

What Role Does Continuance Commitment Play In The Relationship Between Affective Commitment And Organizational Citizenship Behaviour? Case Study Somali Telecommunication Industry Players

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Abstract

The purpose of the study is to investigate the role of continuance commitment in the relationship between affective commitment and organizational citizenship behaviour (OCB) among the employees of telecommunication industry players in Mogadishu, Somalia. A total of 92 lower managers (supervisors) from three different telecommunication players were involved in this study. The instrument used in the study for affective and continuance commitment was adopted from Natalie J. Allen and John P. Meyer (1990), and for OCB was adopted from Philip M. Podsakoff, Scott B. MacKenzie, Robert H. Moorman, and Richard Fetter (1990). This quantitative survey method employed stratified random sampling technique. Employees' attitudes and behaviours were tested for correlation and regression analysis. The findings indicated that there are positive and significant relationship between employees' affective commitment, continuance commitment and OCB. The highest correlations towards employees' citizenship behaviour is the mediation role of continuance commitment ($r=.362, p<.05$), then affective commitment ($r=.287, p<.05$), followed by the relationship between affective commitment and continuance commitment ($r=.249, p<.05$), whilst continuance commitment shows the weakest relationship on OCB ($r=.144, p<.05$). The regression model indicates a predictive significance by employees' behaviours; thus, the findings support the conclusion that the selected behaviours are predictors of telecommunication industries employees' OCB. This study revealed the importances of organizational citizenship behaviour (OCB), affective commitment and continuance commitment among the telecommunication industries employees' in Mogadishu, Somalia. These findings also have implications for telecommunication industries and managers to reflect and extend employees' organizational citizenship behavior (OCB).

Keywords: Affective commitment; continuance commitment; organizational citizenship behavior; Somalia

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1.0 INTRODUCTION

Employees who go above and beyond the "call of duty" are engaging in a relatively novel type of organizational behaviour known as organizational citizenship behaviour (OCB). Organizational citizenship behaviour (OCB) has become an interesting subject and is one of the most researched outcomes, based on comprehensive review of literature in the field of organizational behaviour, human resources and industrial psychology ([1], [2], [5], [8] and [16]). The dynamics of globalization and technological developments have resulted in many demands and has put organizational citizenship behaviour (OCB) issues as topic of discussion in Somalia given the fact that the most important efforts of organizational functioning is based on their human resources to create and use the benefits made from dependency of their internal resources. However, recent studies frazzled when organizations ouster their employee's citizenship behaviors (OCB) as an advantage ([2], [5], [7] and [8]), this situation may result in gradual losses of stakeholders, shares and market values, employees' performance and will jeopardize the organizational survival ([2] and [5]).

The initiatives that determine the organization's operations or violate the employee-employer attachments are often associated with employees' lower commitment level [8]. This was due to the fact that organizations often raised the uncertainty level and imposed a sense of job insecurity which then affecting employees' commitment towards organization ([7] and [8]). When employees have lower organizational commitment toward their organizations, it often shown in withdrawal behaviours and the decrease in organizational citizenship behaviour (OCB) and consequently increasing employees' turnover, absenteeism, apathy, cynicism, and intent to [1], [3] and [5].

The paper presents findings on the mediation role of continuance commitment in the relationship between affective commitment and OCB among the employees of telecommunication industry players in Mogadishu, Somalia. Telecommunication industry has been considered as one of the most important industries in Somalia's economy. Thus, this paper is focused on the importance of the study's variables and improvements as well as suggestions for the telecommunication industry players employees' organizational citizenship behaviour (OCB) in Mogadishu, Somalia.

■2.0 LITERATURE REVIEW

Affective Commitment and Organizational citizenship Behavior

Several researchers claimed human behaviours are more complex than organizational system (e.g., [1], [3] and [7]). Today's global business environment and emerging technology, industrial/organizational are challenged to remain competitive. Therefore, the main concern of this study is organizational strategy to compete and succeed in this global environment. This paper recommends the need for the industry players to understand the importance of organizational citizenship behaviour (OCB) and the usefulness of employees' affective commitment in predicting OCB as the main critical success factors.

The concept of OCB has been the subject of interest of researches in the field of organizational behavior, whereas affective commitment has been known as the most important antecedent of OCB ([6] and [7]). OCB is defined as behaviours of an individual that is not required in formal job description, which are neither punishable nor forcible but rather happen at will and choice of the individual, endorses the effectiveness and overall organizational functioning [5]. This paper adopted Philip M. Podsakoff, Scott B. MacKenzie, Robert H. Moorman, and Richard Fetter (1990) five OCB dimensions - altruism, conscientiousness, sportsmanship, courtesy and civic virtue [17]. The five dimensions are described as follows:

- Altruism refers to the selfless behaviour when an employee concerns for their jobs and co-workers' welfare.
- Conscientiousness shows that employees are observing the organization rules and regulations.
- Sportsmanship refers to the behaviours when an employee does not consume much time complaining about minor issues around the workplace.
- Courtesy refers to an employees' politeness to prevent problem.
- Civic Virtue is the behaviour on of an employee that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company.

