

# Understanding the Relationship between Organization Commitment in Pakistan SME's Manufacturing Sector with Employees Citizenship Attitude.

Naveed Saif

PhD Scholar (Department of Business Administration)  
Gomal University .Dera Ismail khan KPK.

Prof. Dr. Bakhtiar Khan Khattak( Chairman )  
Department of Business Administration  
Gomal University .Dera Ismail khan KPK.

Muh.Saqib Khan ( Lecturer)  
Department of Business Administration  
Gomal University .Dera Ismail khan KPK.

## Abstract;

Current Research Study Investigate the relationship between Employees Commitment (Normative, Affective and Continuous) and Their Citizenship Behavior attributes (Sportsmanship, Courtesy, Civic Virtue, Consciousness and Altruism) in SME's Manufacturing sector. For this purpose data was obtain from SME's manufacturing sector in KPK and Islamabad region. Total 500 Questionnaires were distributed among the respondents. And 396 (79.22%) filled questionnaires were used for further analysis. Confirmatory Factor Analysis was used to check the reliability and validity of both OCB and Employees Commitment Measures. Correlation analysis conformed the positive and significant relationship between all the five attributes of citizenship behavior and employees commitment. Our Findings indicates the positive correlation among all the attributes of employees OCB and Their Commitment. However Civic virtue attribute of the employees OCB are strongly correlated with affective commitment and sportsmanship have the week relationship. However Consciousness attribute of the employees OCB are strongly correlated with affective commitment, while sportsmanship and Civic Virtue have the week relationship.

**Key Words;** Normative, Affective and Continuous Commitment, OCB, Consciousness.

## Introduction;

Variety of explanation and measures of organizational commitment exist; a strong wants to remain the part of a specific organization; a willingness to exert high levels of efforts on behalf of Organizational commitment is the extent to which a worker recognizes with the organization and desires to carry on. It is a degree of the worker's willingness to continue with the organization in the future.

It reflects the employee's belief in the mission and targets of employer establishment and his/her willingness to expend attempt in their achievement with intent to carry on working there (Singh & Pandey, 2004:98). A large the organization; and belief in and acceptability of the values and goals of the organization (Tella et al., 2007). It is the psychological state that binds the individual to the organization. Antecedents of organizational commitment are quite diverse in nature and origin (Bashir & Ramay, 2008).

The organizational commitment is determined by a number of individual and organizational variables including age, tenure in the organization and character such as positive and negative, affectivity or internal and external control ascription, job design, values and the leadership style of one's supervisor (Singh & Pandey, 2004:98). Effects of organizational commitment on outcome vary across vocation stages. This is particularly true for the association between organizational commitment and turnover. Procedural fairness, information sharing, and work life policy practice must be considered as balancing means to attain lower turnover rates. Professional remain in organizations where work is exciting and demanding, possibility for progress are high and if they feel logically well paid then there is require to shift from control oriented to commitment oriented job practices and to line up policies to these high allegiance work practices (Malik et. al., 2010).

In the research area of applied psychology and organization behavior OCB is one of the most important topic for social science researchers (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). According to Katz (1960) organization cannot achieve its objective by strictly relying on the behavior of individuals performance assigned to them for performing jobs since last forty years. Kotz (1960) says that voicing suggestions, protecting organization and employees behavior toward helping coworker are the key determinates of organization effectiveness. On the other hand Organ, Smith and Near (1983) explained these characteristics as citizenship that providing help to specific individuals or organizations. In 1988 Organ further explain these behaviors and named it as Organization citizenship Behaviors (OCBs). He term word "Good soldier syndrome" as a synonyms for the concept of OCB. The reason behind "Good soldier syndrome" term is justified with the efforts put by the organization employees having no expectation of reward in their social environment (Gadgets & Vigoda, 2006).

Thus, organizational commitment is a situation in which a worker recognizes with a specific organization and its goals, and desires to continue attachment in the organization (Al-Aameri, 2000). Worker's commitment is the psychological possession one has for his/her job in the work environment.

The objective of the current research study is to find the relationship between all the five important characteristics of OCB and employees commitment. As so far no single study find the relationship between all the five important features of OCB with different commitment level of employees.

