

# Relationship Between Organizational Commitment and Organizational Citizenship Behavior

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*In the face of present global economic realism, organizations are compelled to change continuously. Organizations require employees who are prepared to work beyond their job descriptions. These employees often exert behaviors that go beyond their prescribed job obligations that improve the overall performance of the organization. These are the employees on whom the organization ought to focus retention efforts in order to ensure and sustain successful functioning of the workplace. The objective of this paper is to examine the effect of organizational commitment on Organizational Citizenship Behavior (OCB) in a telecommunication organization. The results of PLS path analysis revealed that normative commitment and continuance commitment have a significant impact on OCB, whereas affective commitment has no significant impact on OCB.*

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## Introduction

Organizational Citizenship Behavior (OCB) was primarily illustrated in the study of Bateman and Organ (1983). OCBs are the discretionary behaviors executed by the individual employees outside the organization's administered responsibility and such behaviors are not explicitly recognized by the organization's reward system, though they can result in organization's efficiency and effectiveness (Organ, 1988a). Some of the examples of OCB are readiness to compromise difficulties at workplace, act in accordance with organizational regulations, rules, guiding principles and practices and exhibiting vigorous involvement in organizational growth which results in organizational success (Katz and Kahn, 1966). The purpose of this study is to examine the effect of organizational commitment on OCB of employees. The outcome of this study will facilitate administrators to recognize the nature of OCB and work on ways to encourage, promote and recognize such behaviors.

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## **Theoretical Background**

### **Organizational Commitment**

According to Porter (1968), organizational commitment refers to the readiness of an employee to apply elevated levels of hard work on behalf of the organization, acceptance of its key goals, standards, principles, ethics and values and a sturdy aspiration to stay with the organization. Meyer and Allen (1991) reported that the most generally studied forms of organizational commitment are: (a) affective commitment; (b) continuance commitment; and (c) normative commitment.

### **Affective Commitment**

According to Hartmann and Bamburgas (2000), affective commitment refers to the sense of affection and feelings of attachment to the organization and has been associated with work experiences, individual traits and organizational structures.

### **Continuance Commitment**

According to Meyer *et al.* (1993), continuance commitment refers to consciousness of the costs related to parting with the organization or job. Employees with elevated level of continuance commitment stay with the organization as they are aware of the need, risks, sacrifices, and low options associated with leaving.

### **Normative Commitment**

Normative commitment refers to a sense of requirement to continue employment. Employees with elevated level of normative commitment believe that they have to remain in the organization or job as they feel it is right (Meyer *et al.*, 1993). Normative commitment is the level to which a person is psychologically associated with the organization through internalization of its vision, goals, objectives, principles, values and missions.

### **Organizational Citizenship Behavior**

According to Organ (1988b), OCBs are highly valued workplace behaviors executed by an employee that is optional, not directly or clearly documented by scope of job explanations, or official remuneration system, and in total promote the effective and efficient functioning of the organization. Moorman and Blakely (1995) reported that OCBs are valuable and advantageous from an organizational outlook, however, managers have difficulty in appreciating the existence or punishing the nonexistence of such behaviors through formal mechanisms, as these behaviors are voluntary in nature. Organ (1990) described five types of OCB:

- Conscientiousness means that employees execute job behaviors well ahead of the minimum obligatory levels;
- Altruism means that the employees help others working with them;

- Civic virtue suggests that employees sensibly take part in the political life of the organization;
- Sportsmanship states that employees do not criticize but have positive and encouraging attitudes; and
- Courtesy indicates that the employees value their coworkers and treat them with respect, admiration and esteem.

## **Hypotheses Development**

### ***Organizational Citizenship Behavior and Organizational Commitment***

Scholl (1981) charted out different models that link commitment and OCBs indirectly. Scholl's model viewed commitment as "a stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function" (Scholl 1981, p. 593). According to the model, OCB refers to the behavior demonstrated by the employees when their expectation of formal organizational rewards for their task is less. Also, previous studies show that employees with high commitment are more interested to engage in OCBs, which are defined as voluntary behavior that are beneficial to the organization (Williams and Anderson, 1991).

