

# Organizational Citizenship Behaviour and Employees' Commitment: Evidence from Staff Clock in System at Islamic University College of Ghana

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## Abstract

The study examined organizational citizenship behaviour (OCB) as an outcome of organizational commitment in higher institutions of learning in Ghana, with focus on Islamic University College, Ghana (IUCG). The population of interest was made up of all employees of IUCG, and the stratified sampling technique was used to select a sample of 50 respondents. The instrument used for data collection was self-developed questionnaire and the data collected was analyzed using SPSS Version 16 to determine the correlation and regression between the dependent and independent variables. The key findings were that, self-motivation yields better OCB than organizational controls; there is a strong positive relationship between commitment and OCB; and finally, continuance commitment dominates in IUCG. The study recommends that, management of IUCG should build stronger affective commitment and promote self-motivation among employees.

**Keywords:** Organization, Citizenship behavior, Clock in System and Employees' commitment

## 1. Introduction

Management concern for achieving organizational objectives has always made them adopt and implement control systems to regulate the conduct of employees. The understanding is that, the behaviours that employees of an entity put up during working hours can have great impact on their productivity. According to Mullins (2007), the idea of management control is primarily a process directed towards motivating and inspiring people to perform organization activities that will further the organizations goals. Organizations control systems are intended to influence the behaviour of workers for the benefit of the organization in terms of their attitude to work. In the opinion of Mullins (2007), control systems provide an interface between human behaviour and the process of management. This presupposes that, it is the prerogative of management to put policies in place so as to enhance some favourable behaviour from all employees.

Behavioural management theories have suggested that an appropriate mix of management control systems and employee self motivation are necessary for achieving organizational effectiveness (Luning, Marcelis & Jongen, 2002). McGregor opines under theory X that, people dislike work and will largely prefer to be directed; and avoid responsibility (Stoner, Freeman & Gilbert, 1995). For such people, work is secondary importance and managers must push employees to work. Unless there is proper and constant supervision there will be no work done in an environment where Theory X individuals operate. Follet, another behavioural theorist on the other hand, maintains that people's attitude at work is critical to organizational success and that individual self-control yields better organizational output than organizational controls (Stoner, Freeman & Gilbert, 1995). This idea leans towards McGregor Theory Y, where individual workers are perceived to see work as a normal activity in life and will not need anyone to push him or her before action is taken (Stoner, Freeman & Gilbert, 1995).

Furthermore, organizational citizenship behaviour (OCB), which is another behavioural theory, is believed to be particularly critical to organizational success. Most scholars agree, however, that it includes work-related behaviour that goes above and beyond that dictated by organizational policy and individuals' job description (Meyer & Allen, 1997). This kind of behaviour is undertaken by employees for the sole benefit of the organization or a colleague worker without the expectation of any compensation on the part of the worker. It is done outside the everyday duties of the employee in question. The concept of commitment is a description of the strength of an individual's identification with an organization (Nelson & Quick, 2012). It is about the extent to which a worker feels involved in, emotionally attached to, and a sense of belonging to their organization (Allen & Meyer, 1990). One of the major models of organizational commitment is that developed by Meyer and Allen (1991), which conceptualizes organizational commitment in terms of three distinct dimensions: affective, continuance, and normative.

For several authors, the term commitment is used to describe an affective orientation toward the organization (Meyer & Allen, 1991). Truckenbrodt (2002) however, describe affective commitment as an attitude of company loyalty exhibited by employees. It stems from the employees combined belief that the goals,

objectives, and values of the organization are congruent with their own. As noted by Mowday, Porter, and Steers (1982), employees who are committed to an organization remain with it because they may either want to do so, or ought to do so or need to do so (Meyer, Allen & Gellatly, 1990). Organizational Citizenship Behaviour is considered a measure of commitment in this study.

A review of literature shows how management theorists have tried over the years to solve problems of productivity and performance by expounding diverse theories for organizations to adopt. The adoption of a theory is usually influenced by the perception that management has about the nature of their employees. For example, a manager who is influenced by theory X uses force as an essential tool for harnessing efforts of workers (Miller, 2011). A situation like this will affect not only the type of employee commitment (affective, normative or continuance) but also the type of OCB of the workers. Thus, the achievement of a better organizational citizenship behaviour (altruism) is determined by the interplay between organizational controls (based on McGregor theory X), and self-motivation – Affective Commitment, (based on Follet - informal system of self-motivation and McGregor Theory Y).

