-55years and experience ranges from less than one year to twenty years and above. Data was collected from both male and female employees. The study used correlation, ANNOVA & multiple-regression method for analysis. Significance level for the study is taken as 0.05.

C) Research Instrument

The major research instrument used for study is survey method using questionnaire which is commonly used in social science. The data collected were analysed using SPSS. Previously developed & widely accepted measurement scale is used for the purpose of this study. Questionnaire is segmented into two. The two segments measure the two constructs of the study. This includes (1) Allen Meyer OC questionnaire [25]: AC (8 questions), CC (8questions) and NC (8 questions), and (2) Podsakoff, P.M [39] OCB Questionnaire which was

originally postulated by Organ [49]. Reliability and validity of OCBS and OCS have been checked and proved by previous studies which are adapted in this study. The measurement scale used is proved to be reliable and valid by several previous studies [1]. Reliability reported for OCB by previous research ranges from 0.70 to 0.93 [13] is considered for the current study. Revalidation of the Organizational commitment three-component conceptualization model was done by Krishnaveni R. and Ramkumar N.[44] studied it in the context of India and recommended that this instrument is suitable for future research. Total of 48 questions are divided under two categories. Part “A” includes 24 statements that specifically states about OCB and Part “B” consist another 24 questions for OC. Five-point Likert scale is used to evaluate the range of respondent’s agreement towards the statements asked, which ranged from “strongly disagree” to “strongly agree”.

IV. RESULT OF ANALYSIS

A) Main Hypothesis Test

H0: There is no significant relationship between OC and OCB of IT company employees in Technopark, Kerala.

H1: There is significant relationship between OC and OCB of IT company employees in Technopark, Kerala.

Table:1 Regression Model summary Table

Model Summary				
Model	R	R Square	Adjusted R square	Std. error of the Estimate
1	.931 ^a	.866	.865	.28092
a. Predictors: (Constant), normative, affective, continuance				

Table 1: Source: Primary Data

The above table shows that there exist strong correlation between OC and OCB. The value of R represents the intensity of correlation between OC and OCB. Here the value of R is 0.931, which means that there is 93% of correlation between OC and OCB. The degree of determination of dependent variable by the independent variables is explained using R square value. The value of R square is 0.866, which means that 86% of variation in OCB is predicted accurately by OC finally rejecting the null hypothesis.

B) Sub Hypothesis Test

- H2: There is significant relationship exist between AC and OCB.
- H3: There is significant relationship between NC and OCB.
- H4: There is significant relationship between CC and OCB.

Table :2 ANOVA test for checking the hypothesis-

ANOVA ^b						
Model	Sum of Square	df	Mean square	F		Sig.
1 Regression	181.763	3	60.588	767.744		.000a
Residual	28.094	356	.079			
Total	209.857	359				

a. Predictors: (Constant), Continuance, Affective, Normative

b. Dependent Variable: Organization Citizenship Behavior

Table 2 : Source: Primary Data

The p value of ANOVA test is 0.000 which is less than 0.05. Therefore, the test result is significant and null hypothesis is rejected. That means the regression model is fit to explain the relationships between OC (Affective Commitment, Normative Commitment and Continuance Commitment) and OCB.

Table: 3 Coefficient Table-

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	B	Std. Error	Betta	
(Constant)	.326	.085		3.823 .000
Continuance	.205	.046	.186	4.408 .000
Affective	.378	.037	.413	10.141 .000
Normative	.348	.044	.376	7.879 .000

a. Dependent Variable: OCB

Table 3: Source: Primary Data

The p values of t-test for constant, AC, NC & CC are less than 0.05, it shows that these variables influence OCB of IT companies and hence they are included in the regression equation. The following regression equation shows the effect of AC, NC and CC on OCB of IT companies.

$$OCB = 0.326 + 0.205 (CC) + 0.378 (AC) + 0.348 (NC)$$

From the above testing it is concluded that there exists a positive relationship between the AC, NC

and CC on OCB of IT companies in Technopark, Kerala.

The test result about the influence of independent variables of OC is shown in table (3). The results indicate that AC has the highest level of influence on OCB with value .378. Next comes normative commitment with .348 value and CC shows the weakest relationship among the three-components of OC.