Employees with high affective commitment exhibit more willingness to perform OCB compared to other employees who are not affectively committed (Meyer and Allen, 1997). Much of the studies related to behavior revealed that strong association was observed between affective commitment and citizenship behavior (Meyer and Allen, 1986). Organ and Ryan (1995) pointed strong relationship between affective commitment and two types of OCB, namely, altruism and compliance.

*H<sub>1</sub>: Affective commitment has significant effect on OCB.*

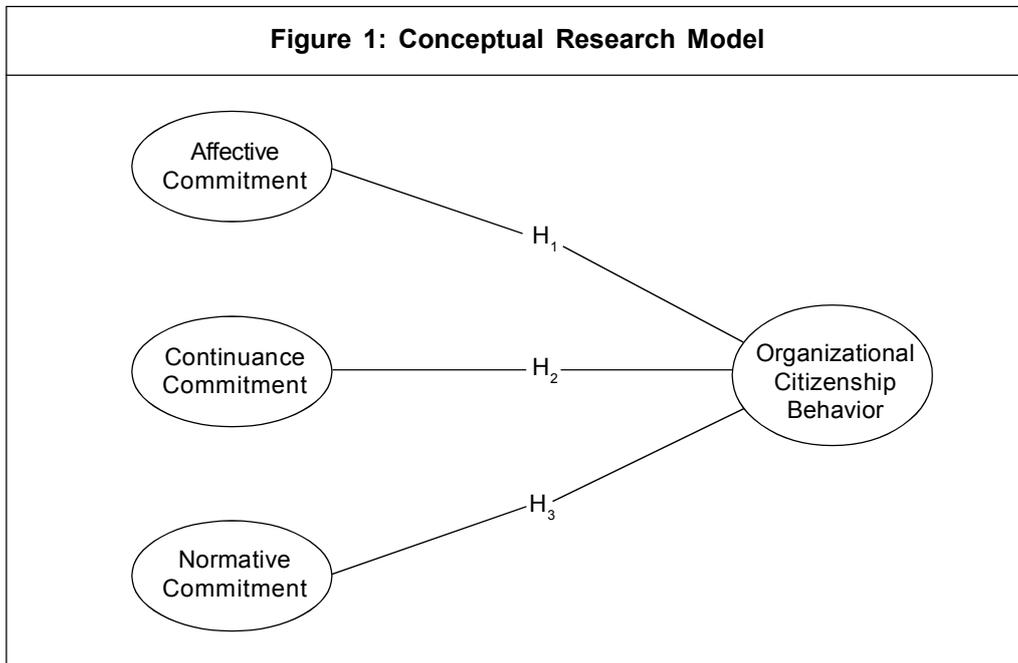
Shore and Wayne (1993) identified a negative relationship between continuance commitment and citizenship behavior. Moorman *et al.* (1993) identified a weak but significant positive correlation between continuance commitment and citizenship behaviors.

*H<sub>2</sub>: Continuance commitment has significant effect on OCB.*

Meyer *et al.* (1993) studied the relationship between citizenship behavior and different types of commitment, namely, affective and normative commitment among employees. The results showed that both affective commitment and normative commitment were positively related to citizenship behavior. The relation between normative commitment and extra-role behavior seem to be weaker than those involving affective commitment.

*H<sub>3</sub>: Normative commitment has significant effect on OCB.*

The theoretical relationships presented in Hypotheses 1 to 3 are depicted in Figure 1.



## Research Methodology

### Survey Instrument

In order to achieve the objectives of the study, a draft questionnaire was developed based on comprehensive reviews of the extant literature. The questionnaire was four pages in length classified into two parts. Part I consists of questions seeking information about demographics (such as age, educational qualifications, experience, department, designations and income). Part II includes questions that aim at obtaining details such as affective commitment, normative commitment and continuance commitment and OCB. Most questions placed in the questionnaire required the respondents to assign a score rating on five-point Likert scale.

### Population

The study was conducted in a particular telecommunication organization. The total number of employees were 725 which is the total population of the study.

