

Organizational Commitment as an Antecedent of Organizational Citizenship Behavior: A Study of Nursing Staff Working in Select Government Hospitals in Sidama Regional State, Southern Ethiopia

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ABSTRACT

Successful organizations have employees who go beyond their formal job tasks and freely give their time and liveliness to succeed at the assigned job. Such humanity is neither prescribed nor required, yet it contributes to the smooth functioning of the organization. This study aimed to examine organizational commitment as an antecedent of Organizational Citizenship Behavior a study of nursing staff working in Select Government Hospitals in Sidama Regional State, Southern Ethiopia. Methodologically, the study has been mainly depending on the primary source of data obtained through nursing staff work in the Sidama regional state of southern Ethiopia. Among 1900 total nursing staff in the four hospitals in this study 210 samples have been considered for the analysis based on 204 of the respondents who responded to the questionnaire. In this study, SPSS and AMOS version 21 were applied for analysis purposes. The measurement model based on CFA reveals that the items are fitted for the construct after some of the items are removed as a result of low loadings. The structural equation model shows the positive relationship between the variables under the study. Based on the finding obtained theoretical and practical implications provided through the management of the hospitals need to have enhanced organizational commitment of nursing staff to reciprocate the result. Furthermore, the study opts for future researchers based on the gap mentioned.

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Introduction

Organizational Citizenship Behavior

A key tenet of Organ's original definition of organizational citizenship behavior (Organ, 1988) is that, when aggregated over time and people, such behavior enhances organizational effectiveness. Conceptually, there are several reasons why citizenship behaviors might influence organizational effectiveness. OCBs may contribute to company success by enhancing coworker and managerial output; freeing up resources so they can be used for more productive purposes; reducing the need to devote scarce resources to purely maintenance functions; helping to coordinate activities both within and across work groups; strengthening the organization's ability to attract and retain the best employees; increasing the stability of the firm performance; and enabling the organization to adapt more effectively to environmental changes. The available empirical research supports Organ's fundamental assumption that organizational citizenship behavior is related to performance. Searching out antecedents of such behavior is important to improve that behavior throughout the organization.

Definitions of Organizational Citizenship Behavior

Although Katz and Kahn (1966), were the first to observe employees' extra-role behavior in the workplace, it was (Bateman and Organ, 1983) invented the term "organizational citizenship behavior" (OCB).

According to Smith et al. (1983), OCB is an individual's helpful and cooperative behavior that facilitates the lubrication of the social machinery of the organization, decreases friction, provides flexibility, and leads to efficiency. Organ (1988), defined organizational citizenship behavior as individual behavior that is optional, not explicitly recognized by the formal system, and that in the aggregate promotes the effective functioning of the company. By optional, m e a n that the behavior is not an enforceable requirement of the role or job description, that is, the specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that it omission is not generally understood as

punishable. Organ and his colleagues' work on OCB became the foundation upon which succeeding authors based their studies. Although there have been some attempts to define OCB in their terms, these definitions still share essentially the same meaning with Organ and colleagues. Organ and his colleagues continue to influence the field. The current study in the case of Hawassa City southern Ethiopia hospitals is also based on the definition and dimensions provided by Organ 1988.

Dimensions of Organizational Citizenship Behavior

Over the years, several different ways of classifying OCBs have been proposed. Smith, Organ, and Near (1983) interviewed a sample of managers, identifying two types of OCBs. The first, called

Altruism, relates to direct behaviors which aim to help someone face a situation (e.g., "supporting those who have heavy workloads" or "helping those who were absent"). The second, called Generalized Compliance refers to the behaviors which conform to the standards defining a good worker (e.g., "being punctual" or "not wasting time"). A few years later Organ (1988), proposed an expanded categorization of OCBs including Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue. The definitions of each of the five OCB dimensions established by Organ (1988) can be summarized as follows.

Altruism: define as voluntary behavior that includes helping others concerning an organizational task or a problem. It is also related to determining how to help others. An experienced employee introducing rules of work to a new employee, although not part of his job definition Podsakoff et al., (2000), may serve as an example of such behavior.

Conscientiousness: the second OCB dimension, expresses certain role behaviors displayed by employees at a level that exceeds the expected. In other words, it is genuine devotion to the organization, as well as respect for the rules of the organization beyond the organization's necessities. An employee on leave calling his coworkers to ensure there is no problem with work is an example of conscientiousness.

Sportsmanship: is related to avoiding negative behaviors. An employee's willingness to assume and carry out an extra temporary task, without complaining, when he has a right of objection may serve as an example of such behavior.

Courtesy: It is related to undertaking and carrying out the obligation of cooperation with others (Organ, 1988). For example, a senior employee who informs a junior employee about something that may not directly concern him or that he is not grateful to reveal is an example of courtesy behavior.

Civic Virtue: is responsible, productive involvement in the working of the company, including not just expressing opinions but reading one's mail and attending meetings. Further, it means having a thorough knowledge of things happening in the organization, for example, a certain interest in new developments, work methods and company policies, and self improvement efforts.

Organizational Commitment

Organizational commitment is very important for firms to attract and retain talented employees, as only committed ones will be willing to maintain their link with the firm and apply great effort toward achieving its goals.

Definition of Organizational Commitment

Mathieu & Zajac (1990), define OC as a bond or link of the individual to the organization. An organization benefits from its employees' commitment in terms of lower rates of job movement, higher productivity or work quality, or both. According to Meyer and Allen (1991), organizational commitment is defined as a psychological state that (a) characterizes the employee's relationship with the company, and (b) has implications for the decision to continue or discontinue membership in the company. Ketchand & Strawser (2001), define organizational commitment represents the attachment that individuals form to their employing organizations. Meyer et al. (2002), employee commitment continues to be a major focus of inquiry given its predictive power on employee and organizational, relevant outcomes.

