

## The Impacts of Organizational Commitment and Leadership Behavior on Organizational Citizenship Behavior among Workers in the Manufacturing Sector

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**Abstract:** This study is conducted to examine the impacts of organizational commitment and leadership behavior on Organizational Citizenship Behavior (OCB) among workers in the manufacturing sector. Although OCB is not considered as a formal duty as expected in the organization; however, it is very crucial to be enhanced among all types of workers including the blue collar workers. In this research, a quantitative method is used to gather all data. The total respondents are 170; however, the usable questionnaire which have been analyzed are only 160. Results presented that there have signification roles of organizational commitment and leadership behavior towards OCB among workers in this company. The implication to increase the OCB level among workers is discussed. The management needs to enforce some activities which are related to provide a good responsibility in the factors of organizational commitment and leadership behavior. Therefore, this enforcement can attract workers to display a high level of OCB in the company.

**Key words:** *Leadership behavior, organizational citizenship behavior, organizational commitment.*

### INTRODUCTION

OCB is evidenced as the key factor which is enable to increase the organizational goals and performance. In general, OCB is being called as extra role behaviors in organization that brings involving employees who doing jobs without asking for any kind of the formal rewards. As evidenced, various studies have tried to find out about OCB and its determinants. For examples, results of a study presented by Baig, Rehman and Khan [1] claimed that commitment has shown the ability to affect OCB by maintaining the behavioral direction since there are low expectations of formal rewards for performance.

The ability of an organization to sustain its competitive advantage depends on its human capital who are committed to the organization's goals [2]. Given that, it is noted that one of the most important factor to influence the organizational goals is the commitment given by the human capital including from those who are among the blue collar workers. According to Memari, Mahdieh and Marnani [3], people (workers) end up plainly committed to doing the occupations, and they behave as indicated by the desires joined to that occupations.

Leadership behavior may play some sort of role which can lead to enhance workers' OCB when a leader or superior are able to inspire their workers by showing a good attitude such as their commitment to the organization. As stated by Obiwuru et al. [4], leadership style (behavior) in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. They added that several reasons indicated that there should be a relationship between leadership behavior and organizational performance. Therefore, inappropriate leadership behavior could be one of the reasons for high failure of performance among the blue collar workers.

Nowadays, the performance of the blue collars workers in Malaysia become crucial to be increased. This is because there is high demand of workers in this category from the foreign country [5]. At the same time, their performance especially who work in the manufacturing sector need to be maintained to contribute on the growth of the nation GDP. As reported, Malaysia's Manufacturing sales grew by 6.7 per cent in May 2019

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to register at RM69.7 billion as compared to RM65.3 billion reported a year ago [6]. Hence, understanding the effects of commitment and leadership on OCB among the blue collar workers in the local manufacturing sector are deemed important to be examined because both variable are viewed by some researchers as the key drivers for enhancing the level of OCB. Given that, the specific objectives of this study are as follows:

1. To determine the relationship between organizational commitment and OCB among the blue collar workers in the Malaysian manufacturing company.
2. To investigate the relationship between leadership behavior and OCB among the blue collar workers in the Malaysian manufacturing company

## LITERATURE REVIEW

### Organizational Citizenship Behavior (OCB)

Organ [7] defined OCB as a formal reward system for individual behavior that is discretionary, not straightforwardly alternately unequivocally and in that aggravator assistance will push that effective functioning of the organization. Originally, OCB consisted of five-dimensional constructs containing altruism, civic virtue, conscientiousness, courtesy, and also sportsmanship. Organizational citizenship has a positive light of behavior such as helping other employees, volunteering for extra work or representing the organization. As referred by Saraih et al. [8], OCB is the voluntary behavior that is not explained in formal job descriptions, but improved the efficiency and effectiveness of the organization.

During the last decades, OCB has been hot topics of studies in the management literature. As stated by Sesen, Soran and Caymaz [9], OCB has been a prevalent organizational factor over these late years in organizational writing. Due to the popularity, OCB has generally assumed as a necessary employee behavior in working environment. OCB is a flexible attitude that not part of formal work requirement needed for employee, it is a voluntarily role played by employees without expecting any kind of recognition either explicit or implicit from his or her superiors [10]. It can be said that people who participated in OCB contributed as a type of correspondence in light of organizational favors. It referred to any behavior which is not officially required by the organization, but contributed to the performance of the organizational in total. Bambale [11] described OCB activities as such things as assisting new colleagues, working additional hours, and suggesting innovations.