On the other hand, affective commitment is indicated when employees are involved in the organization and are emotionally attached to their organizations desire to remain [9]. Employees' actions are one of the many benefits of OCB that industries need to understand to increase productivity as well as organizational functioning and performance. For example, actions can lead to maintenance and enhancement of the social and psychological context and supports task performance. OCB has serious effects and contributes not only to various individuals but also to organization's productivity, customer satisfaction, reduced costs, withdrawal-related criteria and unit-level turnover [1].

These behaviors are often referred to as citizenship behaviours in an organization, where employees' perform non-crucial extra activities, beyond the requirements and endorses the effectiveness and overall organizational functioning [14]. In organizational citizenship behaviours, employees' do not always make decisions based on a self-interest, which could be a possible solution to the work-related problems. Therefore, the incentive of citizenship behaviours is to look for common and mutual benefit of the organization through the implementation of selfless activities ([8], [9], [10] and [12]).

H1: Affective commitment has a positive influence on organizational citizenship behaviour

Affective Commitment and Continuance Commitment

Affective commitment refers to employees' attachment to the organization such as affection, warmth and sense of belonging to their particular organization, with an absolute loyalty and pleasure [9]. For example, employees with high levels of affective commitment generate better workplace environment, overcome lower performance issues and improve the ways to achieve organizational goals and values. On the other hand, continuance commitment is indicated as employees' who need to remain within their current organization [8]. Employees' commitment to a particular organization continue as they recognized and identified the consequences of leaving or quitting their current industry ([12] and [13]). Accordingly, affective commitment comprehensively creates platform to instill employees with positive emotions and organizational loyalty, as employees remain enthusiastic for better performance, which increases overall organizational functioning and organizational citizenship behavior (OCB) among the employees [12]. According to [18], employees with high affective commitment see themselves achieving long-term goals with their current organization. However, employees with less emotional attachment showcase less loyalty and low attitudes toward the organization compared to employees, who are characterized with the desire to remain with the organization thus putting more efforts for the organizational effectiveness ([7], [12], [13] and [16]). Therefore, every organization is looking to improve employees, who wants to remain within the organization by instilling and strengthening affective commitment in order to increase organizational efficiency and competitive advantages.

H2: Affective commitment has a positive influence on employees' continuance commitment

Continuance Commitment and Organizational Citizenship Behaviour

Employees continue to be committed to a particular organization due to the consequences they may face after leaving or quitting their current organization. Employees' continuance commitment has been characterized in two different features, (i) the high personal sacrifices arising from abandoning their organization jobs; and (ii) the scarcity of alternative jobs or employments [18]. For example, employees might lose their organizational and personal leverages, salaries, pension, membership, security and friendship and may experience difficulties in finding alternative jobs upon leaving ([9] and [18]). Therefore, the level of continuance commitments are higher when employees are not ready to leave their current organization.

It's believed that employees' behaviour create and endorse the effectiveness of an organization, which contributes to the long-term and overall organizational functioning [13]. Furthermore, the present paper illustrates two main approaches on individual's determination and desire to remain in an organization foresee in complimentary and strength of mind for the extra-role of behavior [9]. In addition to the foregoing, these employees' extra-role behavioural towards the organizational performance are not required in formal job

description, which are neither punishable nor forcible but rather happen at will and choice of the employees ([14], [15] and [17]. Employees' continuation of commitment is a well-developed dimension with regards to the consideration and desire to remain and contribute to the long-term organizational goals. Entrepreneurship are skills that enables individual to create employment or start a business up.

H3: continuance commitment has a positive influence on organizational citizenship behaviour (OCB)