In this study, the definition and dimension provided by Mayer and Allen have been applied.

Dimensions of Organizational Commitment

Meyer and Allen (1991), insist on three distinct components of organizational commitment to maintain membership in an organization: a wish (affective commitment), a necessity (continuance commitment), and duty (normative commitment). Employees with a strong affective commitment continue with the company because they want to, those with a strong continuance commitment continue because they need to, and those with a strong normative commitment continue because they feel they ought to do so.

Affective commitment (AC)

According to Nagar (2012), employees with a high level of affective commitment are more likely to remain working for the organization because of a strong sense of belonging to it. Meyer et al. (2013), express the individuals' emotional and identification attachment to their organization. **Continuance commitment (CC)** (a need)

Refers to the perceived costs to the individuals as a result of quitting their job, which may include the possible loss of things such as benefits if they opt to leave, seniority status within the firm, and lack of alternate employment (Meyer et al., 2002). A lack of other viable alternatives, the threat of losing attractive benefits, and giving up seniority-based privileges might be some of the reasons associated with continuance commitment. Those individuals with continuance commitment remain working for the firm out of self-interest (Newmana et al., 2011).

Normative commitment (NC) (an obligation)

Reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they should remain with the company. According to that, it is concluded that job satisfaction is effective in all directions of commitment, but it is even more significant for normative commitment (Altinoz

et al, 2012). Generally, most investigators conclude that Meyer and Allen's approach is the leading center of organizational commitment research. In the current study, the researcher tries to relate those dimensions with the OCB of nursing staff in Sidama regional state southern Ethiopia.

Review of Literature

A review of the literature presents an explanation of the variables under study as well as the major findings and conclusions gathered about the linkage between OC and OCB.

Theoretical Base of the Study

Psychological contract theory (SCT) Argyris (1960), defines the employer and employee expectations, i.e. mutual obligations, values, expectations, and aspirations, which operate over and above the formal contract of employment in the employment relationship. Most organizational citizenship behaviors activities are based on such contracts between employees and employers.

Social Exchange Theory (SET) developed by Blau (1964), entails that employees care about their employer and do their best for the betterment of the organization only if they experience financial and socio-psychological appreciation from their employer. Postulates if organizations treat their employees in a certain way, it can expect an equal reciprocation of the treatment from their employees in the form of workplace attitudes, behaviors, and job performance. This theory entails the concepts incorporated in this study OCB and organizational commitment.

Equity theory Adams (1965), inequity exists for a person whenever he perceives that the ratio of his outcomes to inputs and the ratio of another's outcomes to another's inputs are unequal. This may happen either (a) when he and the other are in a direct exchange relationship or (b) when both are in an exchange relationship with a third party and the person compares himself to the other. The values of outcomes and inputs are, of course, as perceived by the Person.

Studies Related to Organizational Commitment and OCB

Ajay K. Jain (2014), the purpose of this paper is to investigate the impact of motives for volunteerism and organizational culture on organizational commitment (OC) and organizational citizenship behavior (OCB) in an Indian work context. The data were collected from 248 middle and senior managers of a public sector organization in India. The self and other reported questionnaires were used to collect the data. Results of hierarchical regression analysis have shown that the personal development dimension of volunteerism was found to be the positive predictor of OC and OCB both. However, career enhancement, empathy and community concern dimensions of volunteerism had mixed effects on both the criterion variables. Furthermore, culture had not shown a significant impact on OCB; however, it had a positive influence on affective and continuance commitment. Moreover, demographic variables (age, education, and tenure) had a strong impact on OC than OCB.

Sri Indarti et al., (2017), the purpose of the paper is to know whether OCB mediates the effects of personality, organizational commitment, and job satisfaction. The research was conducted in the city of Makassar with the entire population being lecturers with the status of a permanent lecturer foundation. Structural equation modeling (SEM) was used as an inferential statistical analysis technique to test the hypothesis of the research. The results of the study found the mediating effect (indirect effect) of variable organizational citizenship behavior was found between personality, organizational commitment, and job satisfaction on performance, which thus indicates that the higher the personality, organizational commitment, and job satisfaction the higher the performance, and if mediated, organizational citizenship behavior is also higher.

Ye Hoon Lee et al. (2017), the purpose of this study was to examine the relationships between transformational leadership style, affective commitment, and OCB in the athletic director-coach relationship. This study particularly focused on the mediating effect of affective commitment on the relationship between

transformational leadership and OCB. The results revealed that perceived transformational leadership was positively associated with affective commitment, which, in turn, was positively associated with organizational citizenship behaviors. Further, the result of this study supported full mediation among the proposed variables in that affective commitment served as the underlying psychological mechanism in the relationship between transformational leadership and organizational citizenship behaviors.

Khawaja and Jagannath (2019), the purpose of the paper is to examine the relationship between organizational justice and OCB while considering the mediating effect of organizational commitment and the moderating role of power distance on this association. Using a stratified sampling technique, the data were collected from the employees working in bank branches located in five metropolitan cities (i.e., Islamabad, Peshawar, Lahore, Quetta, and Karachi) of Pakistan. The results reported a significant relationship between organizational justice and OCB, and the relationship between organizational justice and organizational commitment was found to be significant. It has also emerged from the analysis that organizational commitment fully mediates the relationship between organizational justice and OCB.