Rather than achieving enhanced employee output and motivating them, it seems employees' moral at Islamic University College, Ghana (IUCG) went down when a clock-in system was introduced by management as a control measure which affected the overall attitudes of workers towards work. Many studies have been conducted over the years to establish the positive relationship that exist between OCB and commitment on one hand and types of OCB and types of commitment on another. The works of Meyer and Allen (1991); Organ and Ryan (1995) and Morrison (1994) are a few studies that were conducted to show these relationships. However, so little has been done in the area of relating management theories to OCB through organizational commitment. This study therefore attempts to measure how organizational controls (based on McGregor theory X), and self-motivation – Affective Commitment, (based on Follet - informal system of self-motivation and McGregor Theory Y) influences OCB – altruism among the staff of IUCG. The new control measure (clock-in) implemented by IUCG management will be the centre of focus for the study.

### **Research Questions**

The study sought to ascertain OCB and employees' commitment in Islamic University College, Ghana in line with the following research questions:

- R<sub>1</sub> Organizational controls and self-motivation, which yields better organizational citizenship behaviours?
- R<sub>2</sub> What is the relationship between commitment and OCB in IUCG?
- R<sub>3</sub> What type of commitment dominates in IUCG?

## **2. Literature Review**

This section reviewed the theoretical and empirical literature that is relevant to the research. This entailed the description and explanation of the concept of organizational citizenship behaviour as well as organizational commitment. The study also reviewed literature on critical areas such as the relevance of OCB, dimensions of OCB, antecedents of OCB, components of commitment, theories of management and Theory X and Theory Y in addition to the theoretical and the conceptual framework of the study.

### **2.1 Theories of management**

The earliest contributors to the understanding of management theory included practicing managers as well as social scientists (Cole, 2008). Review of literature shows that, recent theorists have tended to be academics or management consultants. Cole (2008) argues that, the early theorists can be divided into two main groups – the practicing such as Taylor and Fayol and the social scientists such as Mayol and McGregor.

The practicing managers tended to reflect upon and theorize about their personal experiences of management with the object of producing a set of rational principles of management which could be applied universally in order to achieve organizational efficiency. The primary concern of the practicing managers as Cole (2008) indicates was the structuring of work and organization rather than with human motivation or organizational culture. Their approaches were generally prescriptive, by setting out what managers ought to do in order to fulfil their leadership function within their organization (Cole, 2008).

#### **2.1.1 Theory X**

Crowther and Green (2004) argued that, our efforts to understand others are coloured by our attitudes towards them and the assumptions we make about their behaviour. The understanding here is that, if a manager assumes that a particular worker is or group of workers are hard working and reliable, the manager tends to treat them with respect and trust; if however, the manager sees them as lazy and unreliable, the manager is likely to treat them as requiring close control and supervision.

Douglas McGregor's Theory X and Theory Y are essentially sets of assumptions about behaviour. In proposing his ideas, McGregor pointed to the theoretical assumptions of management that underlie its behaviour. Crowther and Green (2004) indicated that, McGregor was primarily concerned with motivation from the view point of managers. This concern is reflected in McGregor's work in his book "the human side of enterprise, as

cited in Crowther and Green, 2004. McGregor argued that “every managerial decision has behavioural consequences. Successful management depends not only on themselves, but the ability to predict and control human behaviour”. McGregor observed two noticeable different sets of assumptions made by managers about their employees. The first set of assumption regards employees as been inherently lazy, requiring coercion and control, avoiding responsibility and only seeking security (Cole, 2008).

Crowther and Green (2004) also laid emphasis on McGregor’s position that, managers’ behaviour towards others was influenced by their assumptions regarding human nature. The observation of Crowther and Green (2004) is that, McGregor moved away from the classical management ideas, which assumed that it was management’s role and prerogative to control employees. McGregor claimed, according to Crowther and Green (2004), that, this approach (Theory X) assumed certain features among employees: that they would only work hard according to “carrot and stick” or reward and penalty principles, as they disliked working, did not want responsibility and would not work well unless there were tangibly external factors driving them. The introduction of the clock in system at IUCG seems to support the principles of theory X.

