

---

## Organisational Commitment and Organisational Performance: A Conceptual Review on the Mediating Role of Organisational Citizenship Behaviour

---

**Ms. Joeina Marry Mathew**

Research Scholar- Management  
Bharathiar University, Coimbatore

**Prof. Dr.Santhosh. V.A**

Professor in Human Resources and Associate Dean Operations,  
TKM Institute of Management, Kollam

### ABSTRACT

Organisations have one key expectation in line with their vision and mission statements; growth and development. However, the overall performance of an organisation is an attribute of individual and unit-level performance. In this conceptual review, scholarly studies have been used to put up a firm argument that organisational commitment (OC) and organisation performance (OP) are associated to organisational citizenship behaviour (OCB) playing a mediating role. Using a systematic review process and critical analysis, the paper attempts to show that OC is indirectly correlated to OP with OCB being the mediator between the two variables. Particularly, the organisational citizenship behaviour (OCB) is conceptualised as an enabler of OP but in the presence of OC, with commitment being analysed critically through the lens of management attributes.

**Keywords:** Organisational commitment, Organisational citizenship behaviour. Organisation performance, Employee satisfaction, Unit-level performance.

---

### INTRODUCTION

Conceptual insights and major reviews of literature on individual and organisational commitment and related organisation performance exist though voluminous (Ghosh, 2014). Professionals and business stakeholders have shown great interest in expounding theories and practical situations with regards to the impact of employee commitment on the direction of organizational performance. Further, empirical analyses have come in handy to determine the

correlation between organizational commitment and organizational performance with organizational citizenship behaviour playing a mediating role (Pradhan et al., 2015). Using an empirical study, Gul (2015) affirms that there is a strong correlation between workers' commitment and the organisation performance and development. With increased turnover rates and loss of human and social capital, organizational managers and stakeholders are investing in knowledge development with regards to employees' commitment and relative performance of organisations (Sung and Choi, 2014). It is important to indicate that the paper is more of a conceptual review rather than an exhaustive and comprehensive literature review. Care has been taken not to include studies that indicate organisation commitment as a proximal factor to organizational performance without clear illustration of the focal relationship between the two variables with organisational citizenship behaviour, playing a mediating role. Some of the measures to be explained in this review include employee satisfaction, productivity, efficiency, financial performance and loyalty (Rauf, 2015).

The objectives of this review are as follows:

- i) To review the background of the following key terms; employees' commitment (OC), organizational citizenship behaviour (OCB) and organizational performance (OP).
- ii) To perform an in-depth examination of organizational, personal and managerial factors that influence organizational citizenship behaviour(s) (OCB).
- iii) To examine the interrelation between OC and OB with OCB playing the mediating role.
- iv) To develop a basis on which the future research can be built by way of recommendations.

## **ORGANIZATIONAL COMMITMENT: ORIGIN, DEFINITION, TYPES AND ITS IMPORTANCE**

According to Ghosh (2014), Becker's theory intuitively states that, "the relationship between an employee and the organization is founded on behaviours bound by a "contract" of economic gains" (p. 5). Another aspect of commitment is the psychological attachment embodied in employees' commitment to an organisation. In this case, workers are connected psychologically

(attitude and interest) to a company when they expect to get financial, social, psychological and career benefits (Ghosh 2014). More so, they are likely to be committed in a set-up where there is a high degree of affective affluence (Danish, Rehman, and Munir, 2012). Employees with a strong acceptance of the company's policies, ethics, norms, values, culture, goals and the willingness to ensure the prosperity and well-being of the company manifest high levels of commitment (Meyer et al., 2002).

Commitment to an organisation can be viewed from the aspect of employees have an obligation to a superior or company; that is, a worker feels indebted to his/her manager, fellow worker or organisation. Fabi, Lacoursiere, and Raymond (2015) asserts that OC is composed of three dimensions; affective, normative and continuance commitment (Meyer et al., 2002) similar to the three approaches (side bet, psychological and multi-dimensional) reviewed in Ghosh's (2014) paper. The three dimensions are clearly defined as follows; "Affective commitment refers to the individual's level of identification with the organization, where normative commitment refers to a sense of moral obligation that incites the individual to stay in the organization and continuance commitment is quite different in the nature than the other two refers to the perceived costs (e.g. loss of pension fund) of an eventual departure from the organization" (Fabi, Lacoursiere, and Raymond, 2105 p. 774).

