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The Role Organizational Commitment Plays in Organizational Citizenship Behaviours of Employees: A Study Conducted Within the Ghanaian Public Sector

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Abstract:

The Ghanaian public sector has been plagued with a lot of productivity issues over the years. This has led to some think tank organizations in Ghana calling on public sector employees to be effective and efficient due to the critical role they play in economic development. These calls were climaxed by the president of Ghana in His Independence Day speech on March 6, 2017 where He challenged public sector employees to eschew laziness and work for the development of Ghana. As a result, this article describes a quantitative study that was conducted to examine the relationship between organizational commitment and organizational citizenship behaviours as these citizenship behaviours of employees can lead to improved organizational performance. Recommendations that will help improve upon the services of the public sector were provided in this article.

Keywords: *Organisational commitment, organisational citizenship behaviours, Ghanaian public sector*

1. Introduction

A public sector is a government organization that has been established by law to render public services to citizens of a country (Fottler, 1981). This definition therefore makes public sector a service organization whose services affect the welfare and wellbeing of every citizen (Abdul-Nasiru et al., 2014). This is because, services according to Wilson et al. (2012) are economic activities that are aimed at providing value (sanitation, water, electricity) and is offered by one party (Government agencies) to another party (citizens of a country) in exchange for their money, time and effort (Payment of taxes). On the other hand, Chen et al. (2015); Malhotra & Mukherjee (2004) and Siddiqi (2013) have identified employees as the lifeblood of any service organization. This means that the successes of these organizations are dependent on the performance of their employees (Chahal & Mehta, 2010), hence the need for them to engage in citizenship behaviours (Hyde, Harris & Boaden, 2013).

Some researchers (Gould-Williams, 2003; Xerri & Brunetto, 2013) have stated that trust is very important for employees to engage in citizenship behaviours and that this trust could be seen in how committed employees are to their organization (Chen et al., 2013; Tsai & Wu, 2011). As a result, most studies that have examined the relationship between organizational commitment and organizational citizenship behaviours have shown positive relationships (Ozdem, 2012; Chahal & Mehta, 2010; Mogotsi, Boon & Fletcher, 2011; Yildiz, 2016; Mitonga-Monga & Cilliers, 2016; Kilic, 2013; Asiedu, Sarfo & Adjei, 2014) and these studies were conducted in service organizations like hotels, banks, call centers and so on with very few conducted in the public sector (Messersmith et al., 2011; Lindsay & Schraeder, 2012).

Therefore, this article focused on examining the relationship between organizational commitment and organizational citizenship behaviours within the Ghanaian public sector. It examined the individual relationships between the three components of organizational commitment and the five dimensions of OCB as identified by Meyer & Allen (1991) and Organ (1988) respectively. First, the article reviewed past studies and exposed the gaps that exist in literature. It also spelt out the methods that were used in carrying out this study including any ethics that was followed. Finally, recommendations based on the findings were provided to help improve upon the services of the Ghanaian public sector.

2. Literature Review

Organizational Commitment (OC) is the psychological attachment employees have for the visions and missions of an organization (Shultz & Shultz, 2005). A lot of researchers have identified several components of organizational commitment, but according to Barzoki & Ghojali (2013); Rehan & Islam (2013), the Meyer & Allen (1991) three-dimensional component model (affective, normative and continuance) is the most effective in measuring commitment.

Organizational Citizenship Behaviours (OCB) on the other hand is employee behaviours that are beyond their job descriptions (Xerri & Brunetto, 2013) and that these behaviours are not recognized by the organizations' formal reward systems (Organ,

1988). Like OC, a lot of researchers have come up with different dimensions of OCB, but Alizadeh et al. (2012); Fernandez-Sabiote & Roman (2005) and Ozdem (2012) have indicated that the five dimensions of OCB (Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue) identified by Organ (1988) have empirically been proven as very effective in assessing OCB performance in an organization.

As have already been indicated, studies that have examined the relationship between organizational commitment and OCB have identified trust as very important in this relationship. For example, Chen et al. (2015); Xerri & Brunetto (2013) concluded in their studies that the trust that exist in the exchange relationship between management and employees can lead to organizational commitment and this commitment could eventually lead to citizenship behaviours of employees (Xerri & Brunetto, 2013). This has resulted in positive relationships between organizational commitment and citizenship behaviours. In this regard, Mogotsi, Boon & Fletcher (2011); Asiedu, Sarfo & Adjei (2014); Mitonga-Monga & Cilliers (2016) conducted studies on the relationship between organizational commitment and citizenship behaviours among employees in Botswana, Ghana and the DRC respectively. Their results showed that the relationship between these two constructs were positive. A similar study conducted by Ozdem (2012) among secondary school teachers in Turkey supported the finding that organizational commitment positively influences citizenship behaviours of employees.