### Sample Size

The sample size was determined from the formula given below.

$$\text{Cochran's sample size formula} = (Z s/e)^2$$

where  $Z$  = value for selected alpha level of 0.05 in each tail = 1.96

$s$  = estimate of standard deviation in the pilot study (0.441)

$e$  = acceptable margin of error of mean being estimated (0.05).

The estimated sample size for this study was 299. The final questionnaire was distributed to 400 employees and finally the researcher received 299 completed questionnaires as samples. At the end of data collection period, as a percentage of sampling population, the response rate was 74% (Cochran, 1977).

### Sampling Method

Simple random sampling method was adopted. It is an approach in which each unit of population has an equal chance of being selected (Uma Sekaran, 2001). Lottery method was adopted to select the sample using simple random sampling. All the 725 employees were given a unique number. All the unique numbers were written in pieces of paper and placed in the box. The researcher then selected 400 pieces of paper and questionnaire was circulated among these employees.

### Statistical Method

In order to examine the conceptual research model (Figure 1) and its associated measurement models, the study employed the Partial Least Squares to Structural Equation Modeling (SEM). Typically, SEM approach was used to develop casual model with an objective of model validation. SEM is a second generation multivariate technique gaining popularity in management research. There are two approaches, namely, covariance and PLS-based approach. The covariance-based approach for SEM needs a larger sample. On the other hand, Herman Wold initiated the component-based approach to SEM in 1982 under the name 'PLS' as an alternative to covariance-based approach. PLS path modeling (PLS-PM) is generally meant as a component-based approach to SEM that privileges a prediction-oriented discovery process to the statistical testing of casual hypotheses. Further, PLS does not make assumptions about the population or scale of measurement and there are no distributional requirements. Another benefit of PLS over other SEM techniques such as AMOS and LISREL is that it allows both formularize and reflective indicators to be used in the model (Fornell and Bookstein, 1982). Therefore, this study used PLS in Visual PLS software.

### Reliability

Table 1 reveals that all the constructs, namely, affective commitment, continuance commitment, normative commitment and OCB, exhibit adequate reliability with internal

<b>Table 1: Reliability</b>		
<b>Constructs</b>	<b>Number of Items</b>	<b>Alpha Value</b>
Affective Commitment	06	0.88
Continuance Commitment	06	0.88
Normative Commitment	06	0.86
Organizational Citizenship Behavior	24	0.92

consistency values of 0.88, 0.88, 0.86 and 0.92 respectively, which is greater than an alpha value of 0.60 (Nunnally and Bernstein, 1994).

### Convergent Validity

Convergent validity of all the constructs was examined using the measure of Average Variance Extracted (AVE) that is the average variance shared between a construct and its items (Fornell and Larcker, 1981). A construct with an AVE of over 0.5 was expected to have adequate convergent validity. In some cases, values up to 0.40 of AVE and 0.60 of composite reliability are also considered to be acceptable if they are central to the model (Chin, 1995 and 1998; Chin and Newsted, 1999 and Chin *et al.*, 2003).

The AVE of each of the study constructs is presented in Table 2. The AVE of each construct was over 0.4 with the lowest AVE being 0.49 and highest at 0.64. Therefore, convergent validity of the study constructs was verified.

<b>Variables</b>	<b>AVE Value</b>	<b>Composite Reliability</b>
<i>Affective Commitment</i>	0.63	0.88
<i>Continuance Commitment</i>	0.64	0.88
<i>Normative Commitment</i>	0.52	0.86
<i>Organizational Citizenship Behavior</i>	0.49	0.92

### Validation of Model through PLS-PM

#### Structural Equation Results of Research Model

The hypotheses presented were tested using PLS, which provides beta coefficients that can be interpreted in the same manner as the Ordinary Least Squares regression coefficients. Using PLS, the study hypotheses were tested by examining the direction, size and significance of the paths from independent variables to dependent variables. The significance of the paths was examined using bootstrapping technique. The hypothesized model explained a variance of 55% in OCB.

The construct level correlation is presented in Table 3. It exhibits that there exists a positive correlation between AFC and OCB ( $r = 0.62$ ), NC and OCB ( $r = 0.69$ ), and CC and OCB ( $r = 0.70$ ).