#### 2.1.2 Mary Parker Follet’s ideas and Theory Y

In contrast to Theory X, Theory Y is where people are seen as liking work, which is as natural as rest or play; they do not need to be controlled and coerced so long as they are committed to the organizations objectives (Cole, 2008). The argument is that, this category of people will not, under normal conditions, only accept but also seek responsibility, exercise imagination and ingenuity at work. Crowther and Green (2004) indicated that, an alternative management’s approach (Theory Y) is that, people actually like work and can exert discipline and self-control over their work, and if they are encouraged to, will on their own accord take up responsibility and contribute actively if the work is interesting and challenging. According to Crowther and Green (2004), Theory Y has the potential of serving to eradicate conflict between line managers and staff, as the staff would act in a supportive rather than the control role congruent with theory X.

Theory Y seem to be greatly related to Mary Parker Follet’s ideas expressed about management in the early part of the 20<sup>th</sup> century. According to Mackay (2007), Follet put across an argument that, organizations, like communities, could be approached as local social systems involving networks of groups. In this way, she was then able to advocate the fostering of a self-governing principle that would facilitate the growth of individuals and of the groups to which they belong (Mackay, 2007). Her position, as pointed out by Mackay (2007) was that, by directly interacting with one another to achieve their common goals, the members of a group fulfilled themselves through the process of the group’s development.

Montana and Charnov (2008) also wrote that, the works of Mary Parker Follet were directed and more focused on how managers dealt with conflict. Follet observed that, more managers adopt a destructive way of dealing with conflict in the work place and confirmed the collaborative approach to problem solving that advocated compromise. She felt that, workers could recognize the logic inherent in a management request and would comply and management should not over manage employees. The idea here is that, managers task is to formulate requests in a logical manner but not to give too many orders.

## 2.2 The concept of organizational citizenship behaviour

According to Organ (1994), the term organizational citizenship behaviour (OCB) is of uncertain lineage. Organ (1994) expresses doubts as to whether the term was invented by him or suggested by Tom Bateman or Ann Smith when one or the other was a doctoral student at Indiana University. This notwithstanding, the very underlying purpose of the term as in its referent was never in doubt whatsoever. The term denotes a class of job behaviours that are separate from in-role productivity but were presumed to be affected by participants job satisfaction (Organ, 1994).

Organ (1977) argued that, attitude such as job satisfaction should not be expected to have much to do with conventional measures of productivity, since productivity is more a function of ability than attitude. Based on these observations, Organ (1977) suggests that a look should be taken at the more discretionary work behaviours that contribute to a group’s or organization’s effectiveness, particularly, those not likely to be constrained by ability, but rather by intent. The understanding was that, one might expect the more satisfied employees to be more likely to do those things that are valued by supervisors and management officials, but this argument is not supported by existing literature. According to Spitzmuller, Van Dyne and Ilies (2008), Organ (1997) revisited establishing the relationship that exist between job satisfaction and job performance by differentiating quantitative measures of output from more subtle, qualitative aspects of work. Spitzmuller, Van Dyne and Ilies (2008) point out that, Organ in this exercise included behaviours with positive effects on the psychological, social and organizational context of work to facilitate a widening of the commonly accepted definition of job performance.

Paillé (2008), writing on the history of OCB notice that, the theory has not only become very popular in the organizational behaviour and human resource management literature, but also possesses a remarkable long history. Paillé observed that, in addition to the fact that various forms of OCB have been identified over a period

of twenty years, the number of related concepts to OCB rose up to threefold in less than twenty years. Brief and Motowildo (1986 as cited in Paillé, 2008) were able to identify and distinguish between thirteen separate constructs of OCB in the mid-1980s. Scientists have considered seven dimensions for measuring organizational citizenship behaviour. These dimensions are (1) Helping Behaviour, (2) Sportsmanship, (3) Organizational Loyalty, (4) Organizational Compliance, (5) Individual Initiative, (6) Civic Virtue, and (7) Self Development.

In this study however, the approach adopted to examine OCB is consistent with the development of Bateman and Organ (1983), Organ (1988) and Smith, Organ and Near (1983). In this approach, OCB is “discretionary individual conduct, not directly or explicitly recognized by the formal system of compensation contributing to the general good functioning of the organization that does not arise from the prescribed role or tasks of the job. The presence or otherwise of such beliefs in IUCG is much debatable. Even though people usually extend helping hands to colleagues on daily bases, one cannot tell whether they do this because they are happy or sad.