### **Relationship between Employees OCB and their Organization Commitment;**

These concepts often interrelate with each other where worker motivation influences job satisfaction or employee's commitment while job satisfaction may persuade motivation or employee's commitment (Gliem & Gliem, 2001). It is the level to which a worker recognizes with a specific organization and its targets and desires to retain relationship in the institution. Research recommends that organizational commitment also leads to lower degrees of both absence and turnover and actually, it is a good sign of turnover then job satisfaction (Robbins & Coulter, 2005:375). The organizational commitment is partially the effect of intrinsic personal characteristics and partially the consequence of how peoples understand the institution and their instant job function (Daneshfard & Ekvaniyan, 2012).

Based on the multidimensional nature of organizational commitment there is increasing support for a three factor model, which have implication for the individual and organization:

1. **Normative Commitment:** Workers stay with an organization, because he feels grateful to maintain employment (Singh & Pandey, 2004:98). The recognition measurements involve adoption of goals and values (Moynihan & Pandey, 2007). Normative commitment is an emotion of requirement to carry on service (Bashir & Ramay, 2008).

2. **Affective Commitment:** Workers stay with an establishment because he needs to. He believes in and recognizes himself with the organization. The ethical participation requires internalization of the targets and principles of the establishment (Moynihan & Pandey, 2007). Affective commitment the worker's motive attachment to, recognition with, and participation in the organization (Sabir et al., 2011).

3. **Continuance Commitment:** An employee stays with an organization, because he feels that the individual costs of leaving are also high, for example when age limits his probability to find new job (Singh & Pandey, 2004:98). Continuance commitment "a consciousness of the expenditure linked with parting the organization" (Bodla & Naeem, 2008; Aydogdu & Asikgil, 2011).

The relationship between organization commitment and citizenship behavior is well explored by different researchers. Le pine, Erez & Johnson (2002) conduct meta analysis of relationship between different dimension of organization commitment and organization citizenship behavior. The result shows that organization member commitment foster employees OCB. OCB are strongly related to member's organization commitment (O, Reilly & Chatman., 1986). Previous research studies conducted in different countries states that organization employees' commitment is strongly predictive of employees OCB (Liu, 2009, Ahmad et al., 2011).

Rehan and Islam (2013) conduct a research study in banking sector of Pakistan, in order to find out the relationship between three important characteristics of OCB (Altruism, Conscientiousness and Civic Virtue) with

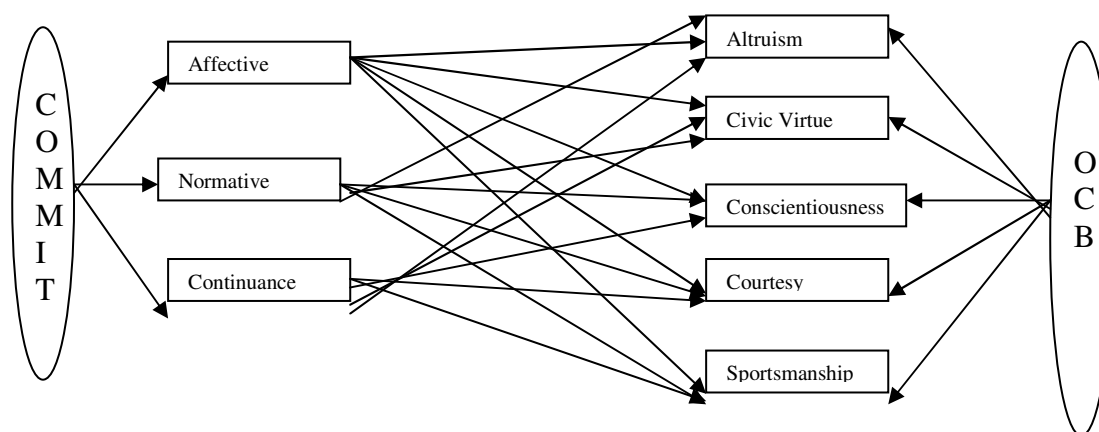
Employees commitment (Normative, Affective and continuance). Their Finding Indicate that employees commitment was positively correlated with all the three determinates of OCB.

Yutaka –Ueda (2011) results indicate that affective commitment is predictor of sportsmanship and helping behavior of OCB .While affective commitment effects on OCB component civic virtue is moderated by collectivism. Rehan & Islam (2013) results shows that affective commitment is positively correlated to consciousness and altruism behavior component of OCB. However the relationship between continuance commitment and altruism is stronger as compare to civic virtue. Normative commitment shows that it is stronger predictor of all the three important component of OCB (Rehan & Islam, 2013).