### **ORGANISATIONAL CITIZENSHIP BEHAVIOUR: ORIGIN, EVOLUTION, ANTECEDENTS, IMPORTANCE, CONSEQUENCE AND DIMENSIONS**

Pickford and Joy (2016) state that organisation citizenship arose in the early 1980s describing workers' behaviour with various organisations' social systems. This organisational element has developed into an important area of study because of the increasing need for team-based and autonomous work in a traditionally hierarchical and strict organisation (LePine et al., 2002). Organisational citizenship behaviour is an outcome of OC where employees play greater roles than what has been described in the role descriptions (Zayas-Oritz et al., 2014). Actually, the concept of OCB can be clearly understood by considering employee's voluntary behaviour and official obligations at the workplace.

Quoting Organ (1998), Gulluce and Erkilic (2015) define OCB as voluntary behaviours displayed by employees which are not provided in the employment contract, agreed upon by the employer and workers. Other than performing duties that are beyond the official job description, the obligation may not necessarily attract a reward. Pavalache-Ilie (2013) conducted two studies to determine some predictors of OCB. Initially, the anticipation was that OCB is closely associated with “a high level of self-efficacy, internality, job satisfaction and performance in management positions” (p. 491). Based on the findings, there was a significant correlation between OCB and many factors like self-efficacy, internality, the position of the employees, and the level of education was found. The association of OCB to self-efficacy is supported by the results of Beauregard (2012). With regards to the association between OCB and the level of education, Bergeron et al. (2013) offer a similar explanation. A correlation between job satisfaction and OCB is backed by Mehboob and Bhutto (2012) where it is considered as a weak predictor.

According to Buhari (2008), there are several antecedents of OCB, which include “Altruism, Conscientiousness, Civic Virtue, Sportsmanship, Courtesy, etc.” (p. 107), though the first three are thought to have a significant relationship with OCB. In fact, Borman et al. (2001) allude that conscientiousness and altruism are two overarching dimensions of OCB. Altruism is all about the willingness of an employee to assist another member that they encounter and help them beyond the provided job descriptions (Redman and Snape, 2005). It is selflessness of the individual towards an organization that is being portrayed. Therefore, individuals are not coerced to perform tasks meant to improve the performance of team members or the organization as a whole. It is important to note that various researches have proved OCB antecedents as measurable and predictable.

There are a few OCB dimensions considered in this review based on the types of behaviour and the beneficiary of the OCB (Pickford and Joy, 2016). It is important to understand the types of behaviour that fall under OCB because employees can be encouraged to inculcate them in their operations. With regards to the OCB beneficiary, some OCB benefits the individuals and others benefit the organisations. Thus, organisation managers need to develop

structures that facilitate behaviours to benefit the organisation whereas the recruitment process ought to identify traits related to personal OCBs.

## **ORGANIZATIONAL PERFORMANCE: DEFINITION, PREDICTORS AND ITS ATTAINMENT**

Organisation performance is a summation of individual employees' performance (Bakotic, 2016). However, it is not ideal to assume that a committed employee will perform as required or guarantee efficient organisation operations. Other than an input from the employees, there are other factors that influence organizational performance, for instance, strategic leadership. Carter and Greer (2013) state that there is evidence that strategic leadership has an influence on organizational performance. In their theoretical and empirical study, Glunk and Wilderom (1998) delineate predictors of organisational performance in small to medium-sized firms. Organisational and top managerial capital are two key predictors of organisational performance. Communication, inspiration, and competence are attributed to managerial attributes, whereas financial management, market focus, networking, professional and employee orientation are associated with organisational capital.