V. DISCUSSION & FUTURE RESEARCH IMPLICATIONS

The major objective of the research was to identify the relationship between prominent models in the field of OC & OCB. The study highlights an extremely strong correlation between Allen and Meyer three component model [25] and Podsakoff Big five model [39]. The result indicates that the three components of OC model influence OCB of employee in IT companies in Technopark. When there is an increase in the commitment level of employees there shows a directly proportional shift in OCB. An effective management technique needs to be implemented to increase commitment level of employees to attain more effective results for organization. The extensive reviews and comparisons support that the two models showed best fit in the Indian Context. The study also suggests that the organization have to concentrate more on the affective commitment of IT employees by increasing the emotional attachment to improve their citizenship behaviour. Normative commitment also showed a good relation with OCB. But the influence level of commitment was weak compared to other two components. There is further opportunity to analyse which aspects of OCB are more intensely impacted by the action taken to improve organizational commitment. The effect of demographic factors needs to be further addressed through future research for analysing organizational impacts. The major limitations of the research can be explained as the selection of only IT industry and

influence of the study of just two models. Also, the study includes all the limitations of correlation research that it will not substantiate testing causal inference. Therefore, further researches are requested to overcome these limitations. This article provides a road map to guide the future research efforts of scholars and practicing manager. The research concludes by saying that organization should support in strengthening AC and NC to increase OCB for the purpose of organisation development and growth.

VI. REFERENCES

- [1]. Ali.M.A (2019), The relationship between organizational commitment and Burnout: A Comparative study of Nurses from a Health Care Service. American Journal of Nursing Research, Vol.7, No 5, page 732-750 .
- [2]. Argenti & Forman J (2004), The Employee Care Revolution, Leader to Leader Journal, Issue 33, page 45-52.
- [3]. Bashir, S. and Ismail Ramay, M. (2008). Determinants of organizational commitment: a study of information technology professionals in Pakistan. Journal of Behavioral and Applied Management, 9(2), page 226-238.
- [4]. Bateman, T.S., and Organ, W. (1983), "Job satisfaction and the good soldier: the relationship between affect and employee citizenship", Academy of Management Journal, Vol. 26, page 587-595.
- [5]. Becker, H. S (1960) "Notes on the Concept of Commitment". American Journal Of Sociology 66: page 32-42.
- [6]. Becker, T.E (1992), Foci and bases of commitment: Are they distinctions worth making? Academy of Management Journal, 35: page 232-245.
- [7]. Brett, J.F., Cron, W.L., and Slocum, J.W. Jr., 1995. Economic Dependency on Work: A Moderator of the Relationship between

- Organizational Commitment and Performance. Academy of Management Journal, 38, page 261-271. Available at: <<http://dx.doi.org/10.2307/256735>>[Accessed 10 Feb 2013].
- [8]. Chen, C.H. V & Kao, R.H (2012), Work values and service- oriented organizational citizenship behaviour : The mediation of psychological contract and professional commitment : A case of students in Taiwan Police College. Social Indicators Research, 107(1), page 149-169.
- [9]. Chompookum, D. (2003), "The effect of internal career orientation on organizational citizenship behavior in Thailand", Career Development International, Vol. 9, No. 4, page 406-423.
- [10]. Cohen A(2014)Organizational commitment theory, Research Gate , January 2014 DOI: 10.13140/2.1.4327.4881.
- [11]. Cooper-Hakim, A., &Viswesvaran, C. (2005). The construct of work commitment: Testing an integrative framework. Psychological Bulletin, 131(2), page 241-259.
- [12]. Dukerich, J. M., Golden, B. R. &Shortell, S. M. (2002), Beauty is in the eye of the beholder: The impact of organizational identification, identity and image on the cooperative behaviors of physicians, Administrative Science Quarterly, 47 (3), page 507-533.
- [13]. Farh, Earley, P.C., & Lin, S.C. (1997). Impetus for action: A cultural analysis of justice and organizational citizenship behaviour in Chinese society. Administrative Science Quarterly, 42, page 421-444.
- [14]. Haigh, M. M., & Pfau, M. (2006). Bolstering organizational identity, commitment, and citizenship behaviours through the process of inoculation. International Journal of Organizational Analysis,14(4), page 295–316.
- [15]. Humphrey, S. E., Nahrgang, J. D., &Morgeson, F. P. (2007),Integrating motivational, social and contextual work design feature: A meta-analytic summary and theoretical extension of the work design literature. Journal of Applied Psychology, 92, page 1332-1356.
- [16]. Ivancevich, J., Konopaske, R. and Matteson, M. (2006), Organizational Behaviour, McGraw-Hill Publishers, Mexico.
- [17]. Jaros. S (1997), An assessment of Meyer and Allen's (1991) three-component model of organizational commitment and turnover intentions, Journal of vocational behavior 51 (3), page 319-337.
- [18]. Jaros.S.J (2007), Meyer and Allen Model of Organizational Commitment: Measurement Issues, ICFAI Journal of Organizational Behaviour 6(4),Page 1-25, Corpus ID : 3502978.
- [19]. Katz, D., and Kahn, R.L. (1978), The Social Psychology of Organizational (2nd ed.). New York: Wiley.
- [20]. Lepine. J.A, Erez A & Johnson. D.E (2002), The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. Journal of Applied Psychology, 87(1), page 52-65.
- [21]. Lum, L., Kervin, J., Klark, K., Reid, F., and Sirola, W., (1998). Explaining Nursing Turnover Intent, Job Satisfaction, Pay Satisfaction on Organizational Commitment, Journal of Organizational Behaviour, Issue 19,page 305-320.
- [22]. Mathieu, J. E. and Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. Psychological Bulletin, 108(2), page 171-194.
- [23]. McGee, G. W. and Ford, R. C. (1987). Two (or more?) dimensions of organizational commitment: re-examination of the affective and continuance commitment scales. Journal of Applied Psychology, 72(4), page638–641. <http://dx.doi.org/10.1037/0021-9010.72.4.638>.
- [24]. McKenzie, S.B., Podsakoff, P.M., & Fetter, R. (1991). Organizational citizenship behaviour 10973