Previous research studies tries to investigate the relationship between all the three important components of organization commitment (Affective, normative and continuance) and few component of OCB( Civic Virtue, Altruism, conscientiousness). Mehrabi et al., (2013) investigate the relationship between all three components of organization commitment and (04) four important component of OCB ( Altruism, sportsmanship, conscientiousness and civic virtue) in textile factory of Borujerd country Iran. Gucl (2013) show positive correlation between OCB and organization commitment when organization Justice act as intermediary role in Turkish environment. Chehrizi et al., (2014) investigate the relationship between knowledge management practices with mediating role of organization commitment and independent variable OCB. Chehrizi et al.(2014) shows five component of OCB manly (Humanitarian, Job commitment, sportsmanship, citizenship behavior and Respect) in his research studies, the result show that there is positive relation between OCB and organization commitment. Based on the previous research findings it is stated that OCB is associated with commitment of the organization.

Based on the pervious finding following Hypothesis are drawn to be tested.

- H1;** Relationship between employees affective Commitment and Altruism Behavior is positive and significant.
- H2;** Relationship between affective Commitment and Civic Virtue attribute of OCB is positive and significant.
- H3;** Relationship between affective Commitment and Conscientiousness is positive and significant.
- H4;** Relationship between affective Commitment and sportsmanship is positive and significant.
- H5;** Relationship between affective Commitment and Courtesy is positive and significant.
- H6;** Relationship between employees affective Commitment and Altruism Behavior is positive and significant.
- H7;** Relationship between affective Commitment and Civic Virtue attribute of OCB is positive and significant.
- H8;** Relationship between affective Commitment and Conscientiousness is positive and significant.
- H9;** Relationship between affective Commitment and sportsmanship is positive and significant.
- H10;** Relationship between affective Commitment and Courtesy is positive and significant.
- H11;** Relationship between employees affective Commitment and Altruism Behavior is positive and significant.
- H12;** Relationship between affective Commitment and Civic Virtue attribute of OCB is positive and significant.
- H13;** Relationship between affective Commitment and Conscientiousness is positive and significant.
- H14;** Relationship between affective Commitment and sportsmanship is positive and significant.
- H15;** Relationship between affective Commitment and Courtesy is positive and significant.



**Proposed Research Model**

## Research Method;

The main aim of the study is to find out the relationship between employees commitment (Three Dimensions) and five important attributes of OCB. So far no single study is conducted in the field of organization Behavior. Target population of the study is Small and Medium Enterprises in manufacturing Sector of KPK and Islamabad region. KPK consist of different industrial zones i.e. ( Hayyatabad, Hattar, Gadoon Amazai and twin cities of Pakistan). Cluster sampling was done in order to obtain data from target population. 500 Questionnaires were distributed among the participants of the study. Out of 500 only 396 ( 73.88% ) questionnaires results were forwarded for further analysis. SPSS V-18 was used to analyze the data for inter items correlation and AMOS V-18 was used to run CFA ( Confirmatory Factor Analysis ). For measurement of Data totally 17 questions measured organization Commitment attributes( Normative, Affective and Continuous) , and 21 Questions measured OCB attributes adopted from Podsakoff, Mackenzie, Moorman, and Fetter (1990) scale to assess the supervisory ratings of employees' OCB. Each five constructs -altruism (5 items), courtesy (5 items), sportsmanship (4 items), conscientiousness (5 items), and civic virtue (4 items) were measured on five points scale. . The researcher developed five organizational affective commitment items in order to meet the specific needs of the study and one remaining item from Meyer and Allen's, which was "I would be very happy to spend the rest of my career in this organization" (see appendix). Thus, each dimension of commitment was measured by a series of six questions requiring responses on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The six item scores for each dimension were averaged for each respondent in order to derive the final scores for the three dimensions of commitment.

### 4.1. Uni-Dimensionality test for Courtesy.

Courtesy attribute of employees OCB was measured by five items. The initial goodness of model fit indices show that although it was good fit except value of chi square ( $\chi^2/df = 5.012$ ) which was quite higher than the threshold value of ( $<3$ ) while RMSEA value was also greater than recommended range ( $<.10$ ) which is (.225). Item CR-5 item loading was quite weak i.e. (.19), so it was removed from the final version. The result of goodness fit indices after removing CR-5 are ( $\chi^2/df = 2.12$ ) and (RMSEA = .088). The further results are presented in table below.

