PROFESSIONAL ALLEGIANCE AND BEYOND A COMPREHENSIVE STUDY OF ORGANIZATION COMMITMENT AND CITIZENSHIP BEHAVIOUR IN NCR REGION.

Sandhya Singh

Institute of Business Management, GLA University Mathura

Dr.Ankita Saxena

Institute of Business Management, GLA University Mathura

Abstract

Organisation Citizenship Behaviour (OCB) focuses on employee behaviours that go beyond the parameters of their assigned roles. It is a significant element that impacts both employee performance and organisational effectiveness. In this study, professional college professors in Delhi-NCR will examine the factors that influence their organisational citizenship behaviour and a realistic plan for fostering ongoing OCB will be proposed. This study will examine the potential impact of many factors such as societal expectations, personal growth aspirations, values system, professional attitude, and teaching methods and skills on the overall career behaviour (OCB) of professional college/institute instructors. A total of 203 data by professional college and institution instructors from Delhi and the National Capital Region will make up the study's sample. An affordable instrument with outstanding results about Any professional college should take note of this research as it will have long-term effects on college branding, but most importantly, it will provide their pupils a bright future since OCB is an affordable instrument that yields bright results.

Keywords: Organizational commitment, family support, organization citizenship behaviour, Professional colleges, and institutes, employee Performance.

1. Introduction

An organisation is a group of people who come together to work towards a shared goal. Individuals construct and run organisations, and the collective performance of these individuals, whether on an individual or group level, determines the overall success of the organisation. In Stated differently, the overall performance of the company was determined by the work output of its personnel.

In order for any kind of organization—public, private, or nonprofit—to achieve its goals and objectives, employee performance (EP) is a crucial instrument. The survival and well-being of organisations are highly dependent on individual performance (Sonnentag, Volmer & Spychala, 2008). According to Armstrong (2010), one of the most significant duties performed by managers of organisations is to guarantee that the constituents of their organisations attain elevated standards of performance. These reasons support the idea that employee performance affects an organization's performance, and that an organization's performance is positively correlated with employee performance.

Many things regarding how people behave in organisations today, the reasons behind their actions, and the methods by which their behaviour may be anticipated and controlled, are things

that the general public may not be aware of. It is the responsibility of Organisational Behaviour (OB) to ascertain all of those details. Organisational behaviour may assist individuals in looking into the influence that people, groups, and organisational structures have on behaviour inside the organisation in order to increase the organization's effectiveness. Some businesses even comprehend the impact of OB on an organization's output. The organisation fosters positive employee relations by offering demanding positions, rich benefits, and a pleasant work environment. Some companies go to great lengths to ensure the comfort of their workers. According to a saying, "happy employees are successful workers." This concept evolved between the 1930s and 1940s. Based on this theory, several business managers increasingly concentrate on creating a positive work atmosphere and conditions in order to increase employee satisfaction. When workers take action, they truly love them, they'll work hard at that job. Additionally, a supportive workplace might increase an employee's productivity. As was previously said, happier employees will be more productive. It only demonstrates the strong correlation between job happiness and job performance. People who are highly satisfied with their jobs have good sentiments about them, whereas people who are not as satisfied have negative feelings.

2. LITERATURE REVIEW

Gaur. Akhilesh et.al. (2022) concluded in their study that job satisfaction plays a significant and crucial role in creating and maintaining the organizational commitment of the employees within an organizational setup, which influences their choice of performing their roles and responsibilities with a maximum of effort and productivity.

Numerous independent research on married women working in the education sector have previously been done on the subject of work-life balance. These are some of the varied findings from a few of the research. According to Maran et al. (2014), there is still a significant degree of stress among IT workers in the industry, which has a detrimental impact on their work-life balance. This may be prevented with more organisational and family support.

