

The Impact of Organizational Commitment on Organizational Citizenship Behaviour among Managerial Level Employees in Apparel Industry in Gampaha District

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Abstract

Organizational Citizenship Behaviors (OCBs) are activities which are voluntary, go beyond the formal obligations of employees, and significantly affect the efficiency of the entire organization. Not only has the nature of OCBs been studied, but so too have their dimensions and antecedents. However, there is a significant research gap in the area of employee manifestations of citizenship behaviors in the Apparel industry. This study attempted to examine the impact of Organizational Commitment on Organizational Citizenship Behavior among managerial level employees in Apparel Industry in Gampaha District. The objective of this study was to investigate the impact of organization commitment and its dimensions (Affective commitment, continuance commitment, normative commitment) on organization citizenship behavior among managerial level employees 110 managerial level employees were selected as a sample by using simple random sampling method. In this study, data were collected by use of structured questionnaire. OCB was measured by using standard scale which was developed by Chiun-Lo and Ramayah (2009). Organizational commitment was measured by using a scale developed by Allen & Meyers (1990) which consisted with 24 items. The finding of the research revealed that there is a positive relationship between affective commitment and normative commitment of organization with organizational citizenship behavior. Whereas, continuance commitment shows a negative relationship with OCB. Therefore it suggested that, if the management of the any organization consider the organization commitment it will positively relate with the organization citizenship behavior of the managerial level employees. Relevant training is most important to managerial level employees to give their high performance while giving fullest commitment to the organization.

Keywords : Organizational Citizenship Behavior , Organizational Commitment Affective Commitment, Continuance Commitment, Normative Commitment

1. INTRODUCTION

The Textile and Apparel industry occupies a prominent position in Sri Lanka's industrial structure. It is the biggest employer in manufacturing sector and it is considered as Sri Lanka's number one foreign exchange earner. The high quality of the product is the ultimate objective of the Apparel industry. To carry out the operation of the organization, efficiency, the contribution of Human Resource is crucial factor. In today's context most organization tries their best to gain a competitive advantage. According to the Organ and Ryan (1995) organizational citizenship behavior (OCB) a person willingly contributing more than duties and the responsibilities assigned to them, People positively contribute to work inside of the organization to increase the efficiency within the organization. Today, most organizations use their limited resources to obtain the higher productivity in fulfilling the objective, HR plays a great role. Most research accepts the fact that, by maintaining OCB in good level, the performances of the organization can be increased. According to the Organ (1988) highlights five specific categories of dimensional behavior of OCB and explain around how each of behavior helps to improve efficiency in the organization. In this study researcher selects three Apparel Industries in Gampaha District to study impact of organizational commitment to organizational Citizenship Behavior.

Organ (1998) define the organization citizenship behavior (OCB) as an individual behaviour that is discretionary, not directly or explicitly

recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization (Cited by Bahrami & Montazeralfaraj, 2013, p.26). According to the Smith, Organ and Near (1983) as cited in Tambe (2014), p.68 Organizational citizenship behavior refers to behavior that is not formally requested or directly rewarded, but can be functional to the operations of an organization.

According to the Lee, Kim, and Kim, (2013) explanation organizational citizenship behaviors are that, although not critical to the task or job, serve to facilitate organizational functioning. Contextual behaviors do not support the technical core itself so much as they support the broader organizational, social, and psychological environment in which the technical core must be functioned. Contextual behaviors provided a more tenable definition of OCB (Bormann & Motowidlo, 1993 as cited in Meade, 2010). Organizational citizenship behavior can be extremely valuable to organizations and can contribute to performance and competitive advantage (Nemath & Staw, 1989).

According to Organ (1988) conscientiousness, altruism, courtesy, sportsmanship, and civic virtue are five dimensions of OCB. conscientiousness, sportsmanship, civic virtue, courtesy, and altruism dimensions cover such organizational behaviours like that helping co-workers, not complaining, actively participating and following company rules in organizational.

