

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) AMONG THE EXECUTIVES AND THEIR ORGANIZATIONAL COMMITMENT IN UAE

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ABSTRACT

The present study has made an attempt to measure the level of OCB among the executives and the resulted organizational commitment in UAE. The OCB is a work related behaviour which leads to organizational performance. The OCB is studied with five concepts namely Advocacy Participation, Helping Behaviour, Functional Participation, Loyalty and Obedience. The Organisational Commitment is measured using three concepts namely affective commitment, continuance commitment and normative commitment. The impact of OCB on Organisational Commitment is studied.

Key words: OCB, OC, Loyalty, Obedience, Organisational Performance.

INTRODUCTION

The OCB is a work related behaviour which leads to organizational performance (Katz and Kahn, 1978). It is a behaviour which is not coming into the preview of the formal organizational system (Bateman and Organ, 1983). Organ (1997) identified three components of OCB namely helping, courtesy and conscientiousness. Podsakoff et al, (1997) defined the OCB as the voluntary helping behaviour with work related problems. Later, the OCB has been extended beyond the performance indicators (Schnabe, et al., 1995) which results in the promotion of welfare of all stakeholders in the organizations (Aaron and Yardena, 2004).

Need for OCB among the Executives

Being an executive, a person has to do the 'co-ordination' work (Kidwell, et al., 1997). He has to satisfy all stakeholders related to organization (Koys, 2001). The

executives are in a position to increase the productivity and profitability of organizations (Randall, et al., 1999). It is essential to co-ordinate the human resources in the organization to utilize the available materials in the organization at an optimum level (Smith, et al., 1983). To achieve it, the executives are in a position to help the subordinates to complete their work (Tesluk, et al., 1999) and also help the superiors to achieve the organizational goals (Tepper, et al., 2004). Since the organizational commitment among the executives is expected phenomena to attain organizational excellence, they must have the OCB (Wertz and Niehoff, 1996). The present study has made an attempt to measure the level of OCB among the executives and the resulted organizational commitment in UAE.

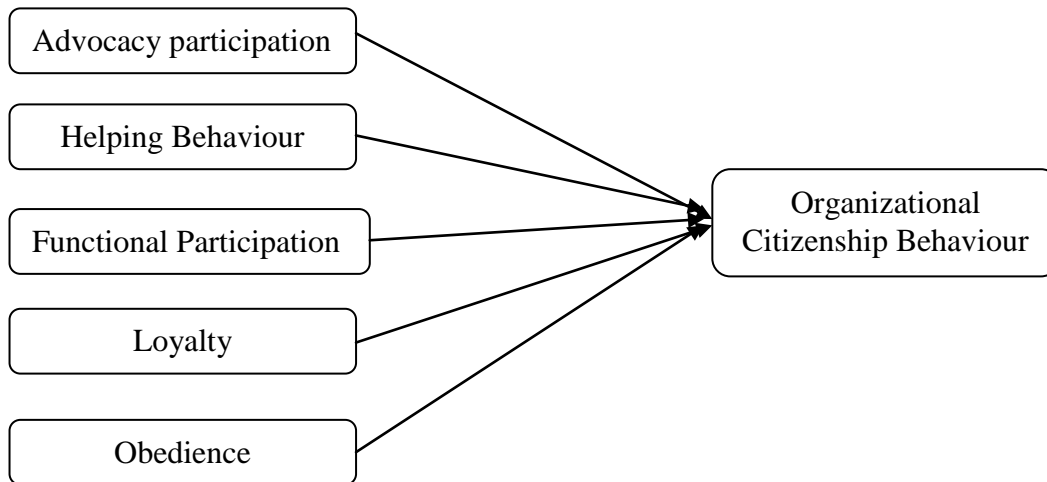
Review of Previous Studies

Nezakati et al., (2010) and Iqbal et al., (2018) identified the significant role of OCB in the sustainability of an organizations. Khan et al., (2018) and Bharti et al., (2019) used five factors model to measure the OCB among the executives. Wei (2014) and Dominic and Salum (2018) noticed the significant impact of OCB on the organizational commitment among the executives. Asiedu et al., (2014) and Snape and Redman (2018) identified the mediator role of organizational commitment in between the OCB and performance in the service sectors.

Objectives of the Study

With this backdrop, the present study focuses on two objectives namely: (i) to measure the components of OCB among the executives and their organizational commitment; (ii) to evaluate the impact of OCB on organizational commitment among the executives.

In order to fulfill the objectives of the study, the following concepts are generated. The paths of the concepts are given in figure.



Measurement of the Concepts

The OCB may be deviated towards individuals (Asit and Anat, 2004) and OCB directed towards the organization (Lynn, 2004). In the present study, the OCB towards organizations is considered. The OCB among the executives is measured with the help of variables from reviews (Lepine, et al., 2002; Smith et al., 1983). The level of OCB among the executives are measured by the factors namely Advocacy participation, helping behavior, financial participation, loyalty and obedience (Borman, 2004). The variables included in the above said factors are 5 in each (Ackfeldt and Coote, 2005). The organizational commitment is defined as employees' interest in and connection to an organization (Meyer and Alle, 1997). It includes the affective commitment, continuance commitment and normative commitment (Angle and Perry, 1981). The variables included in each commitment are 5 in each (Wiener, 1982). All the variables are rated at five point scale by the executives.