The teaching profession, particularly school teaching, is thought to be a women-centered field, and instructors are said to have a high degree of work-life balance. According to research conducted in 2013, Uddin and Hoque (2013), women working as teachers in Bangladesh maintained a decent work-life balance. Mohanty's (2014) study indicates that school teachers have a normal work-life balance level and that organisational policies can help to improve it even further. According to Anuradha and Pandey's (2015) research, half of the school teachers in Tamil Nadu's Coimbatore area were experiencing stress at work or at home. Consequently, their work-life balance is negatively impacted.
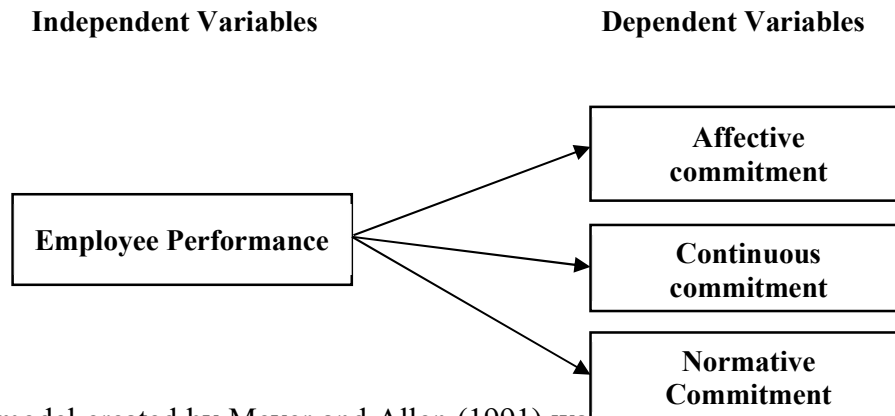
3. Objectives

1. To investigate the organisational commitment of academic staff members at postsecondary educational institutions in the NCR.
2. To examine how employee performance and behaviour affect the efficacy of the organisation.
3. To recommend actions to raise employee academic performance and increase OCB.
4. To investigate the relationships that exist between organisational citizenship activity and its
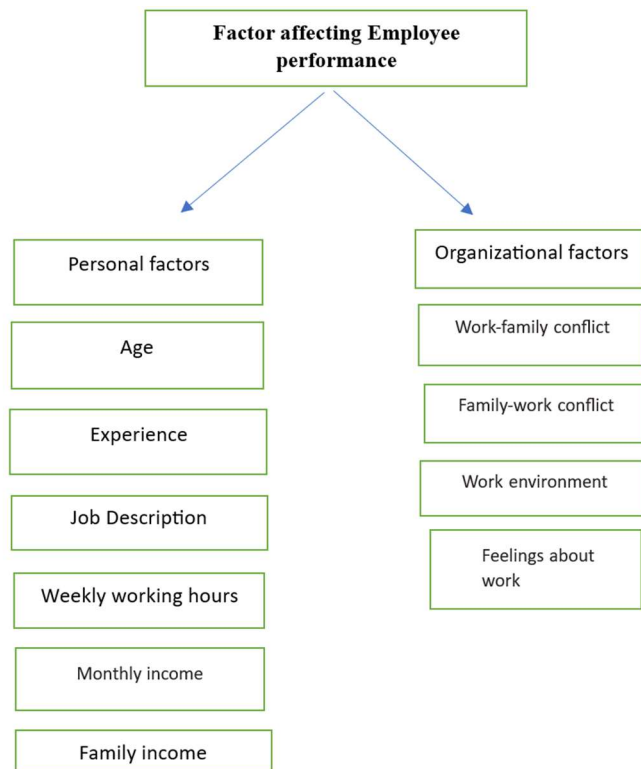
antecedents, occupational role stress, work satisfaction, and organisational commitment.

4. Conceptual Framework

A co.55nceptual framework shows how your variables should be connected. It explains how the pertinent goals of your research approach come together to yield outcomes that are easy to grasp. Often, conceptual frameworks are developed by a literature analysis of previous studies on your issue. These frameworks can be presented either textually or visually.