Although OCB is one of the contributing behavior which is not compulsory [12]; however legit empirically

is able to increase the organizational functioning. OCB also alludes to peoples that help an organization's social and psychological context depend on different types of cooperation and helpfulness. Therefore, the concept OCB nowadays have been implemented not only in the organization yet also for behavior in public and private organizations [13].

OCB is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the institution. Typically, employees who frequently engage in OCB are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required [8]. In this study, two variables which may trigger the existence of OCB among blue collar workers in the manufacturing company have been revealed. Those two variables are organizational commitment and leadership behavior which will be discussed in the next sections.

### Organizational Commitment

Lot of studies demonstrated that organizational commitment has a positive effect on performance related results; including the performance in the domain of OCB [14][15]. As cited by past researcher in [15], workers who developed the organizational commitments are more likely to perform OCB compared to the ones that did not. Organizational commitment can be described as an emotional and psychological express that depicts a worker's relationship with an organization [16]. The three components of organizational commitment that distinguished between each other includes affective, continuance and normative. Firstly, the affective of organizational commitment described the emotions that significantly link to the employee and its organization. Secondly, the continuance of organizational commitment referring to the involvement of employees in the organization because of the perceived costs, for instance, a financial loss that he would suffer from leaving it. Thirdly, in term of the normative of organizational commitment reflects an obligation of the employees towards the organization for instance due to moral or ethical reasons.

According to Ismail and Abdul Razak [17], organizational commitment is often defined as the level of employees' feeling of responsibility towards the organization. Meanwhile as stated by Dey [18] it referred to the level of attachment of individuals to their employing organizations. A year after, Sani [19] referred organizational commitment as the desire and the willingness of an employee to contribute to the success of an organization. Other researchers [20] indicated that various reasons of organizational commitment are driven by employee's attachment to an organization such as moral attachment, emotional attachment, and obligation.

In addition, Dey [18] went beyond an employee's attachment and willingness to help the organization succeed, and added the employee's willingness to stay with the organization. Thus, organizational commitment may imply the attachment of individuals in organization involving their relationship and involvement which can contribute to the success of organizational goals and values. The significance of organizational commitment has been reported in the literature. For example, organization appear to be keen on to have exceptionally committed employees, since it is regularly acknowledged that organizational commitment could prompt different organizational results such as to bring down level of turnover, expanded inspiration or motivation, continuous organizational support and enhanced OCB.

Along these lines, it is vital to analyze the workers' commitment as often as possible trying to defeat any issue that may rise whenever including those who are categorized as the blue collar workers. Hence it is expected that workers can create positive work attitude and their emotional effect upon the company is important to increase the overall organizational outcomes (eg. employee retention). Employees remain to stay with the organization based on their emotional ties to it [8], and this will increase the level of employees' discretionary behavior and let them remain in the industry. Given that, the first hypothesis for this study is formulated as H1: There is a significant role of organizational commitment towards OCB among the blue collar workers in the manufacturing company.

### **Leadership Behavior**

In the field of organizational behavior, leadership behavior has been perceived as an important concentration that may influence the flow of connection between both, organization and individual [4]. Moreover, without any doubting, the leadership has proved that there is a major role in the venture that all recognized leadership styles (behavior) have the variable outcomes depend on various circumstances [21].

Axer et al. [22] indicated the three kind of reasons of studying leadership. Firstly, a leader is the one who responsible for the effectiveness of the organization. How leaders lead workers is really the matters on how the organization can be so effective. Second, workers are seeking for the guidance and direction from the leader. Since changes happened at a rapid pace, leaders play an important role to guide workers in order to achieve the goals of the organization. Third, leadership is important to assist workers to develop the integrity and conscience since the era of the world now faced with high level of moral conflict.

As defined by Lee and Low [23] leadership is the ability to influence others to get things done. This result illustrated the direct effects of leadership styles on the subordinates' outcome namely OCB. They added that the exchange relationship is the key element reflected by the transactional leadership; meanwhile leader transformation process involving individuals, group and organization is known as transformational leadership.

The leadership-member exchange theory added explanation to the foundation of examining leadership behavior and OCB in this study. This theory suggests that leaders do not treat employees equally, but instead create specific individual relationships built on varying levels of obligation and trust [24]. Other theory which can be based on explaining the relationship between leadership behavior and OCB is the social exchange theory. According to Bottomley et al. [25], the fundamental principle that the exchange of resources of all types is a basic form of human interaction. In this case the exchange existed between leaders who provide the acceptable characteristic among employees and in return, the employees display the expected level of their OCB towards the leaders. This showed that, based on the social exchange theory, the leader member exchange theory examines the relationship between employees and their leaders. Thus, the leadership-member exchange theory is about to specifically study on the two-way relationship between a leader and employee in the organization.