Ana Rosario et al. (2020), the study aimed to analyze the relationship between OCB and OC in a sample of employees of banking branches in Puerto Rico. The specific objectives were to identify the practices of organizational citizenship and determine the relationship of altruism, awareness, courtesy, tolerance, and civil virtue with organizational commitment. The research design was quantitative, descriptive, correlational, and transversal. The research instrument was validated and obtained high coefficients. The results confirm a significant statistical relationship between awareness, civil virtue, tolerance, and altruism with organizational commitment.

Conceptual Framework

The following framework shows the relationship of the variables and the direction of the relationship that was proved by different analyses. In this study, the three

constructs of organizational commitment are considered independent variables, and organizational citizenship behavior is the dependent variable.

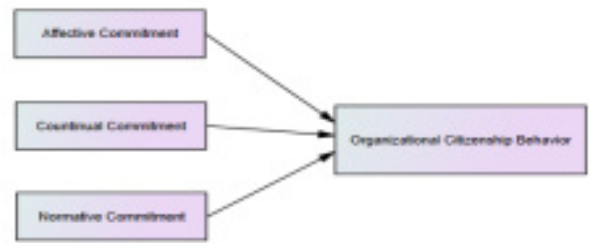


Fig. 1. Conceptual framework proposed by the researcher

Research Methodology

Need of the study

The present study will full fill various needs. First managers in selected government hospitals will understand how organizational commitment affects the OCB of nursing staff. In this way, they shall be able to maximize the OCB of their nursing staff. Among others, such behaviors determine the survival of organizations. Second to forward directions for policymakers in government hospitals. In their strategic plan policymakers incorporate aspects of organizational commitment of employees. By incorporating such aspects, they can achieve the strategic plans of the hospitals by enhancing the OCB of nursing staff. Thirdly nursing staff of the hospitals under study shall acquire knowledge about the variables which are being studied. In a developing country like Ethiopia, such behaviors of nursing staff are important for the development of nations. In Ethiopia, there is one word “*Abel Alew*” when nursing staff and other employees are assigned extra tasks beyond their duties. Lastly, other researchers who want to conduct his/her study in this area will get ideas of how variables under study relate to each other. They can extend the knowledge of organizational commitment as an antecedent of OCB. Hence, a study of this kind that investigates the OC as an antecedent of OCB will benefit hospital managers, policymakers, employees, researchers, and other concerned bodies.

Scope of the study

There are about sixteen government hospitals in the Sidama Regional State in Southern Ethiopia. The present study will be conducted only in 4 government hospitals that have more than 50-bed

capacity which is convenient to the researcher. These four select government hospitals will be Hawassa University referral hospital, Adare Hospital, Yirgalem Hospital, and Dore Hospital. The research will be conducted on nursing staff currently working in these select government hospitals. The researcher will administer a questionnaire as the main data collection tool. Different kinds of data analysis methods are also applied including both descriptive and inferential statistics.

Objectives of the Study

The main objectives of the study were to examine Organizational Commitment as an antecedent of OCB a study of nursing staff working in Select Government Hospitals in Sidama Regional State, Southern Ethiopia.

Specifically, the following are the aims of conducting this study.

1. To study the level of organizational commitment and OCB among nursing staff
2. To explore the relationship between organizational commitment and OCB of nursing staff concerning demographic variables (gender, marital status, age, length of service in the organization, and educational level).
3. To explore the relationship between organizational commitment and OCB among nursing staff
4. To study the impact of organizational commitment on OCB among nursing staff

Hypotheses formulation

Based on the theoretical foundation of the study variable the following hypothesis proposed by the researcher has been tested by collected data from Sidama Regional State Government Hospitals nursing staff.

H1: There is a significant relationship between demographic variables concerning organizational

commitment and OCB of nursing staff in select government hospitals in Sidama Regional State in Southern Ethiopia.

H1a: There is a significant relationship between gender concerning organizational commitment and OCB in select government hospitals in Sidama Regional State in Southern Ethiopia.

H1b: There is a significant relationship between marital status with regards to organizational commitment and OCB of nursing staff in select government hospitals in Sidama Regional State, in Southern Ethiopia.

H1c: There is a significant relationship between age with regards to organizational commitment and OCB of nursing staff in select government hospitals in Sidama Regional State, in Southern Ethiopia.

H1d: There is a significant relationship between length of service with regards to organizational commitment, and OCB of nursing staff in select government hospitals in Sidama Regional State, in Southern Ethiopia.

H1e: There is a significant relationship between educational level with regards to organizational commitment and OCB of nursing staff in select government hospitals in Sidama Regional State, in Southern Ethiopia.

H2: There is a significant relationship between organizational commitment and OCB of nursing staff in select government hospitals in Sidama Regional State, in Southern Ethiopia **H2a:** There is a significant relationship between affective commitment and OCB of nursing staff

H2b: There is a significant relationship between continual commitment and OCB of nursing staff

H2c: There is a significant relationship between normative commitment and OCB of nursing staff

H3: There is a significant impact of organizational commitment on the OCB of nursing staff **H3a:** There is a significant impact of affective commitment on the OCB of nursing staff **H3b:** There is a significant impact of continual commitment on the OCB of nursing staff **H3c:** There is a significant impact of normative commitment on the OCB of nursing staff **4. Research design**

Sources of data

To achieve the objective of the study the researcher applied both primary and secondary sources of data. Primary data were collected from nursing staff through a questionnaire. The questionnaire will be distributed to each respondent. Since in this time Covid-19 spread all over the country the questionnaire has been administered mostly through both online. Secondary data were collected from various documented reports which will be available.