Some other researchers (Huang, You & Tsai, 2012; Malhotra & Mukherjee, 2004; Wang, 2009) examined the individual relationships between the components of commitment and the dimensions of OCB among service employees in Taiwan, UK and Taipei respectively. Their results showed that Affective Commitment has the most influence on positive work behaviours of employees. This finding was agreed by a similar study conducted by Feather & Rauter (2004) among service employees in Australia.

The above reviewed literature suggests that most of the studies were conducted in European countries like UK and Australia with very few in African countries; Ghana to be specific. As a result of this, researchers like Siddiqi (2013); Mitonga-Monga & Cilliers (2016) have recommended the need for some other studies to be conducted in other countries. Moreover, these studies reviewed were mostly conducted in service organizations other than the public sector. Therefore, by examining the relationship between the components of OC and the dimensions of OCB within the Ghanaian public sector closes this gap in literature, making this study very significant.

3. Method of Study

The study was conducted so that findings can be generalized to the theoretical population of employees within the Ghanaian public sector. As a result, a deductive approach to research was adopted in examining the relationship between organizational commitment and OCB (Saunders, Lewis & Thornhill, 2009). Again, to enable generalization of the findings to the theoretical population and to ensure the replicability of this study by other researchers, data was collected quantitatively from a sample size of about 150 employees who were conveniently selected from a study population, through the use of questionnaire (Saunders, Lewis & Thornhill, 2009; Ang, 2014).

Also, the questionnaire (Appendix 1) which was used to collect primary data from participants was adapted from Jaros (2007) and Podsakoff et al. (2012) for OC and OCB respectively. As a result, a pilot test was conducted to determine the appropriateness of this research instrument in measuring the constructs within the Ghanaian public sector (Blumberg, Cooper & Schindler, 2008). The pilot test revealed that, items, instructions and the layout within the questionnaire was appropriate to the participants in that particular context; hence, no amendments were made to the questionnaire.

Additionally, to safeguard the validity, reliability as well as the quality of this study, the ethical principles of research was followed (Saunders, Lewis & Thornhill, 2009). First, permission was sought from participating organizations prior data collection to help grant easy access to research participants (Sekeran, 2003). Second, the full consent of the research participants was sought by providing enough information about the study to the participants for them to make informed decisions on whether or not to take part in the study (Cameron & Price, 2009; Greener, 2008). For example, the questionnaire provided explanations on the main aims of the study for participants to agree or disagree in taking part of the study. Finally, the anonymity of research participants and confidentiality of information they provide was assured. To do this, variables that could be traced back to the research participants were avoided (Blumberg, Cooper & Schindler, 2008). In this regard, variables like age range and gender was used in the questionnaire to prevent participants from indicating their names.

4. Results and Discussion

Factor analysis was used to establish the construct validity of the research instrument (Henson & Roberts, 2006) and the suitability of the items for further analysis (Malhotra & Mukherjee, 2004). Before this, a KMO and Bartlett's test was computed to determine how adequate the sample size was in conducting factor analysis (Lewis-Beck, 1994) and the results (Appendix 5) showed that the sample was adequate (KMO = 0.753; $p < 0.05$). The factor analysis results (Appendix 2) indicated that items 1 and 2 of Affective Commitment (AC), 1 to 4 of Normative Commitment (NC) and all five items of Continuance Commitment (CC) were valid and suitable for further analysis. This was because they had loadings of 0.35 or more on a factor (Hair et al., 2016). The same can be said for civic virtue, courtesy and conscientiousness as all their five items were accepted for further analysis. Again, items 1 to 3 as well as 1 to 4 of altruism and sportsmanship respectively, were accepted for further analysis. After factor analysis, the reliability coefficients of the accepted items were computed to determine how effective the items are in measuring the constructs (Hair et al., 2016). The results (Appendix 3) showed a poor

coefficient of 0.502 for AC and a moderate coefficient of 0.671 for NC and CC. Furthermore, a moderate, very good and an excellent coefficient were recorded for altruism (0.689), conscientiousness (0.805) and courtesy (0.901) respectively, with civic virtue and sportsmanship recording a good coefficient of 0.763.

To determine the relationship between the independent variable (components of commitment) and the dependent variable (dimensions of OCB), multiple regression was used, but according to Ang (2014) multicollinearity of the independent variables can affect multiple regression results if not removed. As result VIF of the independent variables was computed and the results indicated minimal co linearity with VIF less than 10 (Appendix 4) which according to Malhotra & Mukherjee (2004) cannot affect the results.