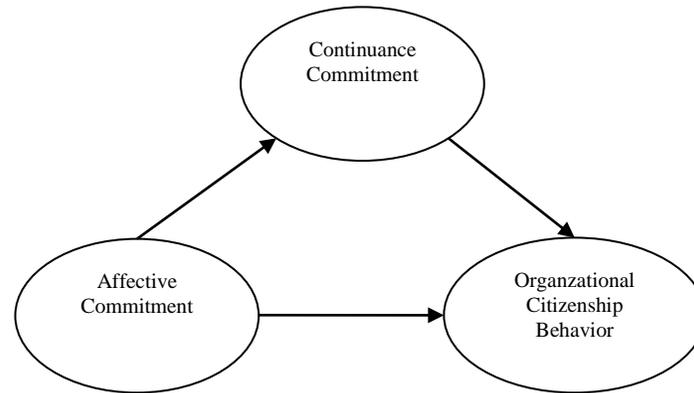


Figure 1: Research framework

■3.0 METHODOLOGY

Research Design and Sampling Procedure

The present study prefers quantitative study for the data collection. The employed survey method for the current study is a very popular method when conducting a business research. The survey method allows the researcher to collect data without consuming and wasting time and money. In quantitative approach, the researcher can easily control the survey parameters, which is an advantage and provides accurate measurement for the study. The main purpose of the present study is to explain and examine the relationships between the variables, affective commitment, organizational citizenship behaviour and continuance commitment. The nature of this paper is descriptive and hypothesis testing to describe the correlation between the variables.

The paper employs cross-sectional approach for data collection as it is suitable and appropriate for data gathering from Somali Telecommunication industries. The cross-sectional approach allows the researcher to gather data in an instant and it also provides the means to accurately identify the purpose of the study. Statistical package for social science (SPSS) version 22.0 was used to analyze the relationships between the studied variables.

The present study uses stratified random sampling technique to collect data from three different telecommunication industries. The data were randomly collected through self-administrated survey questionnaires distributed among 92 lower level managers (supervisors) from the telecommunication industries in Mogadishu, Somalia.

■4.0 RESEARCH INSTRUMENT

Affective Commitment

Affective commitment is represented and used as an independent variable for the current study. The measurement tool selected for affective commitment instrument was adopted from Allen and Meyer [18]. Affective commitment refers to employees' emotional attachment to their organization. Affective commitment was measured using 9-item scale adopted from [18]. In this study, five point Likert scale was used to assess Somali telecommunication industries managers' opinions on employees' affective commitment with 1-5 response scale ranges from 1= strongly disagree to 5= strongly agree. Normative commitment was not investigated in the current paper because it is commitment propensity, rather than actual commitment. It reflects cultural orientation and individual differences [20].

Organizational Citizenship Behaviour OCB

Organizational citizenship behaviour OCB is used as dependent variable in the present study. Consequently, the measurement tool selected for organizational citizenship behaviour was adopted from Podsakoff and his colleagues [17]. OCB refers to employees' behaviours that is neither forcible nor punishable by the reward system, and happens at the individual's free will. For the current study, OCB was measured using 15-item scale adopted from [17]. In this study, the measurement uses five point Likert scale to assess Somali telecommunication industry managers' opinions on employees' organizational citizenship behaviour with 1-5 response scale ranges from 1= strongly disagree to 5= strongly agree.

Continuance Commitment

Continuance commitment is used as mediating variable for the current study. Accordingly, the measurement tool selected for continuance commitment was adopted from Allen and Meyer's [18]. Continuance commitment refers to the employees' consideration of consequences from leaving their current jobs and the lack of alternative jobs. In this paper, continuance commitment was measured using 7 items scale adopted from [18]. In this study, the measurement uses five point Likert scale to assess the view of Somali telecommunication industry managers' on employees' continuance commitment with 1-5 response scale ranges from 1= strongly disagree to 5= strongly disagree.

5.0 RESULTS

In order to examine the mediation role of continuance commitment in the relationship between affective commitment and organizational citizenship behaviour (OCB) among telecommunication industry players in Mogadishu, Somalia, data were analyzed using statistical package for social science (SPSS) version 22.0. The data were assessed with normality and the missing values prior to further analysis.

Demographic Respondents Profile

Table 1 demonstrates the sample characteristics of the respondent's demographics (*age, gender, education level, experience and position*) from telecommunication industries in Mogadishu, Somalia. A total of 92 respondents were surveyed, of whom the majority were male with a percentage of 94.56 percent, whilst only 5.44 percent of the respondents were female. Additionally, the average age of 18.47 percent of the respondents were between 25-35, whilst 58.69 percent of the respondents were between 36-45 of age. In addition to the above, 22.82 percent of the respondents were above 46. In terms of educational background, 14.13 percent of the respondents education level were below bachelor, whilst 73.91 percent were bachelor and 11.95 percent were postgraduates.

Table 1 Demographic profiles

Demographic Variables		Frequency	Percentage
Gender	Male	86	94.56
	Female	5	5.44
Age	25-35	17	18.47
	36-45	54	58.69
	Above 46	21	22.82
Education Level	Below Bachelor	13	14.13
	Bachelor	58	63.91
	Postgraduate	21	22.82
Experience	1-5 yrs	25	27.17
	6-10 yrs	35	38.04
	More than 11 yrs	32	34.78
Position	Supervisor	92	100.00

Reliability Test

Using the Cronbach Alpha, the reliability of the current study was conducted to assess the internal consist items. Table 2 shows that the three variables of the current study items are reliable at above 0.7 according to Hair et al., [19].