The population of the study

The target population of this study was nursing staff serving in the four select general government hospitals found in Sidama regional state, Southern Ethiopia (i.e. Hawassa University Referral Hospital, Adare Hospital, Yirgalem Hospital, and Bona Hospital). The total number of nursing staff working in the four general hospitals is nearly 1900 in number. The list of nursing staff was collected from each hospital's human resource department.

Sample design and sample size

As mentioned above four government hospitals are chosen for this study. Based on the sample size calculation, krejcie Morgan, and the number of nursing staff have been selected as a sample from each hospital. The information about the number of nursing staff has been obtained from the human resource department of each selected hospital. The sample size is as follows:

Table 4.1.2: Proportional sampling in each hospital

No.	Hospital Name	Total number of nursing staff	Sample
1.	Hawassa University Referral Hospital	551	61
2.	Adare Hospital	476	53
3.	Yirgalem Hospital	450	50
4.	Bona Hospital	423	46
Total		1900	210

Source: Human Resource Management department of each hospital

Hence 210 nursing staff were chosen for the study. As mentioned above the list of nursing staff has

been obtained from the selected hospitals respectively. Simple random sampling has been used to select the respondents from each hospital. The above-computed sample size is appropriate for different kinds of analysis which were used in the study.

4.1.3. Data collection tools

To accomplish the objective of the study questionnaire has been constructed and divided into five sections.

Section A will contain a measurement of OCB Organizational Citizenship Behavior. In this study, OCB was measured as a latent variable consisting of five indicators operationalized using the 24- item instrument developed by Podsakoff et al. (1990). The five indicators that makeup OCB are altruism, civic virtue, courtesy, conscientiousness, and sportsmanship. Altruism was measured by 5 items: A sample item for altruism was "I help others who have heavy workloads." Conscientiousness was measured by 5 items: A sample item for conscientiousness was "I believe in giving an honest day's work for an honest day's pay." Sportsmanship was measured by 5 items: A sample item for sportsmanship was "I am the one who complains that always needs greasing. Courtesy was measured by 5 items: A sample item for courtesy was "I try to avoid creating problems for co-workers." Civic Virtue was measured by 4 items: A sample item for civic virtue was "I keep up-to-date of changes in the organization."

Section B will include the organizational commitment scale (OCS) developed by Meyer and Allen (1990). The scale measures three distinct dimensions of commitment - a measure of this the three commitment dimensions are as follows; Affective Commitment was measured by 8 items: A sample item for affective commitment was "I would be very happy to spend the rest of my career in this organization." Continuance Commitment was measured by 8 items: A sample item for continuance commitment was "It would be very hard for me to leave my organization right now, even if I wanted to." Normative Commitment was measured by 8 items: A sample item for normative commitment was "Even if it were to my advantage, I do not feel it would be right to leave my organization now." **Section C** contains demographic gender, marital status, age, length of service in the organization, and educational level.

Data Analysis and Interpretation

Level of OCB and OC among nursing staff

One of the objectives of the study was to assess the level of organizational commitment and OCB among nursing staff in select government hospitals in Sidama Regional State, in Southern Ethiopia. The researcher applied descriptive statistics to know the level of OCB and OC of nursing staff works in Sidama regional state Hospitals. The following table show descriptive statics result based on the result of SPSS output.

Table.4.1: OC and OCB level

Variables	n	Mean	SD
Organizational Commitment	204	2.43	.299
Organizational citizenship Behavior	204	2.41	.493

Source: SPSS output

Composite variables were applied to develop the above table. Composite variables were computed for each construct based on the response of each item in transforming form. The above table shows the descriptive statistics of various dimensions in the study. The mean and standard deviation of each dimension are as follows. The mean and standard deviation for organizational commitment ($M = 2.43$, $SD = 0.899$), OCB, and ($M = 2.41$, $SD = 0.493$). As shown in the result study variables are relatively proportional and at a moderate level.

Difference between demography and study variables

To determine deviations among respondents on the study variables, various demographic and study variables were considered. This involved testing of differences in each of the variables based on demographic factors such as Gender (Males and Females), Marital Status (Married and unmarried), Age, Experience in the organization, and educational level. For this

purpose, an independent sample T-test was carried out to test the difference between gender and marital status with study variables. One-way ANOVA was deployed for testing age, length of service, and educational qualification with study variables since it involved comparing three or more groups.

Gender and study variables

The Independent sample t-test has been performed to identify the difference in gender with variables under the study. The following hypotheses have been evaluated through this analysis:

H1a: There is no significant difference between organizational commitment and OCB concerning Gender.

Table 4.2. Independent sample t-test results for Gender & Variables under study

Variables	Gender	N	Mean	SD	t- Value	Sig.
OC	Male	97	2.44	.310	.380	.705
	Female	107	2.42	.290		
OCB	Male	97	2.44	.499	.869	.386
	Female	107	2.38	.488		

Source: SPSS output

The t-test results reveal that there is no significant difference between males and females concerning organizational commitment ($t = .380$, $p = 0.705$) and OCB ($t = .806$, $p = .386$). Hence null hypothesis was accepted. This shows that organizational commitment and OCB have no biased between the genders of nursing staff in the hospital. It has been concluded that the level of "OC and OCB" was almost the same among male and female nursing staff in Sidama Regional State, Ethiopia.

Marital status and study variables

The Independent sample t-test has been performed to identify the difference in marital status with study variables. The following hypotheses have been evaluated through this analysis: H1b: There is no significant difference between organizational commitment and OCB concerning marital status.