## **THE RELATIONSHIP BETWEEN OC AND OCB**

In this review, organisational commitment is closely linked with job satisfaction. According to Hakim et al. (2014), worker's satisfaction is likely to encourage them to be more obligated and work with uprightness. Notably, a hypothesis says that "there is a significant positive relationship between job satisfaction and OCB" was formulated by Basirudin et al. (2013) and was tested. While some researchers imply that not all facets of employees' satisfaction have a positive effect on OCB, others like Darman(2015) inferred that employees who are satisfied moderates the job satisfaction-OCB relationship.

Markedly, employee satisfaction is "derived from organisational commitment and organisational culture" (Basirudin et al., 2013 p.378). Job satisfaction is an aggregate of several variables including pay, promotion, work, supervision, and co-workers. Similarly, OC is likely to be influenced by any of these mentioned variables. Considering the five facets of job satisfaction,

it was hypothesised that there exists a positive relationship between employees' satisfaction, a tenet of organisational commitment and OCB.

In their hypothesis, Powell et al. (2016) brought out another aspect of the OC-OCB inter-relation known as task interdependence. According to them, the employee OCB may be affected by task interdependence. For instance, in an organisation set-up, where tasks are intensive and technological-oriented, employees have to practise OCB behaviours because of mutual dependencies in the form of give-and-take to ensure effective coordination among the team. This coordination is important at the unit level since the aggregate outcome of the overall performance depends on those units. There is a positive correlation between task interdependence and OCB. In fact, task interdependence plays a great role in influencing employees' expectation of help and cooperation (a facet of OCB). Therefore, employees who perform tasks interdependently expect OCB to be demonstrated easily. According to Powell, Bendoly and Richey (2016), task interdependence can also be considered as an important factor that makes OCB a significant element in the completion of job or tasks and the empirical record is consistent with this expectation. Research suggests that task interdependence may affect to an extent, to which OCB contributes to a measurable increase in unit-level performance outcomes" (p. 194).

### **THE RELATIONSHIP BETWEEN OC AND OP**

Hafiz (2017) asserts that previous studies support the OC-OP relationship. According to Negin et al. (2013) organisational commitment has created an impact on employee performance of employees working in a local bank in Pakistan. Precisely, OC dimensions such as affective, normative and continual commitment are related to employee performance. A study conducted by the university teaching staff by Suliman and Lles (2000) showed a positive correlation between OC and OP. Continuance commitment particularly is positively correlated to job performance but not employee performance (Shore et al.,). A study by Shore et al. (1995) on 231 managers and 339 managers in a multinational firm in the U.S. showed that affective commitment is positively related to job performance.

## **RELATIONSHIP BETWEEN OCB AND OP**

Since organisation citizenship behaviour is considered to play a mediating role between OC and OP, it has an association with OP. Rauf (2015) illustrates how OCB determines the performance of an organisation by considering two dimensions of an employees' performance. These dimensions are in-role and extra-role. Roles that are defined by the organisation are considered as in-role, whereas the extra-role behaviours involve behaviours or activities that are not described in the contract. Teams with members that practise positive behaviours such as OCB are likely to meet their goals on time and effectively. Cumulatively, such teams improve the overall performance of the organisation.

Further, empirical evidence shows that task interdependence may contribute to OCB's influence on unit-level performance and managers attribute more focus on OCB in their evaluation of the organisation's overall performance. After testing their hypothesis using statistical procedures, a Der Vegt and Janssen's five-item scale, it was deduced that OCB ratings were lower in low-performance situations. Conversely, citizenship behaviour scored higher in high-performance conditions. Results in the same study also suggested that OCB played a key role in the overall performance of employees especially because of work areas, where close coordination of activities is required.

Andrew and Leon-cazares (2015) imply that OCB is useful in promoting social and psychological connection which improves the effective functioning of the company. While OCB practised in terms of extra-roles is important for an organisation, pro-social roles contribute in form of emotional support and advice. For instance, a supervisor or manager may go an extra mile of calling a departmental meeting in order to emphasize the importance of teambuilding and working as a team. This is better exemplified through transformational leadership, Andrew and Leon-cazares (2015). A transformational manager capitalises on the facet of help and altruism to build the capacity of ones juniors with a view to achieving the overall goal. It is worth noting that some aspects of OCB are directed towards the organisation, while others are directed towards co-workers. Employees that depict the acts of conscientiousness, sportsmanship and civic virtue benefit the organisation in general.