Table 2 Reliability test

Variables	No. of Items	Cronbach Alpha
Affective Commitment	9	0.864
Organizational Citizenship Behavior	15	0.839
Continuance Commitment	7	0.817

Descriptive Statistics

Descriptive statistical analysis was used in this paper to calculate the values of mean and standard deviation for the studied variables. In addition to the above and as shown in table 3, the current study conducted bivariate analysis to examine the correlation between the studied variables of affective commitment, OCB and continuance commitment.

Table 3 Descriptive analysis

Variables	Mean	Std. Deviation	1	2	3
Affective Commitment	3.58	0.857	1		
Organizational Citizenship Behavior	3.65	0.795	0.62**	1	
Continuance Commitment	3.47	0.816	0.49**	0.50**	1

Note: *p-value < 0.01

Hypothesis Testing

Table 4 shows the results of regression analysis examination of the hypothesized relationships between affective commitment, OCB and continuance commitment. In addition to the above, R square of .456 indicates that 45% of variance in the independent variable by variation in the dependent variable, which means the independent variables of affective commitment and continuance commitment predicts OCB's reliably and the (P value is < .05).

Table 4 Regression analysis

R	R Square	Adjusted R Square	Std. Error of Estimate	F	Sig.
.658	.456	.431	4.02319	59.172	0.001**

Predictor: (Constant), affective commitment, continuance commitment
Dependent Variable: Organizational citizenship behavior

Table 5 Influence of affective and continuance commitment

Model	Unstandardised Coefficients		Standardised Coefficients			Collinearity statistics	
	B	Std. E	Beta	T	Sig.	Tolerance	VIF
Affective Commitment	0.461	0.117	.287	4.3241	0.001**	0.886	1.303
Continuance Commitment	0.325	0.125	.144	3.3438	0.000**	0.788	1.286

Dependent Variable: Organizational Citizenship Behavior

Table 6 The influence of affective on continuance commitment

Model	Unstandardised Coefficients		Standardised Coefficients			Collinearity statistics	
	B	Std. E	Beta	T	Sig.	Tolerance	VIF
Affective Commitment	0.485	0.124	.249	4.6019	0.000**	0.886	1.303

Dependent Variable: Continuance Commitment

Table 7 Mediating predictor of affective commitment

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. E	Beta		
C. Commitment	0.247	0.058	.362	4.3456	0.000**

Conclusively, Table 5 demonstrates that affective commitment and continuance commitment are positively and significantly correlated with OCB of Somalia telecommunication industries employees. Affective commitment is positively and significantly correlated with OCB ($\beta = .287$ P value < 0.05), continuance commitment is positively and significantly correlated with OCB ($\beta = .144$ P value < 0.05). However, continuance commitment shows the least relationship on OCB compared to affective commitment. In addition to the above, table 6 points out that affective commitment has a positive and significant relationship with continuance commitment ($\beta = .249$ P value < 0.05). Finally, Table 7 indicates the results of the present study statistically supports the mediating role of continuance commitment ($\beta = .362$ P value < 0.05), which shows the highest correlation on OCB.

6.0 CONCLUSION AND DISCUSSION

The main purpose of this study was to investigate the role of continuance commitment in the relationship between affective commitment and organizational citizenship behaviour (OCB) among the telecommunication industries employees in Mogadishu, Somalia. The findings from the present study provides guidelines to the telecommunication executives to coordinate their management activities toward achieving citizenship among their employees through affective commitment and continuance commitment. In today's market competitions, telecommunication industries need employees who exceed their call of duties and perform beyond expectations, as they leverage on the organizations' short and long-term goals and to gain competitive advantages. Accordingly, this study illustrates that industry players ought to construct and maintain their employees' behaviours, which is the real driver to commitment and encouragement to employees to do more than they intended to do for their industry.

Telecommunication management ought to give special considerations to their employees, as it is important to increase and strengthen their employees' citizenship behaviour. Additionally, the results of the present study indicated that through the effects of employees' organizational commitment, OCB is more likely to occur and overall organizational performance can be achieved. The strength

identification of an individual has with the industry determines the individual's recognition to the values of the industry, which increases OCB. This means better individual and organizational behaviours for the industry directors to create integrations among the employees, which help them to succeed on competitive advantages. Based on the results of the current study, the lack of knowledge on what drives employees to go beyond their expected duties in the under-developed country such as Somalia is a barrier in telecommunications as a lack of attention in the importance of the current studied variables. Therefore, this study revealed the importances of organizational citizenship behaviour (OCB), affective commitment and continuance commitment among the telecommunication industry players' employees in Mogadishu, Somalia.

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