OC	OCB									
	Altruism		Conscientiousness		Civic Virtue		Courtesy		Sportsmanship	
	t.	Sig.	t.	Sig.	t.	Sig.	t.	Sig.	t.	Sig.
Affective	0.414	0.680	0.317	0.752	0.096	0.923	-0.583	0.561	-1.182	0.240
Continuance	0.652	0.516	-0.293	0.770	-1.361	0.176	-0.406	0.686	0.501	0.618
Normative	0.421	0.675	3.398	0.001	3.843	0.000	2.515	0.013	-0.693	0.490

Table 1: Regression Table Showing the Relationship between OC and OCB

The regression results as can be seen from the table above showed that, of all the variations that was observed between the components of OC and dimensions of OCB, the ones between NC and Conscientiousness as well as NC and Civic Virtue were statistically significant as $P < 0.05$. This means that normative committed employees are more likely to engage in conscientiousness and civic virtue. This finding disagreed with the meta-analytic study of Meyer et al. (2002) whose finding showed that AC had the most effect on desirable work behaviours like OCB. Again, the finding disagreed with studies conducted by Malhotra & Mukherjee (2004); Xerri & Brunetti (2013); Wang (2009) whose findings revealed that AC had the most influential effect on OCB. This contradiction between the current results and that of literature could be explained by the nature of service organisation examined. Thus, service organisations like restaurants, hotels and insurance companies have competitors with whom they compete with for customers, hence the need for affectively committed employees. The public sector on the other hand, does not have competitors and the services they render are essential to all citizens, hence the need for normatively committed employees.

5. Conclusion and Recommendations

Despite the fact that this study provided new knowledge to literature by suggesting that NC is the only component of OC that influences OCB (Conscientiousness and Civic Virtue), it should be stated that this study was not without limitation and as a result generalization of the findings must be done with caution. For instance, the low reliability coefficients which were recorded for some variables might have affected the results. Thus, a poor coefficient of 0.506 recorded for AC might be the reason why AC did not have a significant impact on any of the dimensions of OCB. As a result, future research might consider a mixed research method in examining this relationship.

However, this limitation does not invalidate the findings from this study. Therefore, the following are recommended to ensure that public sector employees in Ghana engage in OCB as Hyde, Harris & Boaden (2013) have stated that employees' engagement of OCB can lead to improved organisational performance:

5.1. Use of Internal Marketing

The current results suggest that employees feel obligated to perform above expectations due to an investment that the organization has made on them. As a result, adapting internal marketing strategies like, training, motivating and empowerment make employees feel belonged to the organization. This sense of belongingness instills in employees the need to reciprocate the good intentions of management, hence they perform beyond expectations.

5.2. Familiarizing Employees with the Corporate Culture

Normative Commitment is affected by the culture of an organization (Woods & West, 2010). This therefore implies that when employees are familiar with the organizational culture, they become normative committed to the organization and this will lead to OCB. As a result, frequent meetings and workshops should be adopted by management to familiarize employees with the culture. Again, since change affects an organizational culture, any change initiative must be communicated to employees before its implementation.

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Appendix

Questionnaire Items

Affective Commitment
I am very happy being a public sector worker
I enjoy discussing about my organization with people outside it
I really feel as if this organizations problems are my own
I do not feel emotionally attached to this organization
I do not feel a sense of belongingness to this organization
Continuance Commitment
My life will be disrupted if I was not a member of this organization
I am loyal to this organization because I have invested a lot in it; emotionally, socially and economically
Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member
I am dedicated to this organization because I fear what I have to lose in it
I often feel anxious about what I have to lose should I leave this organization
Normative Commitment
I feel that I owe this organization quite a lot because of what it has done for me
This organization has a mission that I believe in and am committed to
I am loyal to this organization because my values are largely its values
I feel it is morally correct to dedicate myself to this organization
I feel I would be letting my co-workers down if I was not a member of this organization

Table 2: Organizational Commitment (OC)

Altruism
I help my colleagues who are absent by doing some of their jobs
I help colleagues when they are unable to do their jobs
I assist new employees in using company resources
I help colleagues in finding information that is work related
I help new employees who have problems in performing their jobs
Conscientiousness
I come to work very early
I do not go for break when I have so many jobs to do
I finish my job before the close of work
I do jobs am supposed to do very well
I obey company rules and regulations even when no one is watching
Civic Virtue
I attend and actively participate in meetings that are not compulsory
I attend every company training program
I do my work with care
I read and keep up with organizational announcements, memos and so on
I willingly risk disapproval to express my believes about what is best for the company
Courtesy
I take steps to try to prevent problems with others
I am mindful of how my behaviour affects other people's job
I do not abuse the rights of others
I try not to create problems for coworkers
I consider the impact of my actions on coworkers
Sportsmanship
I spend a lot of time complaining about trivial matters
I always focus on what's wrong rather than the positive side
I do not always find fault with what the organization is doing
I make problems bigger than they are
I believe in an honest day's work for an honest day's pay