- and objective productivity as determinants of managerial evaluations of salespersons' performance. *Organizational Behaviour and Human Decision Processes*, 50, page 123–150. [http://dx.doi.org/10.1016/07495978\(91\)90037-T](http://dx.doi.org/10.1016/07495978(91)90037-T)
- [25]. Meyer, J.P. and Allen, N. (1984) Testing the “Side-Bet Theory” of Organizational Commitment: Some Methodological Considerations. *Journal of Applied Psychology*, 69, 372-378. <http://dx.doi.org/10.1037/0021-9010.69.3.372>
- [26]. Meyer, J. and Allen, N. (1991), “A three-component conceptualization of organizational commitment”. *Human Resource Management Review*, Vol. 1 No. 1, page 61-98.
- [27]. Meyer, J.P. (1997), Cooper, C.L. and Robertson. I.T. (Eds), “Organizational commitment”, *International Review of Industrial and Organizational Psychology* John Wiley, Chichester, page 175-228.
- [28]. Meyer.J.P, Stanley.D&Herscovitch.L(2002), Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences, *Journal of Vocational Behaviour*, Vol 61, Issue 1.
- [29]. Mirabizadeh, M., &Gheitasi, S. (2012). Examining the organizational citizenship behavior as the outcome of organizational commitment: Case study of universities in Ilam. *Management Science Letters*,2(3), page 951–960.
- [30]. Moorman, R. H. (1991), “Relationship between organizational justice and Organizational Citizenship Behaviour: Do fairness perception influence employee citizenship?” *Journal of applied psychology*, Vol. 76, page 845-855.
- [31]. Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), page 224-247.
- [32]. O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behaviour. *Journal of Applied Psychology*, 71(3), page 492-499.
- [33]. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, Mass: Lexington Books.
- [34]. Organ, D. W. (1990), “The motivational basis of organizational citizenship behavior”, *Research of Organizational Behavior*, Vol. 12, page 43-72.
- [35]. Organ, D. W. (1994), “Personality and organizational citizenship behavior”, *Journal of Management*, Vol. 20, page. 465-478.
- [36]. Organ, D. W., and Lingl, A. (1995), “Personality, satisfaction, and organizational citizenship behavior”, *The Journal of Social Psychology*, Vol. 135, No. 3, page 339-350.
- [37]. Pastore, M. (2000), December 8. Compensation, working hours up; innovation, quality down. Retrieved November 4, 2001.
- [38]. http://www.internetcareerresources.com/columns/dec_00/pastore.html.
- [39]. Porter, L.W., Steers, R.M., Mowday, R.T., and Boulian, P.V., (1974), Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, page 603-609.
- [40]. Podsakoff, P.M., MacKenzie, S.B. Moorman, R.H., & Fetter, R. (1990). Transformational leader behaviours and their effects on followers trust in leader satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1, 107–142. <http://dx.doi.org/10.1177/014920639602200204>.
- [41]. Podsakoff, P.M., &MacKenzie, S.B. (1994). An examination of the psychometric properties and nomological validity of some revised and reduced ‘substitutes for leadership’ scales. *Journal of Applied Psychology*, 79(5), 10974