**Table No 4.2.9 ; Uni dimensionality test for Courtesy.**

Items	Item wording	Final Standardized Loading					
COU_1	He/she is mindful of how his/her behavior affects other people's job in the company.	.64					
COU_2	He/she takes steps to try to prevent problems with other workers.	.71					
COU_3	He/she does not abuse the rights of others.	.55					
COU_4	He/she tries to avoid creating problems for co-workers.	.50					
COU_5	He/she considers the impact of his/her actions on coworkers.	.19					
<b>Achieved Fit Indices</b>							
	$\chi^2 / df$	GFI	AGFI	NFI	CFI	TLI	RMSEA
<b>Initial</b>	5.012	.891	.883	.911	.973	.897	.224
<b>Final</b>	2.12	.956	.945	.959	.911	.933	.088
<b>Composite construct Reliability; .69</b>							

#### 4.2; Uni-dimensionality test for Altruism.

In the current research study organization citizenship behavior was measured by Padaskoff, Mackarzie, Moorman & Fetter (1990) questionnaire. Altruism is consider as one of important characteristic of employee citizenship behavior (OCB). It was measured by 5 questions from top management of quality implication department. The result of model fit indices shows that it is good fit for further analysis because ( $\chi^2/df = 0.903$ ) which is closer to 1 and RMSEA value is equal to 0.20 ( acceptable range is <.10). the remaining results are shown in table (4.2.10).

**Table No 4.2.10 ; Uni dimensionality test for Altruism.**

Items	Item wording	Final Standardized Loading						
ALT_1	He/she helps others who have been absent.	.56						
ALT_2	He/she helps others who have heavy workloads.	.60						
ALT_3	He/she helps orient new people even though it is not required.	.61						
ALT_4	He/she willingly helps others who have work related problems.	.51						
ALT_5	He/she is always ready to lend a helping hand to those around him/her.	.55						
<b>Achieved Fit Indices</b>								
	$\chi^2 / df$	GFI	AGFI	NFI	CFI	TLI	RMSEA	
<b>Final</b>	<b>0.903</b>	<b>1.00</b>	<b>1.03</b>	<b>.992</b>	<b>.957</b>	<b>.888</b>	<b>.113</b>	

#### 4.2.11; Uni-dimensionality test for Civic Virtue.

Table number (4.2.11) shows in detail the model fitness indices for Civic Virtue attribute of OCB. Which was measured by four items adapted from Podaskoff et al (1990) construct. The results indicate that on behalf of Chi Square Value ( $\chi^2/df$ )=1.129 ( less than 3) and RMSEA=0.04 (less than .05),Adjusted GFI=.983,CFI=1.00 and NFI=.95 that model is perfectly fit further analysis and will include for further analysis.

**Table No 4.3 ; Uni dimensionality test for Civic Virtue.**

Items	Item wording	Final Standardized Loading						
CV_1	He/she attends functions that are not required but helpful for the company's image.	.81						
CV_2	He/she attends training/information sessions that are encouraged to, but not required to attend.	.55						
CV_3	He/she attends and actively participates in company meetings.	.62						
CV_4	He/she stays informed about the developments in the organization/company.	.62						
<b>Achieved Fit Indices</b>								
	$\chi^2 / df$	GFI	AGFI	NFI	CFI	TLI	RMSEA	
<b>Final</b>	<b>1.129</b>	<b>.983</b>	<b>.951</b>	<b>1.003</b>	<b>1.000</b>	<b>.987</b>	<b>0.04</b>	
<b>Composite construct Reliability; .78</b>								

**4.4; Uni dimensionality test for Sportsmanship:**

The sportsmanship behavior of employees OCB was measured by 4 items. The goodness of model fitness indices shows satisfactory results because chi square values is ( $\chi^2/df = 1.235$ ) in acceptable range and RMSEA=.044 show satisfactory results. The results indicate that the construct may be use for further analysis. The remaining results about GFI, CFI, NFI and item loading are present in table ( 4.2.12).

