

A Study on Impact of Organisational Citizenship Behaviour Towards Organisational Commitment of Employees at Logistics

Nandha Perumal B, Student, Department of Management Studies, School of Management Studies, Vels Institute of Science Technology and Advanced Studies (VISTAS) Pallavaram, Chennai

Dr. R. Raajalakshmi, Assistant Professor, Department of Management Studies, School of Management Studies, Vels Institute of Science Technology and Advanced Studies (VISTAS) Pallavaram, Chennai.

ABSTRACT

Organisational Citizenship Behaviour (OCB) is a key term in current organisational management since it promotes employees' performance outside their assigned duties. Employees who help each other, foster good relations in the workplace, and actively engage in organisational activities make substantial contributions to organisational efficiency and productivity. Organisational Commitment, on the other hand, is the psychological attachment, loyalty, and commitment of employees to stay with the organisation and work toward organisational objectives. The research aims at examining the effects of OCB on Organisational Commitment among employees. The study adopts a descriptive research design and uses both primary and secondary data for analysis. Primary data were collected from employees through a structured questionnaire using a five-point Likert scale. Secondary data were collected from journals, company reports, articles, and organizational records. Convenience sampling technique was adopted for selecting respondents. The collected data were analysed using percentage analysis, chi-square analysis, correlation analysis, and regression analysis.

From the results of this study, it can be seen that Organizational Citizenship Behaviour helps to improve relationships at work, cooperation between employees, and organizational efficiency. At the same time, it is also evident from this research that employees with higher organizational citizenship behaviour show more organizational commitment. Nevertheless, some statistical tests show that certain factors are not significantly related to others. The conclusion of this research is that organizations need to promote supportive working environment, team effort, reward programs, and participation among workers.

Keywords: Organisational Citizenship Behaviour, Organizational Commitment, Employee Behaviour, Work Relation, IT Sector

INTRODUCTION

Organizations operate in a highly competitive, technologically advanced, and globalized environment, where they have to deal with changing demands of the workforce. For their survival and sustainability, organizations need employees who are able to do their jobs effectively, along with going beyond their official duties. This extra behaviour by the employee is termed Organisational Citizenship Behaviour (OCB). Organisational Citizenship Behaviour refers to discretionary employee actions that are not formally recognized through reward systems but contribute positively towards organizational effectiveness. Employees who demonstrate OCB willingly help co-workers, support management, maintain workplace harmony, and actively participate in organizational activities. These behaviours improve teamwork, cooperation, communication, and productivity within organizations.

The term "Organizational Citizenship Behaviour" was coined by Dennis Organ, who defined OCB as the voluntary behaviour of an individual worker that improves organizational effectiveness. OCB includes a number of important components like altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. Workers showing these behaviours make important contributions to creating a positive working atmosphere.

Another significant concept in the domain of organizational behaviour and human resource management is Organizational Commitment. It means the emotional attachment, loyalty, and commitment of workers to their organizations. Highly committed workers perform better, are less absent from work, and actively participate in organizational affairs. According to Meyer and Allen, organizational commitment includes three dimensions namely affective commitment, continuance commitment, and normative commitment. Affective commitment refers to emotional attachment towards the organization, continuance commitment refers to the perceived cost of leaving the organization, and normative commitment refers to employees' sense of obligation towards the organization.

Organizational Citizenship Behaviour and Organizational Commitment are two concepts that are highly interrelated. Employees who have an emotional connection with the organization tend to perform organizational citizenship behaviour. Likewise, organizations that provide participative leadership, recognition, and team spirit tend to witness greater organizational commitment from their employees.

The Information Technology industry is amongst the fastest-growing industries in India. The IT industry is largely dependent on employee creativity, team spirit, innovation, and commitment. Employees working in the IT industry work in highly stressful environments. Therefore, maintaining positive employee behaviour and organizational commitment is essential for improving organizational effectiveness and retaining skilled professionals.

Zeptoware Systems Private Limited is a company working in the IT industry that deals in software solutions, website designing, digital marketing, training for Artificial Intelligence and data sciences and internship programs. Because employee behaviour plays a vital role in determining the performance of an organization, this study tries to analyse the effect of OCB on Organizational Commitment.

LITERATURE REVIEW

There are many studies available that look at the effect of Organisational Citizenship Behaviour on Organizational Commitment.