Table 4.3: Independent sample t-test results for marital status & Variables under study

Variables	Marital status	N	Mean	Std. Deviation	t-Value	Sig.
OC	Married	121	2.42	.301	-.458	.648
	Unmarried	82	2.44	.298		
OCB	Married	121	2.43	.497	.733	.465
	Unmarried	82	2.38	.488		

Source: SPSS output

The t-test results reveal that there is no significant difference between married and unmarried concerning the organizational commitment of nursing staff ($t=-.458$, $p=.648$) and OCB ($t=.733$, $p=.465$). Hence, the null hypothesis was accepted. This shows that organizational commitment and OCB have no biased between marital status. From the above results, it has been concluded that the level of "OC and OCB" was almost the same among married and unmarried members of nursing staff in the hospitals.

Age and study variables

The One-way ANOVA has been performed to identify the difference in age with variables under the study. One-way ANOVA was carried out for more than two categorical variables. Accordingly, the hypothesis developed for the study has been evaluated.

H1c: There is no significant difference between OC, OCB, and TOI concerning Age.

The table presents the ANOVA results for the difference between the mean scores on the variables under study based on the age of the respondents. The respondents

were categorized into four different categories based on their age group (Less than or equal to 30,31-35,36-40 and above 40). The test results establish that there is no difference in the groups on the level of OC and OCB. Based on the test results, it has been concluded that there was no significant variation towards OC and OCB by the nursing staff in the case hospital with their age. Accordingly, the null hypothesis(H1c) of the study was accepted.

Length of service in the organization and study variables

The One-way ANOVA has been performed to identify the difference in length of service in the organization with variables under the study. One-way ANOVA was carried out for more than two categorical variables. Accordingly, the hypothesis developed for the study has been evaluated. H1d: There is no significant difference between OC and OCB concerning the length of service in the organization.

The table above presents the ANOVA results for the difference between the mean scores on the variables under study based on the length of service within an organization of the respondent. The respondents were categorized into four different categories based on their length of service within an organization (i.e., Less than or equal to 5, 6-10, 11-15, and Above 15). The test results establish that there is a difference in the age groups on the level of OC and OCB. Therefore, the Hypotheses of the study (H1d) have been rejected. Based on the test results, it has been concluded that there was significant variation towards OC and OCB by the nursing staff in the case hospitals with their length of service in the organization.

Table 4.4: ANOVA test results for the age of the respondent and Variables under study

		Sum of Squares	df	Mean Square	F	Sig.
Organizational commitment	Between Groups	.390	5	.078	1.285	.272
	Within Groups	17.760	198	.090		
	Total	18.150	203			
Organizational Citizenship Behavior	Between Groups	1.553	5	.311	1.285	.272
	Within Groups	47.858	198	.242		
	Total	49.412	203			

Source: SPSS output

Educational status and study variables

The One-way ANOVA has been performed to identify the difference in educational status concerning variables under the study. One-way ANOVA was carried out for such types of more than two categorical variables. Accordingly, the hypothesis developed for the study has been evaluated. H1e: There is no significant difference between OC and OCB concerning educational status.

The table above shows the ANOVA results for the difference between the mean scores on the variables under study based on the educational status of respondents. The respondents were categorized into four different categories based on their educational status (i.e., Diploma, Bachelor's, Master's, and Above Master). The test results establish that there is no difference in the groups on the level of OC. While there is a difference in the level of OCB among educational status

groups. Therefore, the Hypotheses of the study have been partially accepted. Based on the test results, it has been concluded that there was no significant variation towards OC by the nursing staff with their educational status. The result shows there is a significant difference between educational status groups regarding the OCB of nursing staff.

Correlation analysis of OC and OCB of nursing staff

The person correlation has been applied to know the relationship between organizational commitment and organizational citizenship behavior. It is inferred that the AC, CC, and NC are a positive relationship with OCB. Accordingly, the following hypothesis of the study was tested based on the findings of the study.

H3a: There is a significant relationship between AC & OCB of nursing staff

Table 4.5: ANOVA test results for respondents' length of service within the organization and Variables under study

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Commitment	Between Groups	4.783	4	1.196	2.599	.037
	Within Groups	91.562	199	.460		
	Total	96.345	203			
Organizational Citizenship Behavior	Between Groups	4.713	4	1.178	3.016	.019
	Within Groups	77.747	199	.391		
	Total	82.460	203			

Source: SPSS output

Table 4.6: ANOVA test results for respondents' educational status and Variables under study

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Commitment	Between Groups	1.094	4	.274	.572	.684
	Within Groups	95.251	199	.479		
	Total	96.345	203			
Organizational Citizenship Behaviour	Between Groups	4.208	4	1.052	2.675	.033
	Within Groups	78.252	199	.393		
	Total	82.460	203			

Source: SPSS output

H3b: There is a significant relationship between NC & OCB of nursing staff

H3c: There is a significant relationship between CC & OCB of nursing staff

Table 4.7. Pearson Correlation result between OC and OCB

		Correlations			
		AC	CC	NC	OCB
Affective Commitment	Pearson Correlation Sig. (2-tailed)	1			
Continual Commitment	Pearson Correlation Sig. (2-tailed)	.209**	1		
Normative Commitment	Pearson Correlation Sig. (2-tailed)	.214**	.249**	1	
Organizational citizenship behaviour	Pearson Correlation Sig. (2-tailed)	.752**	.366**	.348**	1