- page702–713. <http://dx.doi.org/10.1037/0021-9010.79.5.702>
- [42]. Gireeshan M G, "SMART SYSTEM FOR CONSTANT FLOW OF ELECTRICITY FROM JUMPO URINE" IJPT| July-2015 | Vol. 7 | Issue No.1 | 8490-8492
- [43]. Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., & Bachrach, D.G. (2000). Organisational citizenship behaviours: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, Issue 26, page 513–563. <http://dx.doi.org/10.1177/014920630002600307>.
- [44]. Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M., & Blume, B.D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviours: A meta-analysis. *Journal of Applied Psychology*, issue 94, page 122-141. Doi:10.1037/a0013079
- [45]. Purohit. M(2016), A Study on - Employee Turnover in IT Sector with Special Emphasis on Wipro and Infosys, IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 18, Issue 4 .Ver. I (Apr. 2016), page 47-51, www.iosrjournals.org .
- [46]. R Krishnaveni, N Ramkumar, Revalidation process for established instruments: A case of Meyer and Allen's organizational commitment scale, ICFAI Journal of Organizational Behaviour Issue 7 (2), page 7-17.
- [47]. Salajagheh S., Safdaryan A., Kheyri B., (2014) "the relationship between the organizational commitment components and the Pestle's model factors from the perspective of the individuals eligible for physicians and paramedics military service obligations in Isfahan medical sciences university (a strategic approach)", the journal of health system studies, Issue1(10): page30-38.
- [48]. Seibert, S. E., Wang, G. & Courtright. S. H. (2011), Antecedents and consequences of psychological and team empowerment in organizations: A meta-analytic review. *Journal of Applied Psychology*, Issue 96, page 981-1003.
- [49]. Singh, A., & Gupta, B. (2015). Job involvement, organizational commitment, professional commitment, and team commitment. *Benchmarking: An International Journal*, Issue 22(6), page1192-1211. doi:10.1108/BIJ-01-2014-0007.
- [50]. Sims, R.L., and Kroeck, K.G., 1994. The influence of ethical fit on employee satisfaction, commitment, and turnover. *Journal of Business Ethics*, Issue 13(12), page 939-947.
- [51]. Gireeshan M G , "HIGH POWER PRODUCTION FROM ELEPHANT'S URINE (S)" IJPT|0975-766X| Oct-2014 | Vol. 6 | Issue No.2 | 6714-6718
- [52]. Smith, A. Organ, D. W., and Near, J. P. (1983), Organizational Citizenship Behaviour, its nature and antecedents", *Journal of Applied Psychology*, Vol. 68, page. 653-663.
- [53]. Veleva V, Parker S, Lee A, Pinney C. (2012), Measuring the business impacts of community involvement, *Business and Society Review*, Issue117(1),DOI: 10.1111/j.1467-8594.2011.00395.x
- [54]. Wagner, S, L., and Rush, M. C. (2000), "Altruistic organizational citizenship behavior context: age and disposition", *The Journal of Social Psychology*, Vol. 140, No.3, page 379-391.
- [55]. Wang, Y. (2004), Observations on the organizational commitment of Chinese employees: comparative studies of state-owned enterprises and foreign-invested enterprises. *International Journal of Human Resource Management*, 15(4), page 649-669. <http://dx.doi.org/10.1080/0958519042000192889>.
- [56]. Williams, L. J. (1988), "Affective and non affective components of job satisfaction and organizational citizenship and-role behaviors",

PHD Thesis, Indiana University, Bloomington, IN.

- [57]. Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17, page 601-617. Doi: 10.1177/014920639101700305.
- [58]. Wong Anthony & Tong Canon (2014), Evaluation of Organizational Commitment Models and their components in Asian Cities, *International Journal of Human Resource Studies*, Vol 4, No 2, Wong Anthony & Tong Canon (2014), Evaluation of Organizational Commitment Models and their components in Asian Cities, *International Journal of Human Resource Studies*, Vol 4, No 2.
- [59]. Zangaro, G.A. (2001). Organizational commitment: A concept analysis. *Nursing Forum*, 36(2), page 14-22.