Table 3: Organizational Citizenship Behaviours (OCB)

Factor Analysis for both OC and OCB

	Component				
	1	2	3	4	5
Affective Commitment 1	.148	.148	.735	-.015	-.322
Affective Commitment 2	-.035	-.137	.771	.107	.187
Affective Commitment 3	.697	.066	.179	-.132	-.160
Affective Commitment 4	-.351	-.120	.258	.029	.636
Affective Commitment 5	-.041	-.011	-.184	-.024	.768
Continuance Commitment 1	-.176	.483	.238	.180	-.510
Continuance Commitment 2	.082	.747	.166	.212	-.122
Continuance Commitment 3	.178	.762	-.096	.061	-.078
Continuance Commitment 4	.050	.373	.038	.576	.065
Continuance Commitment 5	-.031	.451	-.101	.611	.162
Normative Commitment 1	.398	.203	.595	-.016	-.177
Normative Commitment 2	.610	.277	.109	.117	-.130
Normative Commitment 3	.824	-.010	.038	.056	.073
Normative Commitment 4	.534	-.309	-.258	.501	-.041
Normative Commitment 5	.000	.020	.171	.804	-.209

Table 4: Factor Analysis of OC Using PCA and Varimax Rotation

	Component				
	1	2	3	4	5
Altruism 1	-0.004	.087	-.046	.039	.551
Altruism 2	.209	.736	.012	.053	.373
Altruism 3	.111	.541	-.026	-.247	.495
Altruism 4	.246	.803	.082	-.017	.182
Altruism 5	.294	.664	.180	-.212	.081
Conscientiousness 1	.379	.017	.779	-.115	.010
Conscientiousness 2	.071	.014	.386	-.180	.718
Conscientiousness 3	.125	.047	.790	-.010	.154
Conscientiousness 4	.333	.353	.690	-.226	-.011
Conscientiousness 5	.368	.236	.646	-.160	.193
Civic Virtue 1	.413	.103	.184	-.038	.657
Civic Virtue 2	.713	-.068	.079	-.061	.157
Civic Virtue 3	.637	.311	.450	-.275	-.046
Civic Virtue 4	.707	.205	.308	-.144	.065
Civic Virtue 5	.634	-.001	.312	.089	.183
Courtesy 1	.565	.390	.416	-.118	.110
Courtesy 2	.673	.495	.119	-.158	.022
Courtesy 3	.464	.469	.530	-.147	.129
Courtesy 4	.655	.475	.197	-.180	.054
Courtesy 5	.655	.378	.300	-.118	.023
Sportsmanship 1	.057	-.097	-.151	.822	-.163
Sportsmanship 2	-.043	-.107	-.174	.870	-.051
Sportsmanship 3	-.317	-.013	.179	.614	.028
Sportsmanship 4	-.232	-.152	-.423	.647	.060
Sportsmanship 5	-.092	.775	.214	-.081	-.187

Table 5: Factor Analysis of OCB Using PCA with Varimax Rotation
NB: Accepted Items Are In Bold

Reliability Table for the Components and Dimensions of OC and OCB

Components	α	N
Affective Commitment	0.502	2
Continuance Commitment	0.671	5
Normative Commitment	0.543	4

Table 6: Cronbach's Alpha (α) Reliability Coefficients of the Components of Commitment

Dimensions	Cronbach's Alpha (α)	Number of Items (N)
Altruism	0.689	2
Conscientiousness	0.805	5
Civic Virtue	0.763	5
Courtesy	0.901	5
Sportsmanship	0.763	4

Table 7: Cronbach's Alpha Reliability Coefficients of the Dimensions of OCB

VIF Values for the Independent Variables

Multicollinearity of Affective Commitment^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Continuance	.911	1.098
	Normative	.911	1.098

Table 8

a. Dependent Variable: Affective

Multicollinearity of Continuance Commitment^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Normative	.810	1.235
	Affective	.810	1.235

Table 9

a. Dependent Variable: Continuance

Sample Size Adequacy

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.753	
Bartlett's Test of Sphericity	Approx. Chi-Square		2.149E
			3
	df		780
		Sig.	.000

Table 10

Multicollinearity of Normative Commitment			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Affective	.970	1.031
	Continuance	.970	1.031

Table 11

a. Dependent Variable: Normative