**Correlation is significant at the 0.01 level (2-tailed).

Table 4.3. shows that there is a significant positive relationship between AC Dimension and OCB. This indicates that an increase or decrease in AC does significantly relate to an increase or decrease in those four OCB. The result reveals that AC and OCB have a statistically significant positive linear relationship. The r values indicate that Affective Commitment is moderately related to OCB dimensions. Hence, we may accept the null hypotheses H3a stated that there is a significant

relationship between AC and OCB of nursing staff in Sidama Regional State Hospitals. The table shows that there is a significant positive relationship between CC Dimension and OCB. This indicates that an increase or decrease in CC does significantly relate to an increase or decrease in the OCB of nursing staff. The result reveals that CC and OCB have a statistically significant positive linear relationship. The r values indicate that CC is moderately related to OCB. Hence, we may accept the null hypotheses H3b stated that there is a significant relationship between CC and OCB of nursing staff in Sidama Regional State

Hospitals. The r values received for NC and the OCB are $r=0.752$ at $p < .01$. This reveals that NC and OCB have a statistically significant positive linear relationship. The r values indicate that NC is highly related to OCB. Hence, we may accept the null hypothesis H3c, which stated that there is a significant relationship between NC and OCB of nursing staff in Sidama Regional State Hospitals.

Regression Analysis of OC and OCB

Regression analysis was applied to know the impact of the OC dimension on the OCB of nursing staff in Sidama Regional State Hospitals. Here, OC dimensions are considered as IVs but OCB is the DV. Accordingly, the following hypothesis of the study has been tested.

H4a: There is a significant impact of AC on the OCB of nursing staff in Sidama Regional State Hospitals.

H4b: There is a significant impact of CC on the OCB of nursing staff in Sidama Regional State Hospitals.

H4c: There is a significant impact of NC on the OCB of nursing staff in Sidama Regional State Hospitals.

Table 4.8: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. error in the Estimate
1	.796 ^a	.633	.628	.301

a. Predictors: (Constant), Normative Commitment, Affective Commitment, Continual Commitment

The adjusted r-square value is found to be 0.628. It is found that the independent variable such as AC, CC, and NC are influenced at 62.8 percent towards the organizational citizenship behavior of nursing staff in Sidama Regional State Hospitals. Hence, the stated hypothesis was supported.

The F ratio for the regression model indicates the statistics of the overall regression model. The larger the F ratio there will be more variance in the dependent variable that is associated with the independent variable. It can be inferred that there is a significant relationship between OC and OCB of nursing staff in Sidama Regional State Hospitals ($F = 115.169$, $p = 0.000$).

Table 4.9: ANOVA

		ANOVA ^a				
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.296	3	10.432	115.169	.000 ^b
	Residual	18.116	200	.091		
	Total	49.412	203			

a. Dependent Variable: Organizational citizenship behavior

b. Predictors: (Constant), Normative Commitment, Affective Commitment, Continual Commitment

Table 4.10: Coefficients

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
	Model 1	B	Std. Error	Beta	t	Sig.
	(Constant)	-.299	.174		-1.717	.088
	Affective Commitment	.714	.047	.680	15.296	.000
1	Continual Commitment	.235	.057	.185	4.125	.000
	Normative Commitment	.179	.051	.157	3.493	.001

a. Dependent Variable: Organizational citizenship behavior

The unstandardized coefficient data values indicate the strength of the relationship between dependent and independent variables. It is presented by the equation as follows Organizational citizenship behavior = $-.299 + .714 (AC) + .235 (CC) + .179 (NC)$. It is found that AC; CC and NC are positively influencing the organizational citizenship behavior of nursing staff in Sidama Regional State Hospitals. Hence the stated hypothesis H4a, H4b, and H4c was accepted.

SEM

The general SEM model can be decomposed into two sub-models: a measurement model and a structural model. Structural equation modeling has a predominant technique for the analysis of management research (Anderson and Gerbing, 1982). It has become an important analytical method in many disciplines especially in academic research (Hair et al., 2006). In this study, the software package called Analysis of Moment Structures (AMOS) Version 21 was used for measurement model assessment and to test the relationship trough.

Measurement Model

A thorough measurement analysis of research instruments is important for several motives. First, it delivers confidence that the findings accurately reflect the proposed constructs. Second, empirically validated scales can be used directly in other studies (Flynn et al., 1994) Measurement analysis of the study scales highlights the key issues of factor analysis, reliability, and validity (Hair et al., 2009; Malhotra & Dash, 2011).

Confirmatory Factor Analysis

In this study, the measurement model is tested using Confirmatory Factor Analysis (CFA). Confirmatory Factor Analysis is used for testing as to how well the observed variables are confirming a construct. As stated by (Hair et al., 2006), two major approaches were adopted in Confirmatory Factor Analysis viz. checking the goodness of fit and evaluating the reliability and validity of the measurement model. In this study, Software Package AMOS version 21 was used to do the Confirmatory Factor Analysis.

Anderson and Gerbing, (1988) suggested that under unacceptable but converged and proper solutions, relating or deleting the indicators from the model is the preferred basic way to respecify the model. Given below are the commonly used fit indices, which help to assess a fit between a model and a data set which in turn proves its validity. CMIN=Chi-Square; DF = Degrees of freedom (CMIN/DF), Standardized Root Mean Square (SRMR), Goodness of Fit Index (GFI), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA).

CFA on OC

CFA was done on organizational commitment consisting of three factors (AC, CC, &NC). Examination of the loadings indicated that the standardized regression weights for all the factors are satisfactory after the elimination of some of the items. The following is the figure of the same obtained by AMOS version 21 and the values are given in the table below with their particular model fit.