Saad et al. (2024) conducted research on the effect of Organisational Citizenship Behaviour on workplace performance in contemporary organisations. It was found that individuals who have high levels of organisational commitment tend to exhibit voluntary work behaviour. A study on organizational culture and OCB was carried out by Hasyim and Tuki (2024). The results showed that a supportive organizational culture coupled with employee commitment positively affects citizenship behaviour, which increases organizational productivity.

OCB in public organizations was explored by Iqbal, Qamari, and Suwandi (2024), and it was found that employees who have high organizational commitment tend to cooperate and help others within the organization.

The mediating effect of OCB between organizational commitment and employee performance was examined by Militaria, Gunadi, and Parrita (2024). The findings indicated that employee performance is indirectly improved via positive OCB by commitment. A study on organizational culture and OCB was carried out by Hasyim and Tuki (2024). The results showed that a supportive organizational culture coupled with employee commitment positively affects citizenship behaviour, which increases organizational productivity.

OCB in public organizations was explored by Iqbal, Qamari, and Suwandi (2024), and it was found that employees who have high organizational commitment tend to cooperate and help others within the organization.

The mediating effect of OCB between organizational commitment and employee performance was examined by Militaria, Gunadi, and Parrita (2024). The findings indicated that employee performance is indirectly improved via positive OCB by commitment.

Leadership and organizational commitment were considered major contributors to OCB by Ramos and Eli tan (2023). The results indicated that the committed employees had positive effects on organizational efficiency.

The study carried out by Hayati and Claudia (2023) focused on investigating the impact of organizational commitment, job satisfaction, and OCB. They found out that organizational commitment affects employee satisfaction and voluntary work-related behaviour.

Psychological ownership and OCB were investigated by Wilhelm et al. (2022), where they found out that employees having an emotional attachment to the organization are more engaged in citizenship behaviours.

Organizational commitment was also revealed by Abbasi and Ismail (2022) as an effective measure of reducing poor workplace behaviours and increasing participation and teamwork.

Organizational culture as a way of improving employee commitment and encouraging helping behaviours among employees was emphasized by Johnson (2021).

Sitiawan and Srinath (2020) focused on the mediating effect of organizational commitment to influence OCB. The findings indicated that high organizational commitment is associated with employees performing extra-role behaviours

RESEARCH METHODOLOGY

Research methodology entails the systematic process that is used for collecting data, analysing and interpreting data in order to achieve research goals. The present research is titled “Impact of Organizational Citizenship Behaviour on Organizational Commitment among Employees of Zeptoware Systems Private Limited.”

The use of descriptive research methodology assists in understanding the nature of the behaviour, attitude, and level of commitment of the employees. The quantitative research methodology entails collecting and analysing statistical data in the research.

Primary Data Primary data were collected by surveying the employees directly through a well-designed questionnaire with five point Likert scale.

Secondary Data Secondary data were collected from the company archives, journals, books, articles, websites and research papers on Organisational Citizenship Behaviour (OCB) and organizational commitment.

Sampling Technique Convenience sampling was utilized in this study, and it falls under non-probability sampling technique whereby accessible and willing employees were selected as respondents.

Sample Size A total of 100 employees of Zeptoware Systems Private Limited were selected for the present study.

These were some of the tools used to collect demographic details about the employees, behaviour patterns and the relationship between Organisational Citizenship Behaviour and Organizational Commitment.

DATA ANALYSIS AND INTERPRETATION

From the data analysis, it can be seen that there are 39.6% of males and 28.7% of females. Therefore, most respondents are male employees. In analysing the data, it is clear that the age bracket which contains most respondents is 20-25 years having 40 (39.6%). This implies that most of the employees in the organization are youths. Further analysis of the data shows that 35.6% of all respondents are postgraduates, forming the majority of employees. This implies that employees in the organization are highly educated individuals. Most respondents are under the “Others” category with 22 people (21.8%). The department with the highest number of respondents is Finance Department with 20 people.

CHI-SQUARE TEST

Test statistic Value df Significance (p-value)

Pearson Chi-Square 3.734 8 0.880

Likelihood Ratio 3.902 8 0.866

Linear by Linear Association 1.055 1 0.304

Interpretation

As per the result, the value of the p-value is 0.