**Table No 4.4 ; Uni dimensionality test for Sportsmanship.**

Items	Item wording	Final Standardized Loading						
SPS_1	He/she consumes a lot of time about complaining trivial matters. (R)	.51						
SPS_2	He/she always finds fault with what the bank/organization is doing. (R)	.72						
SPS_3	He/she tends to make "mountains out of molehills". (R)	.63						
SPS_4	He/she always focuses on what is wrong with his/her situation rather than the positive side of it. (R)	.54						
<b>Achieved Fit Indices</b>								
	$\chi^2 / df$	GFI	AGFI	NFI	CFI	TLI	RMSEA	
<b>Final</b>	<b>1.235</b>	<b>.988</b>	<b>.951</b>	<b>1.000</b>	<b>.911</b>	<b>.864</b>	<b>0.044</b>	
<b>Composite construct Reliability; .69</b>								



#### 4.5. Uni dimensionality Test for Conscientious;

The consciousness of employees citizenship behavior (OCB) was measured by five items. The model fitness indicate that each item loading was perfect, while Chai Square ( $\chi^2/df=1.893$ ) and RMSEA is equal to .08 that show its range in acceptable level ( Schmacker & Lomax., 2004).Thus the results indicate that consciousness attribute of OCB may be used for further analysis. The values of CFI,GFI,NFI,TLI,AGFI and other are presented in table (4.2.13).

**Table No 4.5 ; Uni dimensionality test for Conscientious.**

Items	Item wording	Final Standardized Loading						
CON_1	He/she is one of my most conscientious employees.	.55						
CON_2	He/she does not take extra breaks in work time.	.51						
CON_3	His/her attendance at work is above the norm.	.74						
CON_4	He/she believes in giving an honest day's work for an honest day's pay.	.57						
CON_5	He/she obeys rules and regulations even when no one is watching.	.61						
<b>Achieved Fit Indices</b>								
	$\chi^2 / df$	GFI	AGFI	NFI	CFI	TLI	RMSEA	
<b>Final</b>	<b>1.983</b>	<b>.922</b>	<b>.913</b>	<b>.956</b>	<b>.978</b>	<b>.897</b>	<b>.0898</b>	
<b>Composite construct Reliability; .68</b>								

#### 4.6;The uni dimensionality test for measuring Normative Commitment of Employees.

Organization commitment questionnaire was assessed by 3 major attributes derived from Meyer & Allen (1977) revise version. Normative commitment attribute of employees was measured by 6 items. The initial results of item loading show that model fit indices are not supporting the underlie assumptions by Schumaker & Lonax (2007). Because the Chai Square values ( $\chi^2/df = 3.123$ ) is higher that standardized score, as well as RMSEA value is also above the standardized limit i.e 1.32. The values of NC-3 item loading is less than 3. So item NC-3 was removed and again model was run. New results show quite better sign i.e. ( $\chi^2/df = 2.631$  and RMSEA value is equal to 0.92. hence the model was good fit for addition of normative commitment attribute of employees in final construct

#### 4.7;Uni dimensionality test for Affective Commitment:

The affective commitment behavior of employees was measured by 6 item from Mayer & Allen (1977) adapted construct. In initial item loading two of the items having higher loading. The initial model fitness not very god. However the problem can be "solved by imposing constraint on two or three measured variables". Following the procedure of Bagozzi and Heathretorn (1994) by setting un standardized loading of two items equal to zero can produce good results. In current model results of AC-3 and AC-5 were equally set resulting in creating one degree of freedom and the model become good fit. The final results indicate that ( $x^2/df =1.932$  and RMSEA= 0.0320 while other results of CFA are presented in table ( 4.2.14).

**Table No 4.7 ; Uni dimensionality test for Affective Commitment.**

<b>Items</b>	<b>Item wording</b>	<b>Final Standardized Loading</b>						
AC_1	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	.59						
AC_2	Right now, staying with my organization is a matter of necessity as much as desire.	.61						
AC_3	I believe that I have too few options to consider leaving this organization	.78						
AC_4	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	.56						
AC_5	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	.77						
<b>Achieved Fit Indices</b>								
	$\chi^2 / df$	<b>GFI</b>	<b>AGFI</b>	<b>NFI</b>	<b>CFI</b>	<b>TLI</b>	<b>RMSEA</b>	
<b>Final</b>	<b>1.932</b>	<b>.957</b>	<b>.966</b>	<b>.919</b>	<b>.879</b>	<b>.833</b>	<b>0.0320</b>	
<b>Composite construct Reliability; .80</b>								

**4.8;Uni dimensionality Test for Organization Commitment (Continuance Commitment) attribute:**

The continuance commitment of employees was measured by 6 items adapted from Mayer & Allen (1977) questionnaire. All the items loading are showing good results, but initial loading of item C.C-3 is .29 that is very low. The results of goodness of model fit indices indicated ( $\chi^2/df = 3.01$  and RMSEA .112 that model is not fit for further analysis. When item C.C-3 was removed the results show perfect model fit i.e. ( $\chi^2/df = 1.329$  and RMSEA = 0.042), while the values of CFI, GFI, AGFI, NFI and TLI are presented in table below.