CFA was computed using AMOS to test the measurement model. As part of CFA, factor loadings were evaluated for each item four items on AC, four items on CC, and four items on NC were removed due to low factor loading (<.50). The model fit indices were used

to evaluate the model's overall goodness of fit (CMIN/DF, SRMR, GFI, TLI, CFI, and RMSEA) and all value were within their respective common acceptable levels (Hair et al, 2010, Hu& Bentler, 1998, Bentler, 1990). The three observed variables (AC, CC& NC) yielded good fit based on the commonly used fit indices as shown table below.

Table 4.11: Model fit for Organizational Commitment

Fit Indices	Recommended Value	Source (s)	Obtained value
CMIN/DF	<3	Hu & Bentler (1998)	2.507
SRMR	<.08	Hu & Bentler (1998)	.027
GFI	>.90	Hair et al (2010)	.914
TLI	>.90	Bentler (1990)	.964
CFI	>.90	Bentler (1990)	.972
RMSEA	<.08	Hu & Bentler (1998)	.071

Note: CMIN= Chi-Square; DF = Degrees of freedom; SRMR = Standardized Root Mean Square GFI = Goodness of Fit Index; TLI = Tucker Lewis Index; CFI= Comparative Fit Index; RMSEA = Root Mean Square Error of Approximation



Fig 4.1: CFA on Organizational Commitment

CFA on OCB

Confirmatory Factor Analysis was done on OCB consisting of five factors. The following is the figure of the same obtained by AMOS version 21 and the values are given in the table with their particular fit indices.

CFA was computed using AMOS version 21 to test the measurement model. As part of CFA, factor loadings were assessed for each item 2 items on Altruism, 2 item on conscientiousness, 2 item on sportsmanship, 2 item on courtesy, and 1 item on civic virtue was removed due to low factor loading (<.50). The model fit measures were used to assess the model's overall goodness of fit as shown in the table below based on most common modification indices.

Structural Model

In this study, a structural equation model generated through AMOS version 21 has been used to test the relationships of constructs. The main objectives of this stage are to empirically validate the conceptual model proposed in the study and also to test the proposed set of hypotheses. The structural model or path analysis

is carried out to find the strength of the relationship among the variables. Hoyle (1995) said that a “structural model is a statistical statement about the relationship among variables”. The findings of models are given below according to the relationship of study variables.

Table 4.12: Model fit for OCB

Fit Indices	Recommended Value	Source (s)	Obtained value
CMIN/DF	<3	Hu & Bentler (1998)	1.899
SRMR	<.08	Hu & Bentler (1998)	.042
GFI	>.90	Hair et al (2010)	.914
TLI	>.90	Bentler (1990)	.960
CFI	>.90	Bentler (1990)	.970
RMSEA	<.08	Hu & Bentler (1998)	.067

Note: CMIN= Chi-Square; DF = Degrees of freedom; SRMR = Standardized Root Mean Square GFI = Goodness of Fit Index; TLI = Tucker Lewis Index; CFI= Comparative Fit Index; RMSEA = Root Mean Square Error of Approximation



Fig 4.2: CFA on OCB

OC and OCB

To test the hypothesized relationship between organizational commitment and organizational citizenship behavior, the structural equation model was assessed. Path analysis in SEM has a regression equation for each path from an exogenous to an endogenous variable. Path analysis examines the structural relationship between composite variables. The composite variable for each construct was made by SPSS by transforming each observed variable. The model is shown in the figure below hypothesis of the study tested accordingly. The squared multiple correlation was 0.63 for OCB, this shows that 63% variance in OCB is accounted for by AC, CC, and NC. The study assessed the impact of AC, CC, and NC on OCB. The impact of AC on OCB was positive and significant ($b=.680$, $t=15.410$, $p<.05$). The impact of CC on OCB was positive and significant ($b=.185$, $t=4.156$, $p<.05$). The impact of NC on OCB was positive and significant $b=.213$, $t=4.689$, $p<.05$), H2 was supported. Hence, the hypothesis was supported. The summary hypothesis results are presented in Table 1 below.

Major findings, conclusions, and suggestions

Major findings

The t-test result discloses that there was no significant difference between men and women concerning organizational commitment and OCB of nursing staff in the Sidama regional state. The t test result also tells that there was no significant difference between married and unmarried regards to those variables in Sidama regional state hospitals. The ANOVA result tells that there is no significant difference between age with regards to OC and OCB among nursing staff of the hospitals. Concerning length of service in the hospital, there is a significant difference between OC and OCB. There is no significant difference in Organizational Commitment while the study found that, there is a significant difference in the OCB with nurses with different educational status in the hospital found in Sidama regional State, Ethiopia.