Individual psychological attachment to the organization is called as

organization commitment (OC). Porter and his colleagues (1978) first conceptualized organizational commitment, as the likelihood that one will prescribe to an organization's values and will desire to maintain membership in the organization.

Organization commitment is the strength of an individual to identify and responsible to a particular organization (Mowday, Steers, & Porter, 1979) it ensures a reduction in potential labor turnover (Allon & Meyer, 1990). Among the different approaches to OC, the major approach is introduced Meyer and Allen (1990). Firstly, they suggested differences be made between affective commitment and continuance commitment. Affective Commitment (AC) Affective commitment is the individual's psychological or emotional connection to identification with and participation in the organization (Meyer & Allen 1988 as cited in Lumley, 2011, p.105).

Normative Commitment (NC) Bolon (2009) supported that normative commitment is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace (as cited in Lee, 2010).

Continuance Commitment (CC) Reichers (1985) study where continuance commitment defined as the willingness to remain in an organization because of the investment that the employee has with nontransferable investments include things such as retirement, relationships with other employees, or things that are special to the organization (as cited in Lee, 2010).

1.1 Problem Statement

Many studies have been carried out regarding the relationship between organizational citizenship behavior and organizational commitment that based on Western context. In these studies, they focused on educated community. Flinders & Rauter (2008) reported that teachers who showed more commitment report stronger identification with the organization. Riketta (2002) noted a higher correlation between attitudinal commitment and performance through citizenship behavior and in role behavior. According to the Ozems (2012) the teachers working at Anatolian high schools were found to have higher organizational commitment perceptions than the teachers working at vocational high schools in terms of school type variable.

According to the Ibrahim & Aslinda (2013) study found that OC positively and significantly related to OCB in PT Telkom Makassar. Ibrahim *at el.* (2013) had done the research on relationship between OCB and OC in Government-Owned corporation companies. They found relationship between Organizational Commitment and Organizational Citizenship Behaviors in the Public and Private Sectors, Dorota G,(2019). According Ismail B & all (2013), Results suggest that there is a significant relationship between organizational commitment and organizational citizenship behavior among women employees in textile sector in Turkey.

However, when comparing to literature it was found that there was

not a single study carried out related the among managerial level in Apperal Industry in Gampaha District in Sri Lankan context, therefore the present study was focused on the managerial level in apparel Industry in Gampha District. There are four dimensions of organizational citizenship Behavior (Civic Virtue, Conscientiousness, Helping and Courtesy). Organizational commitment is measured using three variables (Affective, Normative, Continuance).

This study attempted to address the following questions:

- (a) What is the impact of affective commitment and organizational citizenship behavior of managerial level employees in apperal industry in Gampaha District?
- (b) What is the impact of continuance commitment and organizational citizenship behavior of managerial level employees in apperal industry in Gampaha District?
- (c) What is the impact of normative commitment and organizational citizenship behavior of managerial level employees in apperal industry in Gampaha District?

1.2 Research Objectives

Having considered the research questions states above, and also the significance of present research, the following objectives were determined.

- (d) To identify impact of affective commitment on organizational citizenship behavior on managerial level employees in apperal industry in Gampaha District.
- (e) To identify impact of continuance commitment and organizational citizenship behavior on managerial level employees in apperal industry in Gampaha District.
- (f) To identify impact of normative commitment and organizational citizenship behavior on managerial level employees in apperal industry in Gampaha District.

1.3 Significance of the Study

In this research, the researcher identified that how OC related to OCB. By increasing OCB organization will achieve higher job satisfaction, increase employee performance and maintain high profit. So, by this report will help to Apperal Industry management to understanding the level of commitment and how it relates to OCB. So they will take the action to increase the OCB and through the high OCB level they will increase their productivity, take correct decision and activate programmer.