**Table No 4.8 ; Uni dimensionality test for Continuance Commitment.**

Items	Item wording	Final Standardized Loading						
CC_1	I do not feel any obligation to remain with my current employer.	.55						
CC_2	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	.61						
CC_3	I would feel guilty if I left my organization now.	.29						
CC_4	This organization deserves my loyalty.	.82						
CC_5	I would not leave my organization right now because I have a sense of obligation to the people in it.	.64						
<b>Achieved Fit Indices</b>								
	$\chi^2/df$	GFI	AGFI	NFI	CFI	TLI	RMSEA	
<b>Initial</b>	<b>3.012</b>	<b>.891</b>	<b>.883</b>	<b>.911</b>	<b>.973</b>	<b>.897</b>	<b>.112</b>	
<b>Final</b>	<b>1.329</b>	<b>.978</b>	<b>.911</b>	<b>1.000</b>	<b>.911</b>	<b>.951</b>	<b>.0421</b>	
<b>Composite construct Reliability; .65</b>								

**Table 4.9; Inter item correlation ,SD, and Mean.**

Variables	Mean	S.D	1	2	3	4	5	6	7	8
A.C	3.877	0.576	(0.81)							
N.C	3.223	0.654	0.435**	(0.79)						
C.C	3.564	0.712	0.312**	0.342**	(0.88)					
ALT	3.212	0.797	0.388**	0.222**	0.116*	(0.85)				
CONS	3.756	0.902	0.322**	0.412**	0.412**	0.432**	(0.77)			
CV	3.234	0.823	0.657**	0.145*	0.113*	0.129*	0.312**	(0.83)		
COUR	3.987	0.895	0.512**	0.365**	0.423**	0.449**	0.522**	0.119*	(0.85)	
SPS	3.165	0.768	0.112*	0.133*	0.363**	0.612**	0.189*	0.288**	0.512*	(0.81)

Note; \*\*values are significant at  $p < 0.01$  (2 tailed). \*values are significant at  $p < 0.05$  (2 tailed).

Table 4.9 show the results about the Mean, Standard Deviation Values as well as inter item correlation. Mean Values indicate that almost all the attributes of Organization commitment and employees OCB are neutral. The Mean score for organization commitment attribute Normative (M= 3.228), Affective Commitment ( M=3.877) and Continuous Commitment ( M=3.564). Similarly Mean score of OCB attributes ; Altruism ( M=3.212), Consciousness (M=3.756), Civic Virtue ( M=3.234), Courtesy ( M=3.987) and Sportsmanship (M=3.165). Table (4.9) also show the relationship between organization commitment and employees citizenship behavior. Results indicate that Affective commitment is strongly correlated with Altruism ( $r=0.388$ ,  $p < 0.01$ ), Consciousness ( $r=0.322$ ,  $p < 0.01$ ), Civic Virtue ( $r=0.657$ ,  $p < 0.01$ ), , Courtesy ( $r=0.512$ ,  $p < 0.01$ ), and Sportsmanship ( $r=0.112$ ,  $p < 0.05$ ). The Results conform the positive correlation among all the attributes of employees OCB and Their Commitment. However Civic virtue attribute of the employees OCB are strongly correlated with affective commitment and sportsmanship have the weak relationship.

Results also indicate positive correlation among employees commitment and five different attributes of citizenship Behavior. Results indicate that Normative commitment is strongly correlated with Altruism ( $r=0.222$ ,

$p < 0.01$ ), Consciousness ( $r = 0.412$ ,  $p < 0.01$ ), Civic Virtue ( $r = 0.145$ ,  $p < 0.05$ ), Courtesy ( $r = 0.365$ ,  $p < 0.01$ ), and Sportsmanship ( $r = 0.133$ ,  $p < 0.05$ ). Results conformed the positive correlation among all the attributes of employees OCB and Their Commitment. However Consciousness attribute of the employees OCB are strongly correlated with affective commitment, while sportsmanship and Civic Virtue have the weak relationship.