### **2.3 The Concept of Commitment**

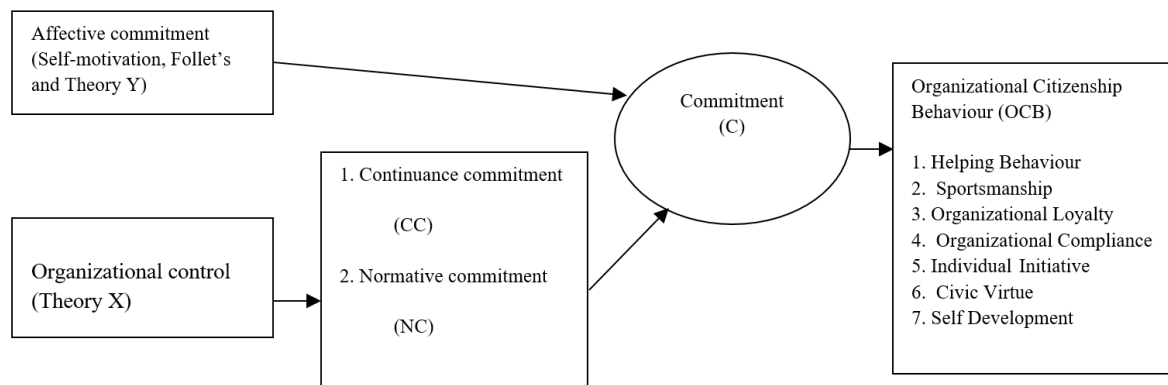
Researchers in their early stages of studying organizational commitment (OC) focused their attention on the identification of antecedents and consequences of commitment (Meyer & Allen, 1997). Mathieu and Zajac (1990) conducted an extensive research by carrying out a meta-analytical study that examined 124 empirical studies on OC. There was also considerable attention given to theory development. It is now well recognized, for example, that commitment is a multidimensional construct and that the antecedents, correlates, and consequences of commitment vary across dimensions. Meyer, Jackson and Maltin (2008) trace the roots of theory and research pertaining to commitment in the workplace to the Human Relations movement in the mid-20<sup>th</sup> century, and added that, it came to life in the 1970s, arguably, due to a programme of research undertaken by Lyman Porter, Richard Mowday and Richard Steers. It was their seminar book on commitment (Moday et al, 1982) that became an impetus for subsequent theory development and research.

Landy and Conte (2010) opine that, the concept of commitment is often associated with both attitudes and emotions. Commitment to a relationship, an organization, a goal or even an occupation involves emotional attachment as well as evaluations of whether current circumstances are what are expected or might expect in the future. As cited in Landy and Conte (2010), Porter, Steers, Mowday and Boulian (1974) in an attempt to elucidate on the understanding of the concept commitment, proposed that organizational commitment includes three elements: (a) acceptance and beliefs in an organization’s values; (b) a willingness to exert efforts on behalf of the organization to meet the goals of that organization and (c) a strong desire to remain in the organization.

In the work of Meyer and Allen (1997), they note that, common to the various definitions of organizational commitment is a psychological state that characterizes the employees’ relationship with the organization. Thus regardless of the definition, committed employees are more likely to remain in the organization than are uncommitted employees. What differs across definitions is the nature of the psychological state being described. To acknowledge these differences, Meyer and Allen (1997) applied different labels to what they described as three components of commitment – affective commitment, continuance commitment and normative commitment. Meyer and Allen (1984) initially proposed that a distinction be made between affective and continuance commitment, with affective commitment denoting an emotional attachment to, identification with, and involvement in the organization and continuance commitment denoting the perceived costs associated with leaving the organization. Allen and Meyer (1990) later suggested a third distinguishable component of commitment, normative commitment, which reflects a perceived obligation to remain in the organization.

### **2.4 The Conceptualize framework of the study**

The key theories that form the bases and guided this study are Theory X, Theory Y, prosocial behaviour theory, and management theory. According to Punch (2005), a conceptual framework is a representation, graphically or narrative, of the main concepts or variables and their presumed relationship with each other. The conceptual framework helps develop the research questions and vice versa (Punch, 2005). Below is a graphical representation of the conceptual framework of the study.