TABLE 1: REGRESSION ANALYSIS

	Model	Sum of Squares	df	F value	Significance
--	-------	----------------	----	---------	--------------

Regression	0.000	1	0.000	0.990
------------	-------	---	-------	-------

Residual	217.710	98	-	-
----------	---------	----	---	---

Total	217.710	99	-	-
-------	---------	----	---	---

Conclusion

The coefficient value is very close to zero and the p-value (0.990) is greater than 0.05,

TABLE 2: ANOVA TABLE

	Model	Sum of Squares	df	Mean square	F	Significance
--	-------	----------------	----	-------------	---	--------------

Regression	2.086	1	2.086	0.874	0.352
------------	-------	---	-------	-------	-------

Residual	233.874	98			
----------	---------	----	--	--	--

FINDINGS OF THE STUDY

1. Most of the respondents belong to the young age group of 20-25 years.
2. Most of the respondents are educated at the postgraduate level.
3. Most of the male respondents are employees of the company.
4. Most respondents were from the Finance department and others.
5. The respondents had positive attitude towards working together and collaborating.
6. Organizational Citizenship Behaviour plays a role in improving workplace relationships and collaboration.
7. Most of the tests performed statistically show that there is no significant relationship between some of the demographic variables and organizational commitment.
8. Employees having a good attitude towards workplace have high emotional commitment and organizational commitment.
9. Organizational commitment and employee involvement facilitate organizational commitment.
10. Good work environment leads to successful organizations.

SUGGESTION

1. The organization has to make sure that there is encouragement towards teamwork among its employees.
2. Motivation among the employees has to be ensured through appreciation and recognition programs.
3. A good working environment should be developed by the management to enhance the commitment of the employees.

4. Training programs in communication and leadership skills have to be organized.
5. The employees should be allowed to participate in decision-making activities.
6. The employees should be offered flexible working hours and chances for personal development.
7. The employees should be supported by the management to reduce their stress.
8. Employee feedback should be sought regularly.
9. The organizational culture can be improved by enhancing the participation of the employees.
10. Employees' services have to be encouraged to improve their welfare.

CONCLUSION

Organization Citizenship Behaviour and Organizational Commitment are two important terms that are very important in order for organizations to achieve success and efficiency in their operations. This means that when workers give assistance to their peers in the organization, maintain good relationships among themselves and participate in activities within the organization, they create an ideal working environment.

In the research carried out in Zeptoware Systems Private Limited, the positive impact of having appropriate behaviour at the workplace to create employee commitment has been evident. From this study, it can be seen that employees showing citizenship behaviours have high chances of committing themselves to the organization.

Even though some of the statistical tests revealed no significant correlation, the whole study shows that supportiveness in the workplace, teamwork and involvement contribute positively towards organizational commitment.

There is a need for IT-based companies to place emphasis on employee engagement and motivation as well as encouraging good relationships among the workers to promote organizational commitment of the employees. Organizational Citizenship Behaviour could be encouraged by organizations as a means of promoting efficiency and avoiding employee turnover.

The above-mentioned study provides information that would be useful to the management of Zeptoware Systems Private Limited.

REFERENCES

- Saad et al. (2024). The Effect of Organizational Citizenship Behaviour on Workplace Performance: A Literature Review. *International Journal of Research and Innovation in Social Science* VIII(IX):3622-3631.
- Studies explore the effect of organizational culture and organizational support on organizational citizenship behaviour
- Community Perception of COVID-19 Booster Dose Vaccines in Klampis Sub-District Bang Kalan District. N Ishihara, I Nirmala. *International Research and ...*, 2022. Retrieved from <https://repository.unair.ac.id/>
- Organizational Citizenship Behaviour and Organizational Performance: A Literature Review. A Ramos, L Eli tan, 2023. Retrieved from <https://www.researchgate.net/>
- Organizational commitment towards attaining job satisfaction and fostering organizational citizenship behaviour (OCB): A systematic review of the D Hayati, M Claudia, 2024. Retrieved from <http://sociohum.net/>
- Organizational Citizenship Behaviour: Investigating Interaction Effects between Psychological Ownership and Agency Systems. B Wilhelm, N Simarasl, FJ Riar ...-Review of Managerial Issues, 2024. Springer

- Examining the Correlation Between Organizational Citizenship Behaviour and Organizational Trust as a Means to Counter Deviant Behaviour within the Workplace in Higher Education Organizations A Abbasi, WK Wan Ismail - Cogent Social Sciences, 2023 - Taylor & Francis
- The Role of Predictive Influence of Organizational Culture on Employee Burnout within the Health Sector: Insights from an Empirical Analysis T Johnson, S Shahrokh - Artificial Intelligence in Health, 2025 - researchgate.net