Finally the relationship between continuous commitment and employees OCB results also show significant relationship. Continuous commitment is strongly correlated with Altruism ( $r = 0.222$ ,  $p < 0.01$ ), Consciousness ( $r = 0.412$ ,  $p < 0.01$ ), C, Courtesy ( $r = 0.423$ ,  $p < 0.01$ ), and Sportsmanship ( $r = 0.463$ ,  $p < 0.01$ ). The Results conform the positive correlation among all the attributes of employees OCB and their Commitment. However sportsmanship attribute of the employees OCB are strongly correlated with affective commitment, while Civic Virtue ( $r = 0.145$ ,  $p < 0.05$ ), Altruism ( $r = 0.116$ ,  $p < 0.01$ ), have the weak relationship.

### **Discussion and Conclusion and Recommendations.**

Current research study confirm the relationship between all important dimensions of OCB and employees commitment. Previous research studies were conducted to check the relationship between overall impact of employees commitment on employees citizenship behavior. Only fewer studies check the relationship between three important attribute of employee's commitment and three or four dimensions of employee's citizenship behavior. Finding of the current research study strongly oppose the results of (Williams & Andreson., 1990), which indicate negative relationship between employees OCB and their commitment. Current Research study findings also reject the results of (Shore & Wanger., 1993), which indicate that only normative commitment is the stronger predictor in relation to employees OCB. Results of the current study are in line with (Rehan and Islam. 2013) with regards to relationship between organization Commitment and employees Citizenship Behavior. However their results were concerned about only three important attributes of OCB namely (Altruism, Civic Virtue and Conscientiousness). while results of earlier researchers found positive but weak and partial relationship between these variables.

Results of the current research study conform for the first time the relationship between three important component of employees commitment ( Normative, Affective and Continuous) and all the five characteristics of OCB ( Altruism, Civic Virtue, Courtesy, Consciousness, Consistency and Sportsmanship). Our results indicate that Affective commitment is strongly correlated with Civic virtue attributes of employees Citizenship behavior. All those employees who continue to work with same organization structure have Altruistic Behavior. They want to help current employees in achieving their objectives. Results also revealed that employees having strong emotional bond with their organization, behaved in creating supportive culture for their peers. Which is also known as Altruistic Behavior? And employees who have particular obligation to continue with their same organization (Normative Commitment), tries to put forward the bright features of their organization in front of peers, coworker and other social group (Civic Virtue). Finally those employees who have stronger bond with organization and want to continue their efforts for the well being of organization (Continuous Commitment) , strongly follow the rules and regulation of their companies ( Sportsmanship Behavior ).

The findings of the current study can be implemented in Pakistan SME's effectively, if Government and private stakeholder as well as top level management of various organizations are seriously take initiative steps for the improvement of employee's status. As SME's act as a backbone for the survival of any nation's growth, and its importance have greater impact over developing countries like Pakistan. In order to win the hearts of employees to put efforts beyond their limits is only possible if they have committed toward their profession and organization. Employee's commitment may be increase by adopting appropriate strategies in reshaping their behavior according to the cultural, social, technological and economic variation. Finding of the current study will be helpful for the top level management in order to formulate strategies for increasing employee's commitment. Because committed employees enhanced their citizenship behavior by creating organization vision among peers, helping co worker to achieving their tasks, and creating behavior to follow the norms, rules and regulation of their organization. One of the important limitations of the current research study is that our data is obtained from KPK and Islamabad SME's manufacturing sector. If it may also obtain from SME's service sector, as well as from other provinces of Pakistan than the findings of the study will more applicable to small and medium Enterprises environment. If the current research model is applied in full spectrums in different organizations i.e. Banking, Health sector, Educational Institutions, NGO's, Advertising Agencies, and Financial institutions, than we can better understand the employees commitment level as well as creation of different citizenship behavior. Further more if different other important attributes of organization e.g. Organization Politics, Cynicism, employees satisfaction, organization culture, Locus of Control, Organization Justice and Motivation may used as mediators. Then it will enrich our understanding the relationship between different attributes of these two important variables.