Source: Authors Construct

Figure 1. Conceptualized framework of the study

### 3.0 Research Methodology

#### Research design

The study adopted the phenomenological research approach. This was chosen, based on the fact that the focus of the research was directed towards establishing relationship. The study describes the relationship between organizational citizenship behaviour and staff commitment in IUCG.

The descriptive research design was therefore applied for this study. Additionally, the study sorts to establish a relationship between OCB and organizational control as well as employee self-motivation (Blaikie, 2010); this made the study explanatory.

The study also employed a cross-sectional study approach which combined surveys and interviews methods to achieve the stated objectives. Both primary and secondary data were used as data sources. The environment chosen for the study was a field setting since the issues at stake concerns human beings and their social life at the work place. For this reason, the IUCG main campus located at Adjiringano-Otano in East-Legon in Accra was the main field of this study.

The population of interest was all employees of the Islamic University College. The sample was made up of teaching and non-teaching employees who have been in the University for more than two years. The bases of the sampling frame, is due to the fact that clocking-in system was introduced in IUCG two years ago. Using the clocking-in as the proxy for organizational control; which is the independent variable makes this condition imperative for the data reliability. Data was collected from fifty (50) respondents made up of Assistant Vice Presidents, Accountants, Administrative assistants, lecturers, secretaries, security officers, Assistant Registrars, Graduate assistants, Assistant librarians, librarians and field workers who are affected by the clock-in system.

A stratified sampling approach was used to select respondents from ten (10) strata of teaching and non-teaching employees resulting in a total of fifty respondents. The five (5) respondents from each stratum were then selected using a list of employees who have worked for more than two years through simple random sampling technique. The study instrument entailed Organizational commitment Questionnaire: Affective, Normative, and Continuance commitment were measured with the Organizational commitment Questionnaire developed by Meyer and Allen (1997). This revised Questionnaire has 18 items. Employee responses were obtained on a 7-point Likert-type scale where 1 = *strongly disagree* and 7 = *strongly agree*.

Organizational Citizenship Behavior was measured with the 42-item scale developed by Podsakoff, MacKenzie, Moorman and Felter's (1990). Responses were taken on a five-point scale (Never- 1, Once or twice- 2, Once or twice per month-3, Once or twice per week-4, Everyday-5). A self developed questionnaire was used to obtain data on organizational control. Items that measure organizational control were taken from employees answers on their impressions about a clocking-in system introduced in IUCG. Employee responses were obtained on a 5-point Likert-type scale where 1 = *very unfair* and 7 = *very fair*. The reliability coefficient of the scale was .87.

#### Data analysis

For this study, the data analysis began with a systematic organization of the data (narratives and words) into hierarchical relationships, matrices and other arrays (Miles & Huberman, 1994). The collected data was organized in the array of tables in which data was presented. Theoretical propositions in the development of analytical strategies for the research were relied on since there are previous studies on OCB and commitment as well as organizational control. The study used the SPSS package to analyze the data collected through correlation method, regression, ANOVA test.

## 4. RESULTS AND DISCUSSION

### 4.1 Results

The data was analyzed in line the study objectives, research questions and hypothesis. The multiple regression and ANOVA tests were conducted to ascertain the effect of organization control and-self motivation on organizational citizenship behavior, the dominants factors of employees commitment and the correlation between commitment and OCB.

R<sub>1</sub> Organizational controls (OC) and self-motivation (AC), which yields better organizational citizenship behaviours?

H1 : Organizational control yields better OCB than self-motivation.

**Table 1:**

*Coefficients for organizational control and affective commitment on OCB*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	258.908	148.542		1.743	.223
OC	0.910	1.719	0.102	0.529	.049
AC	25.917	5.305	0.941	4.885	.039

a. Dependent Variable: OCB

The regression model for hypothesis one (1) is given by the study as:

$$y = \beta_0 + \beta_1 + \beta_2 \text{ where:}$$

$$y = \text{OCB}, \beta_0 = \text{constant}, \beta_1 = \text{OC}, \text{ and } \beta_2 = \text{AC}.$$

$$\text{Therefore, OCB} = 258.908 + 0.910(\text{OC}) + 25.917(\text{AC})$$

Since the P-values of both the OC (.049) and AC (.039) are less than the 5% (0.05) level of significance, hence, the beta coefficients of OC (.910) and AC (25.917) are significantly different from zero. The coefficient of AC (25.917) is greater than that of OC (.910) hence AC contributes more to OCB than OC. On the bases of the above, we reject the null hypothesis in favour of the alternative hypothesis. This means that AC yields better OCB than OC in IUCG.