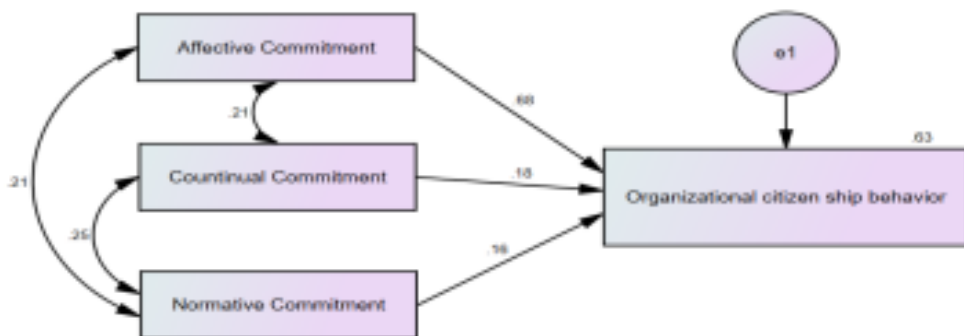


Table 3: Hypothesis relation of OC and OCB

Relationship	Standardized Estimate	t-value	p-value	Decision
OCB<---AC	.680	15.410	***	Accepted
OCB<---CC	.185	4.156	***	Accepted
OCB<---NC	.157	3.519	***	Accepted
R-Square				
OCB	.63			

The correlation analysis of variables involved in the study exposed that there existed a positive correlation between OC and OCB. All three dimensions of the Organizational Commitment construct namely AC, CC, and NC are found to be strongly correlated with the OCB.

Regression Analysis was conducted to test the impact of study variables on one another. The result of the study showed that 62.8 percent of the difference in OCB can be made through the difference in OC. AC, CC, and NC are positively influencing the OCB of nursing staff in hospitals.

CFA is done individually on each construct before the SEM is conducted. The findings of factor loading and model fit indices revealed that items used to measure the constructs are acceptable. The items or questions used for OC and OCB are suitable for psychometric evaluation after the elimination of some items. The purified OCB Scale had 15 items. The indices improved after scale refinement in light of the recommended values, thus indicating a better-fitting measurement model. The total number of items of the Organizational Citizenship Behavior Scale got reduced to 15 from 24 and a total of 9 items were deleted. The purified OC scale had 12 items. A total of 12 items were deleted as a result of low loading $P < 0.05$ from 24 total items. It was found that the measurement model had satisfactory according to frequently used model fit indices namely; χ^2/df , CFI, SRMR, TLI, GFI, and RMSEA.

After the measurement model to test the hypothesized relationship between the antecedent of OC and OCB structural equation model was assessed. Path analysis examines the structural relationship between composite variables. The examination path estimates were in support of this supposition that affective, continual, and normative commitment would have a positive and significant influence on Organizational Citizenship Behavior.

Conclusions

Demographically there is no difference between gender, marital status, and age concerning OC and OCB of nursing staff in Sidama Regional State. A significant difference has happened among nursing staff

with different lengths of service in the Hospital. Related to educational level OCB shows significant variation while there is no difference in OC of nursing staff in the hospital. Organizational Commitment is responsible for behaviors that reflect personal sacrifice made for the sake of the organization, which do not depend primarily on reinforcements or punishments, and that indicate a personal preoccupation with the organization. Current research on the antecedents of OCB either implicitly or explicitly assumes that engaging in such behavior is a reaction or a response to an individual's perceptions of his or her job and the organization for which he or she works. Employees with low commitment will be inclined to leave when they find a new job. These conditions carry an extra cost, and time and also negatively affect productivity. But employees with a high commitment to their job, want to continue working and are satisfied and engaged in OCB. It has been assumed by research that individuals who were highly committed to their jobs are likely to be more productive, have higher satisfaction levels, and have less likely to leave the organization. An increase in nursing staff OCB will also help hospitals to retain employees and move ahead to experience competition. These findings prove that organizations, which recruit, attract and retain committed employees successfully, satisfaction and show a low level of intention to leave, no doubt, show organizational citizenship behaviors. Their employees may be more likely to maintain consistently high performance, increase their competitiveness and productivity, and their actions might result in higher profitability for the organization. Organizational commitment is found to positively influence the OCB. Hence, the hospital management should be formulating procedures, morals, and conditions to improve employee commitment to their work.

A theoretical and practical implication

From a theoretical point of view, the study adds to the existing literature and helps in extending the frontiers of knowledge in the areas of OC and OCB. It provides a framework for researchers and academicians to explore the factors that are of significance in the hospital sector in Ethiopia, Sidama regional state. The research tests

and validates a conceptual model built on existing theoretical frameworks. This in itself is an important contribution to the study. The research contributes to HRM literature by empirically testing several hypotheses and by suggesting possibilities for future research. The scarcity of research on organizational commitment, and OCB of employees in hospitals, especially in the context of Ethiopia Sidama region, has made the contributions of this study to the existing body of knowledge all the more significant.

Most empirical evidence on the effects of organizational commitment on OCB has been in other sectors rather than hospitals. The present study continues and extends this line of inquiry in hospital nursing staff, particularly in the Ethiopian Sidama regional state context. The study results reveal that organizational commitment is positively related to organizational citizenship behavior. Hence, hospitals need to satisfy frontline employees by providing clear career opportunities to foster citizenship behavior in the organization and to reduce the propensity toward quitting.

The findings explain how employee commitment may affect the employee's organizational citizenship behavior and turnover intention. Based on the findings of this study, there is a need to motivate employees to improve their work commitment. The findings of the study revealed some very important points that management should take notice of. One of these is for management to understand that one of the means of unraveling the innovative and creative potential within employees is for management to work on the citizenship behavior and commitment of their staff. As suggested by researchers that high levels of OCB should lead to a more efficient organization and help bring new resources and innovation into the organization.

Management needs to establish structures that can keep employees committed to the organization. Some studies have suggested that internal marketing elements such as training, communication, empowerment, and rewards can be the way to improve and increase employee commitment. Since a fairly high relationship was found between employee commitment and the individual performance of employees, the management can hire employees who are likely to become linked to the organization. While hiring employees, management needs to look for congruence between

the individual's values and goals and the organization's values and goals. Values alignment and identification are central to every conceptualization of employee commitment.

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