Independent Variables　　　　　　　　**Dependent Variables**

```
                                    ┌─────────────────┐
                              ┌────▶│   Affective     │
                              │     │   commitment    │
                              │     └─────────────────┘
  ┌─────────────────────┐     │     ┌─────────────────┐
  │ Employee Performance │────┼────▶│   Continuous    │
  └─────────────────────┘     │     │   commitment    │
                              │     └─────────────────┘
                              │     ┌─────────────────┐
                              └────▶│   Normative     │
                                    │   Commitment    │
                                    └─────────────────┘
```

The OC model created by Meyer and Allen (1991) was used in the study. Three factors were used in the multidimensional model's assessment of employee commitment. Affective commitment (AC) is the first one, and it gauges an employee's emotional connection to the structure. The second one is called continuity commitment (CC), and it calculates the price of quitting the company. Normative commitment (NC) is the third one, and it gauges how much of a responsibility people have to stick with the company due to personal costs. According to Sanecka (2013), one of the most often used theoretical models for determining organisational commitment is the OC model developed by Meyer and Allen (1991). This research, like many others before it, treats JP as a one-dimensional variable while adopting AC, CC, and NC as dimensions of organisational commitment.

```
                    ┌──────────────────────┐
                    │ Factor affecting     │
                    │ Employee performance │
                    └──────────────────────┘
```

Personal factors	Organizational factors
Age	Work-family conflict
Experience	Family-work conflict
Job Description	Work environment
Weekly working hours	Feelings about work
Monthly income	
Family income	

5. Employee Performance

EP is impacted by a variety of elements, including organisational commitment, and has emerged as one of the key markers in determining the performance and success of organisations (Wall, Michie, Patterson, Wood, Sheehan, Clegg & West, 2004). The goal of EP is for workers to the outcomes, objectives, or benchmarks that the organisation expects. Consequently, in order for an organisation to see its workforce as its most valuable asset, it must understand what drives workers to fulfil their potential as performers (Lawler, 2003). Because it is often believed to diminish withdrawal behaviours like tardiness, absenteeism, and turnover—all of which might have detrimental effects on the overall performance of the organization—organizational commitment (OC) is a significant source of incentive for employees (Peace & Muhammad, 2014).

6. Organizational commitment

According to Meryers and Allen (1997), organisational citizenship (OC) entails a proactive interaction between the person and the organisation, whereby the individual is prepared to contribute to the organization's growth and success. According to Armstrong (2014), the term "OC" pertains to an individual's connection and loyalty, which are linked to their sentiments towards their organisation. According to Armstrong (2014), strong OC to work can therefore lead to a high degree of discretionary effort, regular attendance, a conscientious and self-directed application to accomplish the job, and a need for less supervision. According to Osa and Amos (2014), OC is a notion that captures the depth of a worker's commitment to a firm. OC is seen by Meyer and Herscovitch (2001) as a force that ties a person to a path of action that is pertinent to one or more objects.

7. OCB

Behaviours related to organisational citizenship (OCB) Within the study of Organisational Behaviour (OB), Organisational Citizenship Behaviour is a relatively recent notion. The concept of organisational citizenship behaviours, or OCB, has been extensively discussed in management research, particularly in the last three decades. The idea that OCB improves both individual and organisational performance is what has sparked the majority of attention. The term organisational citizenship behaviour (OCB) refers to any voluntary, good, and constructive actions taken by employees that uplift their coworkers and eventually help the business. The best performers are known to "go the extra mile" or "go above and beyond" the minimal efforts necessary to complete a task that is only passably well; they are not the ones who participate in OCB. OCB improves worker performance and well-being; describes how OCB will help the business as a whole; looks into methods to promote OCB at work; adds dimensions that may employed to assess OCB; it also takes into account the expenses and potential drawbacks of promoting OCB in the workplace. OCBs are typically defined as employees who "go above and beyond" the call of duty; they can also be workers who take the initiative and are always willing to provide assistance to their coworkers. This kind of OCB need to be aggressively promoted as workers benefit the company by improving one another's productivity and well-being, which lowers expenses and boosts profitability.

Altruism, kindness, sportsmanship, conscientiousness, and civil virtue are the five qualities that Dennis Organ has provided to assess OCB correctly (Konovsky and Organ, 1996). It has been demonstrated that OCB boosts employee efficiency and customer satisfaction, lower manufacturing costs, and lower absenteeism and staff turnover rates. These factors make it beneficial for the organisation to encourage staff members to participate in OCB (Podsakoff, Whiting, Podsakoff & Blume, 2009). OCB is an initiative that employees take on for themselves, and it should be encouraged at work by giving them the chance to demonstrate it. This will assist to improve productivity and foster a positive work environment (Organ, Podsakoff, & Mackenzie, 2006).