Given that leadership has been an organizational struggle for many sectors and organizations [26]; thus the manufacturing sector may become the suitable focus to be investigated especially in the local context. In this study, the effect of leadership behavior on employees' OCB need to be revealed. Hence, the second hypothesis for this study is formulated as H2: There is a significant role of leadership behavior towards OCB among the blue collar workers in the manufacturing company.

### **METHODOLOGY**

In this study, a quantitative approach is applied. Thus, a survey (questionnaire) method is utilized to provide a descriptive correlational cross-sectional analysis. This analysis provided information regarding the relationship at a given point in time, measuring the relationship between organizational commitment and leadership behavior towards employees' OCB of changes that may occur at the facility. The survey method is selected as it would determine the incidence, frequency, and distribution of characteristics relevant to the study of this population of the blue collar workers in this company.

In specific, the survey method is particularly appropriate for inquiring about attempting to measure the influences of organizational commitment and leadership behavior on OCB; among the blue collar workers in one of manufacturing company located in Perlis, Malaysia. This is because the questionnaire can be used to accumulate both quantitative and qualitative data, in spite of the way that would not have the ability to get the level of detail in subjective responses to the organization since probability sampling also known as random

sampling. Hence, random sampling is the process used to choose the elements such as participants test items from a population. When using random sampling, there is profitability for participants to have an equal chance to be selected as the respondents. In measuring respondents' perception on organizational commitment, leadership behavior and OCB, the established scale has been adapted based on the previous authors. Table 1 presents the adapted instruments for each variables which have been used for this study.

**Table 1:** Instrumentation for variables

| Variables                 | Authors (Years)           | Number of Item |
|---------------------------|---------------------------|----------------|
| OCB                       | William & Anderson (1991) | 5              |
| Organizational Commitment | Allen & Meyer (1990)      | 8              |
| Leadership Behavior       | Harris & Ogbonna (2001)   | 13             |

All gathered data has been analyzed by using SPSS software. Figure 1 presented the proposed research framework of this study.

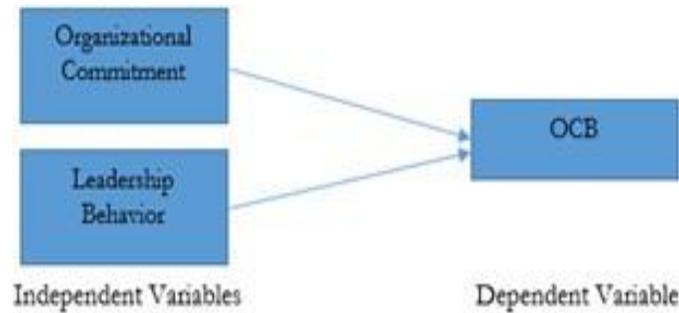


Figure 1: Research Framework

**RESULTS AND DATA ANALYSES**

The demographic section revealed that male respondents made up of 76.3% and the remaining 23.8% were the female respondents. The highest respondents (45%) came from ages from 30-39 years old and the lowest (12.5%) were from ages 50-59 years old. Majority of the respondents have SPM certification (58.5%); followed by the second highest category who have the STPM certification (13.8%). In the aspect of marital status, 73.1% were married; 26.3% of the participants were single, and the remaining 0.6% were in the other category.

The means values for OCB, organizational commitment and leadership behavior are reported at 4.01, 3.86 and

4.10 each. These results indicated that OCB scored the highest which meant workers in this company have displayed excellence voluntary behavior in their working life in order to help new colleagues and cooperate with each other. The score for organizational commitment also high even it presented the lowest mean value. This showed that workers' commitment had high level of attachment with the company. Not only that, the high level of leadership behavior which revealed in this study confirmed that the superior (management) have the ability to motivate and guided all workers to performed well in each given tasks.

**Reliability Analyses**

Reliability analyses for pilot test have been presented in Table 2. Given that the Cronbach's alpha values are

ranged from .66 to .75, thus all of the items presented a satisfactory and reliable and have been used for the actual study [27].