#### Hypotheses Results

$H_1$ : *Affective commitment has significant effect on OCB.*

Hypothesis	Independent Variables	Dependant Variable	Pearson Correlation	Sig. (1-tailed)
$H_1$	<i>Affective Commitment (AFC)</i>	<i>Organizational</i>	0.62**	0.00
$H_2$	<i>Normative Commitment (NC)</i>	<i>Citizenship</i>	0.69**	0.00
$H_3$	<i>Continuance Commitment (CC)</i>	<i>Behavior (OCB)</i>	0.70**	0.00

**Note:** \*\* Correlation is significant at 0.01 level (1-tailed).

The path linking AFC to OCB was found to be insignificant at 0.05 level (beta = 0.09,  $t = 1.31$ ), indicating affective commitment has no significant effect on OCB. This provided no support for  $H_1$ . Also, this finding did not support literature review (Table 4).

$H_2$ : *Continuance commitment has significant effect on OCB.*

The path between CC and OCB was significant at 0.05 level (beta = 0.33,  $t = 3.24$ ), indicating continuance commitment has significant effect on OCB. This provided support for  $H_2$ . So  $H_2$  is accepted (Table 4).

$H_3$ : *Normative commitment has significant effect on OCB.*

The path linking NC to OCB was significant at 0.05 level (beta = 0.37,  $t = 4.00$ ). It provided support for  $H_3$  and supports literature review. It indicates that normative commitment has significant effect on OCB (Table 4).

Hypothesis	Entire Sample Estimate	Mean of Sub Samples	Standard Error	t-Statistic	R Square Value	Result
$H_1$	0.09	0.10	0.07	1.31		Insignificant
$H_2$	0.33	0.33	0.10	3.24*	0.55	Significant
$H_3$	0.37	0.38	0.09	4.00*		Significant

**Note:** \* t-statistic > 1.96.

## Discussion

### Demographic Profile of Respondents

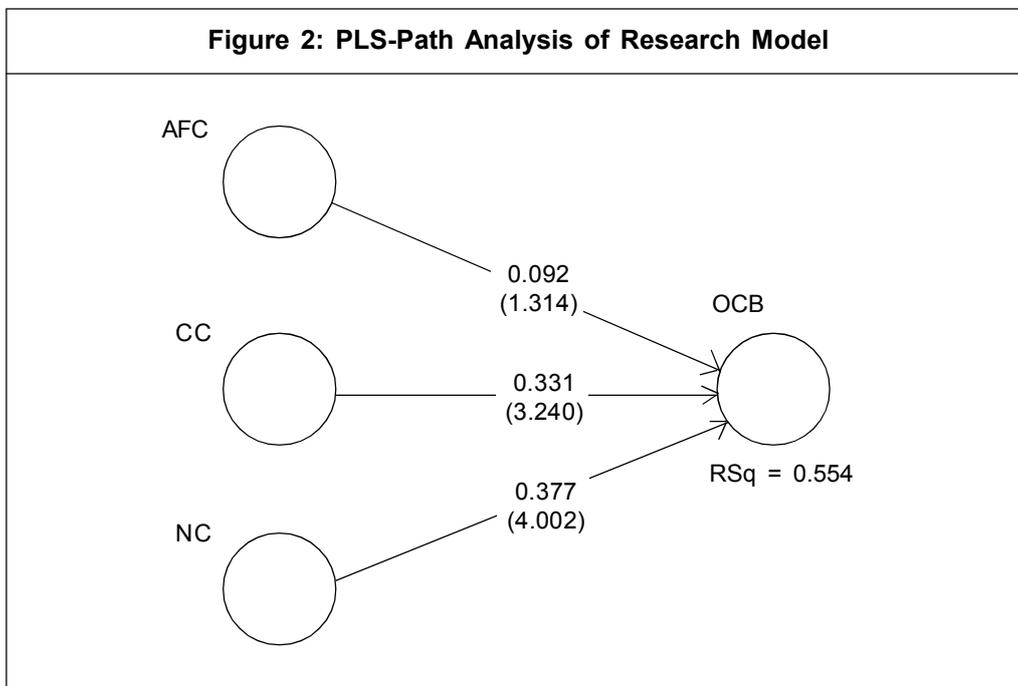
56% of the respondents were in the age category of 21-30 years, 59% of the respondents were undergraduates, 55% of the respondents have an experience of more than 10 years in the field of telecommunication, 53% of the respondents belong to the executives cadre, 75% of the respondents receive salary above ₹10,000.