Apparel industry is the most important and fast-growing industry in Sri Lanka. Therefore, OCB has become a most important icon in the Apparel industry. With the findings researchers can know about the organizational

commitment and organizational citizenship behavior measurements and its impact on the organizational citizenship behavior. Mainly researcher knowledge will be expanded about the organizational commitment measurement scale for Apparel industry and development of successful organizational commitment measurement scale for different Apparel industries

The management of apparel industries can use this trustworthy evidence to understand the current organizational commitment, its impact on organizational citizenship behavior and what are the areas which managerial level employees evaluate the organizational commitment through this study.

This study has investigated the impact of organizational commitment on organizational citizenship behaviour among managerial level employees in apparel industry in Gampaha District. In here especially organizational commitment related scale has been used to measure the organizational commitment and its impact on managerial level employees. Therefore, future researcher can understand what is the important of using specialized scale for Apparel sector and they can use this special organizational commitment dimension for their future research.

2. METHODOLOGY

In this study, mainly deductive approach has been used. Data for this research were collected within a particular time period. Based on those features this study could be concluded

as a cross sectional in nature. The researcher established it as a causal research design and this study is a cross sectional study because study in which data of a statistically significant sample of a population is gathered at one point time.

The researcher developed a model in figure 1 to conceptualize the theoretical framework of the study. The model shows the relationship between independent variable and dependent variable. In this study dependent variable is Organizational Citizenship Behavior and independent variable is Organizational Commitment.

2.1 Conceptual framework

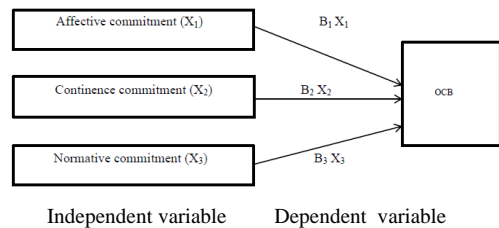


Figure 1. Conceptual Framework

This study investigated three hypotheses as follows:

- H₁:** There is a significance impact of affective commitment on organizational citizenship behavior of managerial level employees apparel industry in Gampaha District.
- H₂:** There is a significance impact of continuance commitment on organizational citizenship behavior of managerial level employees apparel industry in Gampaha District.

H₃: There is a significance impact of normative commitment on organizational citizenship behavior of managerial level employees apparel industry in Gampaha District.

2.1 Population & Sample

There are large number of Apparel industries are located in Sri Lanka. In this study the researcher only focuses on Apparel industries located in Gampaha District and also only investigating about managerial level employees. In this study researcher selected only two number of Brandix Apparel Solutions Ltd , two number of MAS holdings Ltd and two number of Courtaulds Clothing Ltd because of convenience purpose and the higher percentage of managerial workforce that they own. Therefore, this research study is based on managerial level employees in Apparel industry located in Gampaha District in Sri Lanka, the researcher chooses them as the population of this study. Below table present total number of managerial level employees who works in the six number of Apparel industries located in Gampaha District

Table 1. Population of the Study

Name of Apparel Industries	Location	Managerial level
Brandix Apparel Solutions Ltd	Welisara	53
	Mirigama	42
Mas Holdings Ltd	Niwala	50
	Katunayake	46
Courtaulds Clothing Ltd	Kalagedihena	47
	Katuwellegama	38

Here the researcher uses the markup for select the population. There the six number of Apparel industries are mentioned. Among them only three number industries own more than 45 no of managerial level employees. Based on that condition, in this study population comprised a total 150 Managerial level employees of selected Apperal Industry of Brandix Apperal solutions Ltd (Welisara), Mas holdings Ltd (Niwala) and Courtaulds Clothing Ltd (Katuwallegama) in Gampaha District.

Table 2. Sample of the Study

Name of selected Apparel Industries	Population	Sample Size	%
Brandix Apparel Solutions Ltd – Welisara	50	36	33%
Mas Holdings Ltd – Niwala	52	39	35%
Courtaulds Clothing Ltd – Katuwellegama	48	35	32%
Total	150	110	100%

According to Krejcia & Morgan (1970), the minimum sample size for the 150 population will be 108 respondents. In this study researcher selected 110 respondents as sample of the study. In this study was used simple random sampling technique.