8. OCB And Organisational Commitment

The primary finding of this study is that workers' organisational commitments shape OCB. An employee's additional voluntary effort is known as OCB, whereas commitment is

The worker devotes time and effort to achieving the organization's goal. As a result, organisational commitment is another element influencing an employee's OCB. Because of the possibilities they are provided, employees commit to their organisations, and over time, this commitment grows into an OCB that benefits the organisation as a whole (Bolat and Bolat, 2008).

A substantial correlation between OCB and organisational commitment was discovered in the majority of research on the subject (Bakhshi et al., 2011). Between a few OCB and OC dimensions, positive and negative relationships are discovered. Affective commitment and continuation commitment, two organisational commitment sub-dimensions, were found to have a positive and negative connection with OCB, respectively (Shore and Wayne, 1993).

9. Conflict between Work and Family

Family-work conflict is the term used to describe conflicts that occur when an employee's job is interfered with by demands from their family. The family-work conflict is caused by the family-work interaction. The elements causing the conflict between work and family life are dependence on the family, health of family members, number of children, and spouse's career (Klein, Dansereau, & Hall, 1994). Low work-life balance is found when there is greater friction between work and family (Peeters, Montgomery, Bakker, & Schaufeli, 2005).

10. Workplace Conditions

The term "working condition" or "work environment" describes the state or setting in which an employee performs his duties. It encompasses elements like workplace relationships, organisational policies, coworker support, job pressure, and workload. Positive work-life balance is present when the workplace is conducive to the needs of the employees (Yadav & Dabhade, 2014; Kumari et al., 2015). The relationship between work-life balance and work environment is mediated by the financial rewards (Sundaram & Panchanantham, 2012).

11. Moods about the job

All workers have an attitude towards their work, which can be good or bad. Positive job satisfaction and the organization's dedication to its workers are the reasons behind such feelings; on the other hand, negative job discontent and employee alienation from the organisation are the reasons behind them (Hann et al., 2013). The degree of work-life balance varies among employees based on the kind of sensations they are experiencing.

Demographic Variables	Mean	Standard deviation
Job Description		
Assistant Professor	89	49.9%
School Teachers	114	62.1%
Age group		
25-30	54	20.7%
31-40	96	54.2%
41-50	53	28.2%
Experience		
1-3	46	13.7%
4-7	39	23.0%
8-10	26	15.5%
11-13	25	14.9%
14-16	39	23.0%
17 and above	28	16.0%
Weekly working hours		
0-29	6	2.2%
30-39	23	10.2%
40-49	73	39.7%

50-59	67	35.7%
60 and above	34	16.7%
Individual's Monthly Income		
Up to Rs. 20,000	60	32.4%
Rs. 20,000 – Rs. 30, 000	35	12.1%
Rs. 30, 001 – Rs. 40, 000	71	35.3%
Above Rs. 40,000	37	20.2%
Monthly Family Income		
Up to Rs. 40,000	49	22.5%
Rs. 40, 001 – Rs. 60, 000	42	18.5%
Rs. 60, 001 – Rs. 80, 000	32	12.7%
Rs. 80, 001 – Rs. 1,00,000	53	30.6%
Above Rs.1,00,000	27	15.6%

The job description frequency distribution level, age group, experience, weekly working hours, monthly wage, and family income of the respondents are all displayed in Table 1's analysis. 114 respondents (62.1%) and 89 respondents (49.9%) who worked as school teachers were selected from a total of 203 samples. Regarding the respondents' ages, 96 fall between the 31 and 40 year age range, while just 54 fall between the 25 and 30 year age range.

There were 39 respondents (23%) who said they had worked for 4–7 years and 14–16 years, respectively.

respondents (13.7%) had experience from 1 to 3 years. When it comes to the hours worked per week by the respondents in an organisation, 40-49 hours per week was reported by 73 respondents (39.7%) and 0-29 hours was reported by only 6 respondents (2.2%).