In detail, reliability results presented that Cronbach's alpha for OCB is .75; for organizational commitment is

.71 and for leadership behavior is .66. Therefore, the reliability for OCB and organizational commitment are in the satisfactory range; while for leadership behavior is the acceptable range [27].

Table 2: Reliability Analyses

| Variables                 | Cronbach Alpha Values | Remarks      |
|---------------------------|-----------------------|--------------|
| OCB                       | 0.75                  | Satisfactory |
| Organizational Commitment | 0.71                  | Satisfactory |
| Leadership Behavior       | 0.66                  | Acceptable   |

**Correlation Analyses**

Correlation analyses have been presented in Table 3. As indicated in Table 3, OCB and leadership behavior is positively correlated with  $r=.39$ ,  $p<.01$ ; indicated a low level of correlation. While OCB and organizational

commitment is positively correlated with is  $r=.49$ ,  $p<.01$ ; indicated a moderate level of correlation. Also, leadership behavior and organizational commitment is positively correlated with  $r=.41$ ,  $p<.01$ ; indicated a moderate level of correlation.

Table 3: Inter-correlation between Variables

| Variables                   | 1     | 2     | 3 |
|-----------------------------|-------|-------|---|
| 1.OCB                       | -     |       |   |
| 2.Organizational Commitment | .49** | -     |   |
| 3.Leadership Behavior       | .39** | .41** | - |

\*\* Correlation is significant at the .01 level (2-tailed)

**Regression Analyses**

Regression analyses have been presented in Table 4. Regression analyses resulted that organizational commitment is positively and significantly related to OCB ( $\beta=.42$ ,  $t=5.66$ ,  $p=.00$ ). At the same time leadership behavior is also positively and significantly related to OCB ( $\beta=.17$ ,  $t=2.20$ ,  $p=.03$ ). 25% of variance

in OCB has been explained by organizational commitment and leadership behavior in this study.

The effect of organizational commitment and leadership behavior accounted for approximately 26% of variance in OCB. Therefore, 74% of variance in OCB among the blue collar workers in this company has been explained by the other factors. The value of F is reported at 28.10.

Table 4: Regression Analyses of Organizational Commitment and Leadership Behavior towards OCB

|                           | B   | t    | p     | R   | R <sup>2</sup> Δ | F Change |
|---------------------------|-----|------|-------|-----|------------------|----------|
| Organizational Commitment | .42 | 5.66 | .00** | .26 | .25              | 28.10    |
| Leadership Behavior       | .17 | 2.20 | .03** |     |                  |          |

\* $p<0.05$ ; \*\* $p<0.01$

Based on the regression analyses, both hypotheses are accepted in this study. Therefore, H1: There is a significant role of organizational commitment towards OCB among the blue collar workers in the manufacturing company; and H2: There is a significant role of leadership behavior towards OCB among the blue collar workers in the manufacturing company are accepted for this study.

## CONCLUSIONS

First, the result regarding the role of organizational commitment and OCB is significantly related based on the study findings. This is consistent with the evidence of [15] who presented that there was a significant relationship between both variables, OCB and organizational commitment in most of the previous studies. Thus, it confirmed that organizational commitment is one of the factors that can create impact on OCB among the blue collar workers in this manufacturing company. Thus, necessary activities which may increase the level of OCB should be enforced by the management in this company. Among them are to let the worker feel like part of the family in the organization. At the same time, the management need to create a strong sense of belonging among workers in the organization.

Second, the result regarding the role of leadership behavior and OCB is also significantly related based on the study findings. This is similar with what has been presented by [23]. For instance, an effort to encourage workers to implement OCB in the working environment should be played by the managerial side. Thus, it will help workers by promoting them on how to complete their task efficiently and make them feel appreciated of their contribution and commitment towards the organization. Other relevant activities which may increase the level of leadership behavior should be enforced by the management in this company. Among them are to become supportive and available to all workers. Also, the management need to maintain a good communication with the workers.

In future, the researcher would suggest to enlarge the sample size of respondent since this study has been analyzed based on 160 respondents. This may help the researcher to get a variety of response based on the surveys' results. Future researchers are suggested to look on other factors that may increase the impact of OCB among the blue collars workers (eg. fairness, talent management, motivation). This can enhance the predictors of OCB among the blue collar workers in other perspective.

Finally, it can be concluded that organizational commitment and leadership behavior should be

increased in order to achieve a higher level of OCB. Thus, several actions to provide a good organizational commitment and leadership behavior should be promptly enforced by the management based on the suggestions which have been stated in the above section.

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