2.2 Data collection method

This study used questionnaire as a medium to obtain the data needed. There were two sections in the

questionnaire. Questionnaire was basically divided into two parts. First part was design to collect the information on respondents' demography such as gender, age, type of employment, highest education level, Income level and duration of service (Tenure). Additionally, second part consists with individual closed ended items for organizational citizenship behaviour and organizational commitment. OCB was measured by using standard scale which was developed by Chiun-Lo and Ramayah (2009). Organizational commitment was measured by using a scale developed by Allen & Meyers (1990) which was consisted with 24 items. The questionnaire of this study is self - developed one. The questionnaire consists with 48 questions. This questionnaire was used seven point Likert scale. The questionnaire is mainly delivered to respondents in paper version.

2.3 Data Analysis Procedures

This research used Pearson Correlation and Regression Analysis. The data analysis for this study conducted through "Statistical Package for Social Sciences" software or SPSS version 20. The study also tested reliability of the instrument by using Cronbach's Alpha.

3. RESULTS

Total of 110 managerial level employees and 33% (36) from Brandix Apparel Solutions Ltd – Welisara, 35%(39) from Mas Holdings Ltd – Niwala and 32% (35) from Courtaulds Clothing Ltd – Katuwellegama. From respondents are

78.18% male and 21.82% female. Most of the respondents in managerial level are up to university (51.8%). 39 respondents are up to A/L and 14 respondents are up to O/L. Further 35.5% respondents of the sample are educated up to A/L and 12.7% respondents are educated up to O/L.

In this research the Cronbach's alpha was applied to ensure the reliability of the questionnaire in which regarding Organizational Commitment on Organizational Citizenship Behavior among managerial level employees

Cronbach's Alpha value of the scale is greater than 0.7 is it good scale (Field 2009) Cronbach's Alpha values for all the independent variables were greater than 0.7. According to findings alpha value for Affective Commitment (0.861), Continnence Commitment (0.778) and Normative Commitment (0.772) which are the highest alpha value among managerial level employees. The researcher has evidence that internal consistency of the entire scale was reliable for the researcher's context.

3.1 Regression Analysis

Table 3. Model Summary

	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
Model	.983	0.966	.965	.06212	1.640

Source: Survey data

A linear regression analysis was used to analyze the hypothesis. The regression adjusted R square was 0.966. R² value indicates that predictor variables for the test have ability to explain 96% variation of the

dependent variable. Therefore, it can be concluded that this regression model is strongly fit to the data. Organizational commitment and its dimensions (AC,CC,and NC) explain 96% variation of Organizational citizenship Behaviour.

Table 4. Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(constant)	1.135	.133		8.548	.000
AC	.557	.054	.828	10.266	.000
CC	-.527	.091	-.745	-5.790	.000
NC	.719	.115	.892	6.231	.000

Source: survey data

According to the research model for this study, the regression equation derives as follows.

$$Y = 1.135 + .557 X_1 - .527 X_2 - .719 X_3$$

This can be further explained by following hypothesis:

H₁: There is a significance impact of Affective commitment on organizational citizenship behavior of managerial level employees Apparel industry in Gampaha District. According to the above table sig value of Affective Commitment was less than 0.05. It implied that Organizational Commitment was good enough in predicting the Organizational Citizenship Behavior. Since the coefficient 0.557 of

Affective l Commitment shows that it has significant influence on OCB, H₁ of the study is accepted.

H₂: There is a significance impact of Continuance Commitment on Organizational Citizenship Behavior of managerial level employees apparel industry in Gampaha District

According to the above table sig value of Continuance Commitment was less than 0.05. It implied that Organizational Commitment was good enough in predicting the organizational citizenship behavior. Since the coefficient of -0.527 of Continuance Commitment shows that it has significant influence and negatively impact on OCB, H₂ of the study is accepted.

H₃: There is a significance impact of Normative Commitment on Organizational Citizenship Behavior of managerial level employees apparel industry in Gampaha District.