## References;

- Ahmadi A, Mubarak HY, 2011. Relationships between nurses' job satisfaction and organizational citizenship behavior. *Qazvin University of Medical Sciences Journal*. 16: 71-76.
- Anwar, F., T. Islam, S.R. Khan and U.N. Ungku, 2012. Investigating the mediating role of affective commitment between supervisor's ethical leadership and citizenship behaviors. *World Applied Sciences Journal*, 19(8): 1221-1224.
- Aydogdu, S., & Asikgil, B. (2011). An Empirical Study of the Relationship among Job Satisfaction, Organizational Commitment and Turnover Intention, *International Review of Management and Marketing*.1 (3):43-53. Available at: <https://docs.google.com/viewer?a=v&q=cache:2P1FCQ6OzhsJ:www.econjournals.com/index.php/irmm/article/download>. Retrieved August 4, 2012.
- Bashir, S; & Ramay, MI (2008). Determinants of Organizational Commitment A Study of Information Technology Professionals in Pakistan Mohammad Ali Jinnah University, Islamabad. Institute of behavioral and applied management. 9(2). Available at: [http://www.ibam.com/pubs/jbam/articles/Vol9/ no2/JBAM\\_9\\_2\\_7.pdf](http://www.ibam.com/pubs/jbam/articles/Vol9/ no2/JBAM_9_2_7.pdf). Retrieved December 29, 2011.
- Bodla, M.A. & Naem, B. (2004) Motivator and Hygiene Factors Explain Overall Job Satisfaction among Pharmaceutical Sales Representatives.
- Chehrazi, S., Shakib, H.M., Azad, A.H.M., (2014). A study on the relationship between emotional intelligence, organizational commitment and organizational citizenship behavior. *Management Science Letters* 4 (14) 1103–1106.
- Islam, T., S.R. Khan, A. Shafiq and U.N.U. Ahmad, 2012. Leadership, Citizenship Behavior, Performance and Organizational Commitment: the Mediating Role of Organizational Politics. *World Applied Sciences Journal*, 19(11): 1540-1552.
- Islam, T., Z. Ahmed, I. Ahmed and S.K. Muhammad, 2012. Key factors of Organizational Citizenship Behavior in the Banking Sector of Pakistan. *African Journal of business and management*. *African Journal of Business Management*, 6(9): 3296-3302.
- Ismail, A., & Yusuf, M. H. (2009). The relationship between transformational leadership, empowerment and organizational commitment: a mediating test model testing. *Journal of Economics*, 2(6).
- Linz, S.J. (2003). Job Satisfaction among Russian Workers William Davidson Working Paper Number 468, Department of Economics Michigan State University 101 Marshall Hall East Lansing, Michigan 48824 (517) 353-7280. Available online at ([www.bus.unich.edu](http://www.bus.unich.edu)) accessed on 13th, March, 2011.
- LePine, J.A., A. Erez and D.E. Johnson, 2002. The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*,
- .Liu, Y., 2009. Perceived organizational support and expatriate organizational citizenship behavior: The mediating role of affective commitment towards the parent company. *Personnel Review*, 38(3): 307-319.
- Moynihan, D.P., & Pandey, S.K. (2007). Finding Workable Levers over Work Motivation Comparing Job Satisfaction, Job Involvement, and Organizational Commitment. University of Wisconsin–Madison, the University of Kansas, Lawrence. Available at: <http://aas.sagepub.com> Retrieved January 17, 2012.
- Podsakoff, P. M., MacKenzie, S. B., & Hui, C. 1993. Organizational citizenship behaviors and managerial evaluations of employee performance: A review and suggestions for future research. In G. R. Ferris & K. M. Rowland (Eds.), *Research in Personnel and Human Resources Management* (Vol. 11): 1–40. Greenwich, CT: JAI Press.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. 1990. Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1: 107–142.
- Podsakoff, P. M., Niehoff, B. P., MacKenzie, S. B., & Williams, M. L. 1993. Do substitutes for leadership really substitute for leadership? An empirical examination of Kerr and Jermier's situational leadership model. *Organizational Behavior and Human Decision Processes*, 54: 1–44.
- Podsakoff, P. M., & Organ, D. W. 1986. Self-reports in organizational research: Problems and prospects. *Journal of Management*, 12(4): 531–544.
- Rehan, F.M. & Islam, T. (2013). Relationship between organization commitment and Citizenship Behavior. *World Journal of Management and Behavioral Studies* 1 (1): 24-32, 2013. ISSN 2306-840X
- Robbins, S.P., & Coulter, M. (2005). *Management*, Pearson Education. Inc; & Dorling Kindersley Publishing Inc, India.
- Williams, L.J. and S.E. Anderson, 1991. Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17: 601-611.
- Yutaka-Ueda, 2011. Organizational citizenship behavior in a Japanese organization: The effects of job involvement, organizational commitment and collectivism. *Journal of Behavioral Studies in Business*, 4: 1-14.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:

<http://www.iiste.org>

## CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

**Prospective authors of journals can find the submission instruction on the following page:** <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

## MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

## IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