R<sub>2</sub> What is the relationship between commitment and OCB in IUCG?

H<sub>2</sub>: commitment is not positively related to OCB in IUCG

**Table 2:**

*Correlations between commitment and OCB*

			C	OCB
Spearman's rho	C	Correlation Coefficient	1.000	.800
		Sig. (2-tailed)	.	3.285
		N	5	5
	OCB	Correlation Coefficient	.800	1.000
		Sig. (2-tailed)	3.285	.
		N	5	5

Table 2 above portrays the relationship that exists between commitment as exhibited by IUCG employees and citizenship behaviour by these workers. As a response to research question two of the study above, table 2 shows that there is a positive relationship between commitment (C) and organizational citizenship behaviour (OCB). This relationship is supported by the correlation coefficient of (r = .800) at 5 percent alpha level. And clearly, the relationship is very strong.

R<sub>3</sub> What type of commitment dominates in IUCG?

H<sub>3</sub>: No one type of commitment dominates in IUCG

**Table 3:**  
*Coefficients for normative commitment, continuance commitment, affective commitment on commitment.*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	103.781	2.836		36.595	.017
AC	0.408	.082	0.806	29.395	.022
CC	2.154	.071	1.098	30.306	.021
NC	1.581	.054	.529	29.268	.022

a. Dependent Variable: C

The regression model for hypothesis one (1) is given by the study as:

$$y = \beta_0 + \beta_1 + \beta_2 + \beta_3 \quad \text{where:}$$

$$y = \text{OCB}, \beta_0 = \text{constant}, \beta_1 = \text{AC}, \text{ and } \beta_2 = \text{CC. and } \beta_3 = \text{NC}$$

$$\text{Therefore, OCB} = 103.781 + 0.408(\text{AC}) + 2.154(\text{CC}) + 1.581(\text{NC})$$

Since the P-values of the three independent variables – AC (.022), CC (.021) and NC (.022) are less than the 5% (0.05) level of significance, hence, the beta coefficients of AC (0.408), CC (2.154) and NC (1.581) are significantly different from zero. The weight of their influence is found in the beta values of each independent variable. This weight is what determines the degree of dominance of an independent variable over its counterparts. From the analysis above, it can be seen that, continuance commitment dominates the other variable with a beta value of 2.154.

#### 4.2 Discussion

The study generally found out that, employees of IUCG conduct themselves in a manner that can be described as organizational citizenship behaviours. This implies that, IUCG employees perform duties that are sometimes outside the reward system of the University. For many employees at IUCG, working involves more than showing up for work and carrying out your required duties.

The study was designed to identify the relationship that exists between the proposed predictors of OCB in IUCG. On this basis, organizational controls, self-motivation and commitment were put up for test for the level of their influence on OCB. Furthermore, it was the purpose of the study to understand the different types of commitment that exist in IUCG and the one that is dominant over the other types. Organizational control, which is pinned under the clock-in policy of IUCG and built on the principles of McGregor's Theory X, was seen to have had some influence on the citizenship behaviour of employees. The decision by management to implement the clock-in policy to monitor employee's performance as a control mechanism might have been born out of the perception that management has about their employees.

As explained by Crowther and Green (2004), the understanding that one forms about others is usually coloured by your attitude towards them and the assumptions made about their behaviour. It appears management of IUCG perceived employees to be lazy and do not like work. For that matter, management saw it necessary to implement policies that will derive productivity automatically from workers. In so doing, management has introduced the clock-in policy which demands that, all other employees with the exception of the President and Vice Presidents must clock-in before start of work.