Research Methodology

The descriptive research design has been administered for the present study. The sample size of the study is determined with the help of $n = \left[\frac{Z\sigma}{D} \right]^2$. Whereas n – Sample size, Z–Z statistics at five per cent level = 1.96; σ –Standard deviation of Organizational

Commitment among the executives at pilot study - 0.3117 and D-Degree of error acceptance – 0.05 per cent level. The sample size of the study came to 149. All the 149 samples are identified with the help of the Association of executives in UAE. The structured questionnaire has been used to collect the primary data. The response rate on questionnaire came to 59.73 per cent (89 executives). The collected data are processed with the help of appropriate statistical analysis. The results are shown in Table.1

TABLE 1
Measurement of the Concepts

<i>Sl. No.</i>	<i>Concepts</i>	<i>Variables</i>	<i>Cronbach alpha</i>	<i>Mean</i>	<i>Standard deviation</i>	<i>Co-efficient of variation (in %)</i>
	OCB					
1.	Advocacy participation	5	0.7685	3.1414	0.4945	15.74
2.	Helping behaviour	5	0.7308	3.4088	0.5022	14.73
3.	Financial participation	5	0.7196	3.6246	0.6789	18.73
4.	Loyalty	5	0.7782	3.5048	0.4703	13.42
5.	Obedience	5	0.7597	3.4249	0.5644	16.48
	Organizational commitment					
6.	Affective commitment	5	0.7242	3.6642	0.3896	10.63
7.	Continuance commitment	5	0.7311	3.8099	0.4191	11.00
8.	Normative commitment	5	0.7842	3.7145	0.4604	12.39

The variables included in OCB and organizational commitments are 5 in each. The Cronbach alpha in all concepts is varying from 0.7196 in financial participation to 0.7842 in normative commitment. All these results indicate the reliability and validity of

variables in all concepts generated for the study. The highly viewed components of OCB by the executives are functional participation and loyalty since its mean scores are 3.6246 and 3.3048. The highly existing components of organizational commitment among the executives are continuance commitment since its mean score is 3.8099.

Impact of OCB on the Organizational Commitment (OC) among the executives

One of the objectives of the study is to measure the impact of OCB on the OC among the executives in UAE. The multiple regression analysis has been used for the purpose. The fitted regression model is

$$OC = a + \beta_1AP + \beta_2HB + \beta_3FP + \beta_4LY + \beta_5OB + e$$

Whereas OC – Organizational Commitment (Mean of 15 variables); a – intercept, AP-Advocacy participation; HB-Helping behaviour; FP-Functional participation, LY-Loyalty, OB-Obedience; and e- error term. The co-efficients from regression analysis is shown in Table. 2

TABLE 2
Co-efficients

<i>Sl. No.</i>	<i>Independent Variables</i>	<i>Standardized co-efficient</i>	<i>Unstandardized co-efficient</i>	<i>Standard error</i>	<i>'t' statistics</i>	<i>'p' value</i>
1.	Advocacy participation	0.1133	0.1411	0.1024	1.3779	0.2496
2.	Helping behaviour	0.1791	0.1979	0.0733	2.6998	0.0299
3.	Functional participation	0.2204	0.2496	0.0549	4.5464	0.0028
4.	Loyalty	0.0845	0.1138	0.1049	1.0848	0.3417
5.	Obedience	0.1617	0.1846	0.0739	2.4979	0.0341
	Constant	0.5249				
	R ²	0.8117				
	F-Statistics	14.8109				0.0109

The significantly influencing OCB components of the executives on their organizational commitment are helping behaviour, functional participation and obedience since their regression co-efficients are significant at five per cent level which replicates the findings of Rego (2008). A unit increase in the above said components of OCB result in an increase in the level of their organizational commitment by 0.1791, 0.2204, 0.1617 units respectively (Lin and Peng, 2000). The higher influence is noticed in the case of functional participation (Peyrat and Newes, 2010). The changes in the components of OCB explain the changes in the organizational commitment among the employees to an extent of 81.17 since it's R² is 0.8117 which recalls the findings of MacKenzie, et al., 1993; and Singh, et al., (2015). The above analysis reveals the relative importance of OCB in the determination of organizational commitment among the executives (Aslam, 2012).

Concluding Remarks

The present study concluded that the scale validity on five factors in the OCB is assured by this empirical analysis. The higher level of organizational commitment is noticed among the executives in UAE. The significantly influencing factors of OCB on organizational commitment among the executives are helping behaviour, functional participation and obedience. The most important factor of OCB is functional participations. The higher functional participation is seen among the executives who are highly committed to their organizations. The HR department of the organizations is advised to improve the OCB among the executives through the enrichment of all factors in OCB in order to increase their executives' commitment to their organization.

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