According to the above table sig value of Normative Commitment was less than 0.05. It implied that Normative Commitment was good enough in predicting the Organizational Citizenship Behavior. Since the coefficient of -0.719 of Normative Commitment shows that it has significant influence on OCB, H₃ of the study is accepted.

4. DISCUSSION

The objective of this study was to investigate the impact of organization commitment and its dimensions on organization citizenship behaviour. According to previous literature also found out that the relationship between OCB and OC. According to

Bolat and Bolat 2008 as cited in Ozdem (2012) workers who committed to their organizations because of the opportunities they were offered. This commitment becomes organizational citizenship behaviour in the time, which contributes to the organisation itself. Ibrahim and Aslinda (2013) on their research found that organizational commitment has a direct relationship (positive) with OCB. Chang *et al.* (2011), suggest that strong commitment of employee ultimately increase their OCB level.

In the past literature, it has identified that there is a relationship between AC and OCB. According to the Bolat and Bolat (2008) Workers of the any organization, who have a higher affective organizational commitment regarding the organization they have more organizational citizenship behaviour regarding the organization (Ozdem, 2012). According to the Chun and Ching (2011) AC has a positive relationship with OCB. Chen and Francesco (2003) indicated that the influence of AC on OCB was greater than that on in role behaviour. in the current study Pearson correlation analysis shows that there is positive correlation between the AC and OCB ($r = 0.976$). According to the results of the correlation testing it was empirically proved that there was a positive relationship between AC and OCB. The coefficient of 0.557 of Affective Commitment shows that it has significant influence on OCB, H_1 of the study is accepted.

According to literature, Shore and Wayne 2004 as cited in Ozdem (2012) identified that negative correlation between continuance commitment and

OCB. Scholle (1981) argues that continuance commitment was negatively related to OCB and its dimension cited by Mohamed & Anisa (2012) as well as Meyer *et al.* (2002) found that negative correlation between continuance commitment and OCB. According to the Chun and Ching (2011) study find that CC has significant and negative influence on OCB. As well as Mohamed and Anisa (2012) found that continuous commitment has positive but weak relationship with organization citizenship behaviour. Table 2 shows that there is a negative correlation between the CC and OCB ($r = - 0.962$) in the Sri Lankan garment sector among managerial level employees. According to the regression analysis of this study sig value of continuance Commitment was less than 0.05. It implied that Organizational Commitment was good enough in predicting the organizational citizenship behavior. Since the coefficient of Continuance Commitment is $- 0.552$, shows that it has significant negative impact on OCB, H_2 of the study is accepted.

Mohamed and Anisa (2012) found that normative commitment has a positive relationship with OCB and its dimension. Meyer *et al.* (2002) identified that significant and positive relationship between normative aspect of organization commitment and organization citizenship behaviour. In current study, The Pearson correlation analysis shows that there is positive correlation between the NC and OCB ($r = 0.940$). According to the results of the correlation testing it was empirically proved that there was a positive relationship between NC and

OCB. According to the regression analysis of this study sig value of Normative Commitment was less than 0.05. It implied that Normative Commitment was good enough in predicting the Organizational Citizenship Behavior. Since the coefficient of -0.719 of Normative Commitment shows that it has significant influence on OCB, H_3 of the study is accepted.

So, if the management of the any organization consider the organization commitment it will positively relate with the organization citizenship behaviour of the managerial level employees. Relevant training is most important to managerial level employees to give their high performance while giving fullest commitment to the organization. If the organization provides relevant training to managerial level employees, it will increase the employees' affective commitment and increase the organization citizenship behavior of the managerial level employees.

If there have good learning opportunity for employees encourage the employees to do their work properly and effectively as well as increase their commitment regarding the organization. Continuance commitment is gain losses of work in an organization or leaves an organization. Employees who committed to the organization because of she or he perceived high cost losing the organization. Apparel industries can maintain good benefit scale for managerial level employees it will lead employee's continuance commitment. Feeling and emotion of

the employee after entering to organization is called normative commitment. The organization can protect the employees from their employment related problems give the advance rewards, join the organization to the family or socialization process of employees. It will lead to increase the normative commitment of the managerial level employees regarding the organization.