71 respondents' (35.3%) monthly income was in the range from Rs. 30,001 – Rs. 40,000. While, the lowest salary income range is Rs. 20,001 – Rs. 30,000 which was reported by 35 respondents (12.1%). 73 respondents (39.7%) have stated that their monthly family income were ranged from Rs. 80,001-Rs.1,00,000 and 32 interviewees (12.7%) have admitted that their monthly family income varied from Rs. 60,001-Rs.80, 000.

12. Staff commitment

Significant research by Mowday, Steers, and Porter. The Organisational Commitment Questionnaire (OCQ) was created by Mowday et al. in 1979 with the goal of measuring commitment. The study anticipated that highly dedicated personnel would be more decreased turnover and absenteeism, as well as greater performance and tenure (Mowday et al., 1979). In their meta-analysis, 203 Teachers from different organisations across the NCR were included: Teachers and Assistant Professors, Professors of school or college. All categories showed

significantly substantial connections between employee turnover and commitment. All the organisations under study had statistically significant relationships between employee turnover and commitment, which ranged from -0.58 to -0.17. Tenure and commitment were correlated in statistically significant, yielding coefficients of 0.26 and 0.23 in the two organisations under investigation. The range of correlations between absenteeism and commitment was –0.13 to –0.28 (Mowday et al., 1979).

13. Work-family conflict's effects on work-life balance

The antithesis of work-life balance, which is concerned with issues between work and family that are time- or stress-based, is work-life conflict. It is characterised as a cause of stress brought on by pressures from the job and family domains that cannot be reconciled.

There are two areas of contention: 1. When family life is affected by work, such as via work-to-family conflict; and 2. When family duty affects work, such as through family-to-work conflict An imbalance may arise when people find it difficult to uphold and meet the demands made on them by their families as well as their jobs.

In order to maintain a work-life balance, it is necessary to integrate and balance family and career obligations. This is because fatigue from work or family obligations might interfere with an individual's ability to focus at work (McCarthy et al., Valk & Srinivasan, 2011).

The role of the individual employee is growing as a result of the demanding nature of the work. Men and women both experience work-life imbalance, according to Noharika and Supriya's (2010) study that focused on gender differences in work-life balance. Because of the increased job responsibility, there is more stress at work and at home, which lowers job satisfaction and lowers quality of life contentment. Work-family conflict and job satisfaction are predicted to be correlated in a way that decreases job satisfaction as work-family conflict increases (Frone et al., 1992; Kopelman et al., 1983). Greenhaus and Beutell (1985) state that "Inter-role conflict arises when there is a mutual incompatibility between the demands of work and family in certain aspects." Conflict is a bidirectional concept that arises from stress due to opposing role expectations. Work may interfere with family (work-family conflict) and family can interfere with work (family-work conflict) (Fron, 2003; Hammer and Thompson (2003). Work-family conflict occurs when the demands of one job exhaust the resources—time, energy, emotions, etc.—necessary for fulfilling one's family responsibilities, and vice versa (Lappiere and Allen 2006). Thus, it may be concluded that there is a clear correlation between work-family conflict and family-work conflict and adverse consequences for the individual, such as worse mental and physical health.

Affective commitment and employee performance are thought to be positively correlated, indicating that employees who believe their employers will treat them well—that is, fairly rehabilitate them and involve them in decision-making—may be more interpersonally loyal to the company and, as a result, more effective . Additionally, individuals who are highly committed to the company's objectives have a great feeling of ownership over their obligations, but those who are less committed to the company's ambitions do not feel this way. According to certain study, there is a negative correlation between employees' performance and normative commitment. Higher organisational commitment employees find themselves "stuck" in

circumstances where they have few options for resign from the organisation, even if their true desire is to remain. People thus treat their work with less seriousness, which negatively impacts their pupils.

14. Balance between work and life concerning family support

This study examines how family support influences an individual's ability to attain work-life balance, and it is presented in this publication.

Family support is crucial for helping working people balance their personal and professional life. Employees' work-life balance is impacted by members' support. Unbalanced work environments can result in increased absenteeism, decreased job satisfaction, and occasionally, increased employee churn. Numerous studies have demonstrated the win-win nature of work-life initiatives for both employers and employees. They also have a significant impact on business performance and advancement, as enhanced work-life balance practices boost employee well-being, productivity, and retention while lowering costs and boosting employee morale (Maxwell, 2005).