### Affective Commitment and OCB

The study hypothesized that affective commitment will influence citizenship behavior of employees. The findings of the present study indicated that affective commitment has no significant effect on OCB and did not support the research hypothesis. However, much of the studies conclude that affective commitment positively influences OCBs, but the findings of this study suggest that affective commitment does not significantly influence OCB. A possible justification for this result is that employees do not identify themselves with the organizational goals, values and mission. Only if employees feel the organization as their own, they will help and support their colleagues and also will try their best to dedicate their efforts to the organization. Employees should be allowed to participate in decision making and they should receive fair treatment from the organization. Firms should enhance employee's emotional attachment to the organization, by providing the employees with varied tasks through assignments, empowerment, encouraging and helpful work environment, work rotation and career development.

### Continuance Commitment and OCB

The study hypothesized that continuance commitment will influence the citizenship behavior of employees. Results of the PLS-path analysis (Figure 2) indicated that there is a significant relationship between the continuance commitment and OCB. The findings of the present study supported the research hypothesis. It indicates that employees do perceive that there is a risk and cost associated with leaving the organization. They are



not prepared to leave the organization at this point of time. This finding may be due to presence of tangible benefits such as compensation and seniority in telecommunication organization.

### **Normative Commitment and OCB**

The study hypothesized that normative commitment will influence employee's citizenship behavior in telecommunication organization. The result of study revealed that normative commitment has a significant influence on OCB. The findings of the present study support the research hypothesis. A metaanalysis study by Meyer *et al.* (2002) also showed a positive correlation between normative commitment and OCB. Bolon (1993) examined the relationships between organizational commitment and two separate forms of OCB: OCBI (citizenship behaviors directed toward other individuals) and OCBO (citizenship behaviors that benefitted the general organization). The results revealed that normative commitment was correlated to coworker-rated OCBI while being unrelated to supervisor-rated OCBI.

### **Conclusion**

The objective of the study was to examine the impact organizational commitment on OCB with reference to particular telecommunication organization in Tiruchirappalli District. To understand the relationship and key influences, the study developed and tested a structural model linking affective commitment, continuance commitment and normative commitment to OCB. Except the path linking affective commitment to OCB, all other paths were found to be significant. It was also further learned from the study that one can predict the citizenship behavior of organization by considering the above-mentioned variables. This study provided insights into different types of organizational commitment and their differential effect on OCB.

### **Implications of the Study**

The influence of normative commitment on OCB implies that employees are having a feeling of obligations to stay to fulfill the goals and mission of the organization. Since this type of commitment reflects a sense of duty, management should focus on those employees who are more attached to their work or obligation. The impact of continuance commitment on OCB implies that the risk associated with leaving the particular organization is higher. It shows that there is no alternative for employees to work outside and they are not prepared to leave the workplace.

### **Directions for Further Research**

Unfortunately, the sample size in the present study is small and it might have prevented an exact assessment of the relationship among variables. Thus, the present study may be replicated using a larger population and sample. The organization that participated in the present study was a public sector organization; the results may not be generalized to other private sector organizations. Most of the previous research was conducted in

western countries, so the unanticipated results of this study may be due to cultural differences. Comparative studies between Western and Eastern countries may provide insightful explanations. Future studies can be conducted in multicultural organizations such as foreign-owned or operated organizations. □