5. CONCLUSION

In today's competitive business environment human resource plays a significant role in any organization. In order to achieve organizational goals and objectives employees of the organization need to show extra ordinary behaviours, which are, not limited to their job descriptions. In order to produce high quality products and maintain organization efficiency level, involvement of managerial level employees is essential. The first objective is identifying impact of affective commitment on organizational citizenship behavior on managerial level employees in Apparel industry in Gampaha District. According to the findings of this study, proved there is a positive impact of Affective Commitment on OCB among managerial level employees in Apparel industry in Gampaha District. As well as another objective is identify impact of continuance commitment and organizational citizenship behavior on managerial level employees. According to the findings of this study, proved there is a negative impact of Continuance Commitment on OCB among managerial level employees in Apparel industry in

Gampaha District. Final objective is identifying impact of normative commitment on organizational citizenship behavior among managerial level employees in Apparel industry in Gampaha District. According to the findings of this study, proved there is a positive impact normative commitment on organizational citizenship behavior among managerial level employees in Apparel industry in Gampaha District.

According to the finding of the study, if an organization treats its managerial level employees fairly and impartially they will be able to maintain a committed work force in order to meet their goals and objectives successfully. Further, there is a positive relationship between organization commitment and organization citizenship behaviour.

So, if the management of the any organization consider the organization commitment it will positively relate with the organization citizenship behaviour of the managerial level employees. Relevant training is most important to managerial level employees to give their high performance while giving fullest commitment to the organization. If the organization provides relevant training to managerial level employees, it will increase the employees' affective commitment and increase the organization citizenship behavior of the managerial level employees.

It will help to it make sure their career and it will lead to increase commitment of these employees regarding the organization. Provide fair and competitive salaries to for

managerial level. It will positively affect to increase the commitment regarding the organization. If there have good learning opportunity for employees encourage the employees to do their work properly and effectively as well as increase their commitment regarding the organization. If there have good learning opportunity for employees encourage the employees to do their work properly and effectively as well as increase their commitment regarding the organization.

Continuance commitment is gain losses of work in an organization or leaves an organization. Employees who committed to the organization because of she or he perceived high cost losing the organization. Apparel industries can maintain good benefit scale for managerial level employees it will lead employee's continuance commitment. Feeling and emotion of the employee after entering to organization is called normative commitment. The organization can protect the employees from their employment related problems give the advance rewards, join the organization to the family or socialization process of employees.

It will lead to increase the normative commitment of the managerial level employees regarding the organization. Therefore, these variables strongly relate to the employee's commitment. Responsibility will goes to organization to find ways to enhance the organizational commitment to increase the level of organization citizenship behaviour of managerial level employees.

The results of the study have revealed several important aspects that managers should pay attention to. One is to understand that an employee who is especially engaged actively, and thus emotionally connected to the organization, can bring many benefits. According to the results of the study, this commitment will have a positive impact on organizational citizenship behavior. As suggested by Organ a high level of employee OCB improves the organization's performance and increases innovation. Management should therefore do all it can to increase employee commitment and ensure that such people remain within the organization. As Narteh suggests, internal marketing elements such as training, communication and awards can increase employee involvement. Managers increase employee engagement by conducting training that, by increasing employee knowledge or skills, will change their attitudes and increase motivation.

According to the theory of social exchange, greater affective commitment is associated with greater social support in the workplace. Employees who feel supported by their organization feel the need to "pay it back" to the organization, and therefore want to identify with it. Thus, the entire organization and every manager should support each employee. If the employee feels this support, He or she will become increasingly attached to the organization and will transfer more of its social resources to it, even in the form of citizenship behavior.

It should be noted that managers should approach the problem of

organizational citizenship behavior comprehensively. Employee commitment alone is not enough, but it is certainly the place to start from. Employees must also have job satisfaction and a sense of fairness. How the leader behaves, with regard to employee support in particular, also plays a huge role here.

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