Transformational leaders are contagious and the members' perception of such leaders is likely to influence the OC. The same argument is posited by Wright and Pandey (2010) who affirm that managers and leaders can influence the behaviour of their juniors. Transformation leadership is defined as a leadership style where leaders or managers try to lift one another to higher levels of motivation and/or morality and employees try to imitate what their leaders are doing rather than what the company policies specify. Essentially, it is an inspiration type of leadership but calls for innovation, risks taking, denial of self-interests and cooperation. There is a likelihood of employees engaging in OCB through transformation leadership (Vigoda-Gadot, 2007). Particularly, an enabling environment is created by promoting justice and fairness which compels workers to contribute beyond their job descriptions.

An investigation conducted by Hazzi and Maldaon (2012) indicated that pro-social roles can be explained: "based on different consequences and organisational effectiveness" (p. 107). Generally, such behaviours are meant to benefit both individuals and the company and they reflect a blend of social, economic and emotional exchange interaction in the company. Understanding pro-social patterns in an organisation are paramount because it allows stakeholders to develop measures geared towards improvements in organisation structure or design and administrative functions. Fundamentally, an organisational design that fosters good pro-social behaviours aids in the improvement of organisational effectiveness and a more fulfilled employment. Having looked at the examples of pro-social behaviours such as OCB qualities entrenched in transformational leadership that build employees, a review of the same in relation to organisational effectiveness is necessary. Compliance entails an act of abiding by the company's rules, policies, and values. This attribute is embedded in the notions of OC and OCB and it is directed towards the welfare of the organisation. Employees who are generally compliant are conscious that they are to act like "good soldiers", answerable to the requisites of the organisation rather a specific person. Nevertheless, some organisational values, policies, and rules may not be in the best interests of the same organisation; in such a scenario, there is a possibility that general compliance may not function usually. Apart from the compliance, employees should also practise consistency when serving customers or clients. Organisation consistency is customer-directed, pro-social organisation behaviour (Hazzi and Maldaon, (2012).

Products have to be supplied in a consistent manner if customers are to become loyal. Employees that ensure consistency of their services to their customers propel the organisation to better financial prosperity.

Another OCB dimension that has proved to be influential on individuals' performance is employee loyalty. It is possible to have loyal employees who are committed which is portrayed by their willingness to perform extra roles. Comparatively, the degree of loyalty can be measured by looking at the type of organisation in question. For instance, a military organisation would have members who strictly adhere to the rules and regulations in the place. Employees in public offices may not show a similar degree of loyalty because of the laxity of rules occasioned by the work environment. Family businesses are family-centric and employees are expected to act loyal to ensure the business grows. Lee et al. (2015) asserts that "large family businesses, particularly the listed ones, must cultivate solidarity and even loyalty among their internal employees to establish employee organizational citizenship behaviour if the businesses would like to grasp advantages" (p. 9). In their study, Lee et al. (2015) measure the dimensions of loyalty using two parameters; employee commitment and satisfaction and these have been discussed at length in the previous sections.

### **OCB AS A MEDIATING ROLE**

As mentioned in one of the previous sections, OC and OCB are closely linked because a certain level of commitment exhibited by an employee may qualify him/her to be referred to an organisation's citizen. Perceived in another way, a question may be posed; does commitment such as that portrayed through loyalty serve the interest of a manager, a co-worker or the organisation as a whole? Organizational behaviours are determined by the cultural environment, norms, values and the type of leadership in that particular organisation. Employees working in various organisations are subjected to different cultural environments with OCB being an integral part of the same. It is within this culture, the employees' behaviour towards fellow employees and the management pave the way from OC to OCB.