The study indicated, however that, the relationship between organizational control and OCB is positive but very weak with a beta value of 0.910. The study seems to be in support of the proposition that, organizational control (OC) indeed, at best, can only create compliance citizenship behaviour. Because management tried to control the productivity of IUCG employees by demanding the usage of the clock-in machine by employees, as a control measure for their reporting and closing times, employees have also resorted to complying with this directive very religiously. In essence therefore, IUCG employees are just obedient by just doing what they should do as good employees. They therefore care less about doing more extra-role for the benefit of the University.

In contrast, self-motivation is derived from the concept of affective commitment which takes great insights from the fundamental principles of McGregor's Theory Y and Mary Parker Follet's theory. According to Miller (2008), Theory Y manager assumes that workers are highly motivated to satisfy achievement and self-actualization needs and that the job of the manager is to bring out the natural tendencies of these intelligent and motivated workers.

Though this is an assumption that management can make about their employees, it seems IUCG's management does not hold such assumptions about their employees. Management does not perceive their employees to be people who like work and do not need to be coerced to undertake a job or duty for the university. In the absence of this assumption, it may be impossible for management to bring out the natural tendencies of

their employees.

For employees who exhibit very high levels of affective commitment, greater citizenship behaviours are demonstrated by them as well. It must be noted, however, that only a handful of employees at IUCG are able to demonstrate that, they are emotionally attached to, identified with and involved in the affairs of the University – affective commitment. As explained by Nelson and Quick (2012), most IUCG employees show loyalty and deep sense of concern for the University. The study was also able to investigate the presence of continuance commitment in IUCG. It was found out that continuance commitment does not only exist in IUCG, but also the most dominant type of commitment in IUCG.

According to Meyer and Allen (1997), continuance commitment refers to commitment associated with the costs that employees perceived are related to leaving the organization. One continues to stay in an organization because the cost of leaving the organization far outweighs the cost of staying. So even when one is not happy about the organization, you ought to stay to avoid the cost.

The study also purported to find out the type of commitment that dominates in IUCG. Generally, all the three types of commitment, namely - affective commitment, normative commitment and continuance commitment were found to be available in IUCG. That is, all respondents together have shown different types of commitment in IUCG. The focus was, however, to understand the one that dominates in the University. With beta value of 2.154, the study suggests that continuance commitment seems to be in dominance among IUCG employees. This is a bit closely followed by normative commitment with a beta value of 1.581. Affective commitment is found to be less among IUCG employees as its beta value falls below 1.00 with a beta value of 0.408.

This situation might have been caused by the clock-in control measure that management implemented recently. The general feeling among the employees is that, the system is very unfair to them. They feel cheated by the system and so are unable to perform more extra-role activities for the benefit of the university and its workers. Many employees seem to continue serving IUCG because they need to be there or ought to be there. And as they remain working there, they found themselves offering one or two citizenship behaviours for the university. And indeed, they might have also undertaken these behaviours to make themselves happy.

## 5. CONCLUSION

Generally, employees at IUCG are not comfortable with the clock-in control policy of the management of IUCG. A good number of them believe that the policy is unfair to them and must be abandoned. It is however important to note that, all the three types of commitment (Affective commitment, Normative commitment and Continuance commitment) can be found, but in varying degrees at IUCG. Even though OCB is found in IUCG, its level of prevalence is not encouraging. This is largely due to the perceptions that employees have over the clock-in control policy. This notwithstanding, the study proved that, affective commitment has a positive influence on OCB.

After conducting a thorough research on an issue, it is recommended that, the study submits recommendations that will help improve the situation. Considering this fact, the study has provided the following recommendations for management of IUCG to consider. It is the hope of the study that, prevailing issues regarding commitment and OCB in IUCG will improve for the overall benefit of the university after the implementation of these recommendations.

- Management of IUCG should direct efforts at improving upon the level of OCB among the various employees across all units of the university. Since affective commitment is found to be a stronger catalyst for improving OCB, management should create an enabling environment that will promote self-motivation among employees. This will in turn allow for affective commitment to emanate from employees.
- The perceptions that employees have about the unfairness of the clock-in system should be investigated by management for corrective actions to be taken. Other control measures such as the reward and compensation system could be used by management of IUCG where employees are motivated for a realization of congruence between employees' objectives and the objectives of the university. In this regard, emphasis should be laid on the nonmonetary rewards and compensation such as autonomy, power, recognition, promotions and vocations which are found to be lacking in the IUCG community.

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