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## Appendix

<b>Relationship Between Organizational Commitment and Organizational Citizenship Behavior</b>					
<b>Part-I: Demographical details</b>					
1) Name (Optional)	: _____				
2) Age (in years)	a) Below 20	<input type="checkbox"/>	b) 20-30	<input type="checkbox"/>	
	c) 31-40	<input type="checkbox"/>	d) 41-50	<input type="checkbox"/>	
	e) Above 50	<input type="checkbox"/>			
3) Education Qualification	a) Higher Secondary	<input type="checkbox"/>	b) Diploma	<input type="checkbox"/>	
	c) Undergraduation	<input type="checkbox"/>	d) Postgraduation	<input type="checkbox"/>	
	e) others specify	_____			<input type="checkbox"/>
4) Type of Industry	a) Communication	<input type="checkbox"/>	b) Life Insurance	<input type="checkbox"/>	
5) Department	a) DST	<input type="checkbox"/>	b) CWG	<input type="checkbox"/>	
	c) Wireless	<input type="checkbox"/>	d) RWS	<input type="checkbox"/>	
6) Designation	a) TL	<input type="checkbox"/>	b) BDO	<input type="checkbox"/>	
	c) BDE	<input type="checkbox"/>	d) Senior BDE	<input type="checkbox"/>	
	e) FST	<input type="checkbox"/>	f) Sales Associates	<input type="checkbox"/>	
7) Experience (years)	a) Less than <2	<input type="checkbox"/>	b) 2-4	<input type="checkbox"/>	
	c) Above >4	<input type="checkbox"/>			
8) Income (Monthly)	a) Above 5,000	<input type="checkbox"/>	b) 5,000-10,000	<input type="checkbox"/>	
	c) 11,000-15,000	<input type="checkbox"/>	d) 16,000-20,000	<input type="checkbox"/>	
	e) Above 20,000	<input type="checkbox"/>			
<b>Part-II: Please indicate your agreement or disagreement for the following statements</b>					
SDA – Strongly Disagree; DA – Disagree; N – Neutral; A – Agree; SA – Strongly Agree					
<b>Affective Commitment</b>	<b>SDA</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>SA</b>
I would be very happy to spend the rest of my career with this organization.					
I do feel 'emotionally attached' to this organization.					

Appendix (Cont.)

<b>Affective Commitment</b>	<b>SDA</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>SA</b>
I really feel as if this organization's problems are my own					
I do feel like 'part of the family' at my organization.					
I do feel a strong sense of 'belonging' to my organization.					
This organization has a great deal of personal meaning for me.					
<b>Continuance Commitment</b>					
Right now, staying with my organization is a matter of necessity as much as desire.					
If I had not already put so much of myself into this organization, I might consider working elsewhere.					
It would be very hard for me to leave my organization right now, even if I wanted to.					
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					
Too much of my life would be disrupted if I decided I wanted to leave my organization now.					
I feel that I have too few options to consider leaving this organization.					
<b>Normative Commitment</b>					
I would feel guilty if I left my organization now.					
This organization deserves my loyalty.					
I do not feel any obligation to remain with my current employer.					
I would not leave my organization right now because I have a sense of obligation to the people in it.					

Appendix (Cont.)

<b>Normative Commitment</b>	<b>SDA</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
I owe a great deal to my organization.					
<b>Organizational Citizenship Behavior</b>					
I help others who have been absent.					
I am always ready to lend a helping hand to those around me.					
I help others who have heavy workloads.					
I help orient new people even though it is not required.					
I willingly help others who have work-related problems					
I am one of the most conscientious employees.					
My attendance at work is above the norm.					
I believe in giving an honest day's work for an honest day's pay.					
I do not take extra breaks.					
I obey company rules and regulations even when no one is watching.					
I tend to make "mountains out of molehills".					
I always find fault with what the organization is doing.					
I consume a lot of time complaining about trivial matters.					
I am the classic 'squeaky wheel' that always needs greasing.					
I always focus on what's wrong, rather than the positive side.					
I am mindful of how my behavior affects other people's jobs.					

### Appendix (Cont.)

<b>Organizational Citizenship Behavior</b>	<b>SDA</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>SA</b>
I do not abuse the rights of others.					
I try to avoid creating problems for coworkers.					
I take steps to try to prevent problems with other workers.					
I consider the impact of my actions on coworkers.					
I attend meetings that are not mandatory, but are considered important.					
I attend functions that are not required, but help the company's image.					
I keep abreast of changes in the organization.					
I read and keep up with organization announcements, memos and so on.					

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