According to Basirudin et al. (2016), OCB may be realised at the individual level since it is an act of showing positive behaviour towards colleagues and towards the company beyond the

expectation. OCB is manifested in a number of ways, especially personal attributes and virtues including altruism, loyalty, sportsmanship, courtesy, civic-virtue and conscientiousness. Robbins (2013) alludes that it is a voluntary decision of attending the extra roles and respecting the regulations of the company with "occasional work-related impositions and nuisance" (p. 376). Therefore, an employee that portrays the trait of an organisation citizen has to be under the impetus of OC ingredients, for instance, loyalty and participation. On the other hand, organizational success is a product of job satisfaction and OCB (Basirudin et al., 2016). This argument is supported by Shim and Rohrbaugh (2014) who infer that OCB entails a collective responsibility and engagement of employees towards the betterment of an organisation in terms of effectiveness. Employees with high levels of satisfaction are likely to show elements of OCB, sometimes considered as a "pay-back" expression to thank the organisation (Ibrahim and Aslinda, 2013). Therefore, OCB is a positive behaviour attributed to employees' commitment in making an organisation better by attending the extra roles voluntarily, while on the other hand, it is a variable behind the organisational performance.

### **CONCEPTUAL FRAMEWORK OF OCB WITH REGARDS OC AND OP**

Looking back at the question posed above about the driving force behind positive behaviours such as OCB, stakeholders, researchers and analysts have been tasked to understand how employees' commitment, OCB, personal and organizational interests integrate. In actual sense, an employee committed in achieving particular goals is guided by the company's policies, goals, mission and vision statements, but at what point an employee will serve on the basis of the vested interests such as impressing a colleague or manager. Dependent on the cultural norms, values and ethics of organisations, employees may find themselves at the crossroads. Though the commitment to meeting the goals of the company may prove unquestionable, other incidences may occur where the needs of a colleague, supervisor and manager come first, either to escape a disciplinary action or to cover-up. Therefore, the concept of organisational citizenship is determined by that context driven by the prevailing circumstances. Jena and Goswami (2013) categorically state that an employee who engages in OCB may not be necessarily a top performer

but somebody who goes an extra mile to do a pleasant job. However, certain elements of OCB such as conscientiousness and civic-virtue are overlooked while altruism and loyalty take greater priority. Consequently, the expected performance of the organisation in terms of effectiveness may not be achieved since the commitment of certain individuals take the organisation towards a wrong direction even though the goals of the company are stipulated clearly. Certain situations may prevail upon employees to make OCB decision based on personal principles if organisational goals are not likely to be met especially where teamwork is encouraged. In this case, team members may take up extra responsibilities to ensure that the team meets its goals putting in mind some team members have certain limitations that can hinder the overall performance. Altruism, courtesy and sportsmanship are clearly manifested in such a situation. Members who perform such extra roles may not necessarily be rewarded by the system.



*Figure 1: Basic conceptual model*

## CONCLUSION AND RECOMMENDATIONS FOR FUTURE

Organisational commitment is associated with OCB because employees that take up extra and pro-social roles results in high level of commitment in a voluntary manner. Extra roles are duties performed beyond the job description and targeted to improve the performance of the organisation, whereas pro-social roles are helpful in offering advice and emotional support to co-workers. Job satisfaction is an important derivative of OC and it influences OCB among employees greatly. Organisations with teams that encourage members to portray OCB are likely to experience financial growth, increased operation's efficiency and revenue. Profitability and increased revenues are guaranteed because the factors like manpower, finance, social capital and time are well utilised. Transformational leadership and task interdependence are key

determinants of OCB and the overall OP. The overall OP is attributed to unit-level performances, where OCB facets such as civic-virtue and help are essential. Pro-social organisation behaviours may be directed towards employees or improvement of organisational effectiveness. Sometimes, the pro-social behavioural patterns may focus on the customer needs by ensuring consistency when delivering goods and services. Apart from consistency, employees have to comply with organisational rules and regulations, though not always especially, where the company values, norms and regulations do not serve the interests of the organisation. Organisational commitment, OCB and OP are influential variables that stakeholders need to integrate to ensure the effectiveness of any organisation. However, researchers need to explore on the organisations' ability to integrate the three parameters putting in mind that organisational and individual interests may not necessarily be in tandem. That is to say, organisational management has an arduous task of inculcating a culture, where a suitable environment is created to enable employees to put the interests towards the organisation first rather than themselves but ensuring pro-social roles still remains in place.