It has been frequently documented that both men and women struggle to strike a balance between their personal and professional lives, which leads to stress and discontent. The absence of support and assistance from family and a spouse is a primary cause of this predicament. Work-life mismatch results from intricate job positions and increased obligations. For instance, working on projects with

Unpredictable job pressure and the need to deliver regularly within a set time period are common workplace demands. Extended travel frequently interferes with family relationships, and several professions need round-the-clock availability. Working long hours under pressure and with high intensity can lead to negative psychological effects such as stress, anxiety, and poor health, which can negatively impact both your job and personal life. The favourable impact of work-family balance is therefore greatly influenced by the function that family support plays. When someone says they have support from their family, they mean their parents, siblings, spouse, adult children, friends, and extended family. These people can help in a variety of ways, such as with childcare or household chores, moral support, managing finances, taking care of elderly parents or in-laws, managing a career, and providing interpersonal support. Support from relatives to relatives also consists of the sharing of support. An employee's ability to succeed at work and have a good relationship at home will undoubtedly be impacted by the emotional and practical support provided by family and friends.

Conclusion

Research indicates that workplace empowerment and organisation commitment are two of the predictors of OCB, but they are not the only ones. There are still further elements, such as job happiness, organisational fairness, loyalty, etc., which influence employees' OCB and are crucial in fostering organisational citizenship behaviour. The model that was anticipated for this study is accurate.An investigation of the effects of family support on work-life balance, including physical and mental health, work and family conflict, job and life happiness, relationships with family, friends, and coworkers, as well as individual productivity, energy, and burnout, has involved surveying 203 employees. When family members are there to support

you, the difficulties we experience on a daily basis become simpler to bear than when we confront them alone. Let's talk about In order to improve our understanding of work-life balance and family support, let's talk about some of the results this study aims to present.

References

[1] Annink Anne, (2017). From social support to capabilities for the work-life balance of independent professionals. Journal of Management & Organisation, 23(2).

[2] Brough P, Pears J (2004). Evaluating the Influence of Type of Social Support on Job Satisfaction and Work Related Psychological Wellbeing. International Journal of Organisational Behaviour, 8(2)

[3] Thomas, L.T, & Ganster, D.C. (1995).Impact of family-supportive work variables on work-family conflict and strain: A control perspective. Journal of Applied Psychology, 80, 6-5.

[4] Ellen Ernst Kossek, Cynthia Ozeki (1998). Work-family conflict, policies and the job-life satisfaction relationship: A review and directions for organizational behavior. Human Resources research. Journal of Applied Psychology, 83(2), 139-149.

[5] Russo Marcello, Sheigman Anat & Carmeli Abraham, (2016). Work place and family support and Work-life balance: Implications for individual psychological availability and energy at work. The Journal of Positive Psychology, 11(2).

[6] Padma S., Reddy Sudhir M., (2013). Role of family support in balancing personal and work-life of women employees. International Journal of Computational Engineering & Management, 16(3)

[7] Abendroth Anja-Kristin, Dulk den Laura, (2011). Support for the work-life balance in Europe: the impact of state, workplace and family support on work-life balance satisfaction. Research Article, 25(2). [8] Baltes B. Boris, Clark A. Malissa and Chakrabarti Madhura, (2009). Work-Lifa Balance: The Roles of Work-Family Conflict and Work-Family Facitilation. www.researchgate.net.

[9] Sharma Shakshi, Parmar Jai Singh, (2015).Social Support and Its Relationship to Work-Life Balance—A Study of Medical Professionals in Government Hospitals of Himachal Pradesh. Research Article, 56(1).

[10]. Saetang, J., Sulumnad, K., Thampitak, P., & Sungkaew, T. 2010.Factors Affecting Perceived Job Performance among Staff:A Case Study of Ban Karuna Juvenile Vocational Training Centre for Boys. Journal of Behavioral Science, ISSN: 1906-4675, 5(1). 33-45.

[11] Muhammad Imran Malik, (2010). Balancing work and family through social support among working women in Pakistan. African Journal of Business Management, 4(3).