### BIBLIOGRAPHY

1. Andrew, S. A. And Leon-Cazares, F. L. (2015). Mediating Effects Of Organizational Citizenship Behavior On Organizational Performance: Empirical Analysis Of Public Employees In Guadalajara, Mexico. *Econoquantum*, 12(2), Pp. 71-92.
2. Ashfari, L. And Gibson, P. (2015). Development Of Organizational Commitment And Value Addition. *World Journal Of Management*, Pp.187-198. Available At:[https://www.researchgate.net/profile/Leila\\_Afshari2/publication/283205538\\_Development\\_Of\\_Organizational\\_Commitment\\_And\\_Value\\_Internalization/links/562dd8da08ae22b17034c874/Development-Of-Organizational-Commitment-And-Value-Internalization.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Leila_Afshari2/publication/283205538_Development_Of_Organizational_Commitment_And_Value_Internalization/links/562dd8da08ae22b17034c874/Development-Of-Organizational-Commitment-And-Value-Internalization.pdf?origin=publication_detail)
3. Bakotic, D. (2016). Relationship Between Job Satisfaction And Organisational Performance. *Economic Research*, 29(1), P. 118-130. Available At:<http://www.tandfonline.com/doi/pdf/10.1080/1331677X.2016.1163946?needaccess=true>

6. Beauregard, T.A. (2012). Perfectionism, Self-Efficacy And OCB: The Moderating Role Of Gender. *Personnel Review*, 41(5), Pp. 590 – 608.
7. Bergeron, D.M., Shipp, A.J., Rosen, B., &Furst, S.A. (2013). Organizational Citizenship Behaviour And Career Outcomes. The Cost Of Being A Good Citizen. *Journal Of Management*, 39(4), Pp. 958-984.
8. Carter, S. M. And Greer C. (2013). Strategic Leadership: Values, Styles, And Organisational Performance. *Journal Of Leadership And Organisational Studies*, Pp.1-19. Available At: <Http://Sci-Hub.Io/10.1177/1548051812471724>
9. Fabi, B., Lacoursiere, R. And Raymond, L. (2014). Impact Of High-Performance Work Systems On Job Satisfaction, Organizational Commitment, And Intention To Quit In Canadian Organizations. *International Journal Of Manpower*, 36(5), Pp. 7720790.
10. Gulluce, A. C. And Erkilic, E. (2015). Investigating The Organisational Citizenship Behaviours Of Hotel Business Employees Through Structural Equation Modelling; A Study In Rize Province. *Open Journal Of Leadership*, 4(2015), Pp. 35-45.
11. Ibrahim, M.A., Aslinda, A. (2013), Relationship Between Organizational Commitment And Organisational Citizenship Behaviour (OCB) At Government-Owned Corporation Companies. *Journal Of Public Administration And Governance*, 3(3), Pp. 35-42.
12. Lepine, J., Erez, A. And Johnson, D. (2002). The Nature And Dimensionality Of Organizational Citizenship Behaviour: A Critical Review And Meta-Analysis. *Journal Of Applied Psychology*, 87(1), Pp.52-65.
13. Mehboob, F., And Bhutto, N.A. (2012). Job Satisfaction As A Predictor Of Organizational Citizenship Behaviour. A Study Of Faculty Members At Business Institutes. International Conference On Business, Economics, Management And Behavioural Sciences (ICBEMBS'2012) Jan. 7-8, 2012 Dubai.
14. Golden, S. A. R. (2011). An Analysis Of Mental Stress In Heavy Alloy Penetrator Project, Tiruchirappalli. *SELP Journal of Social Science*, 13.
15. MEYER, J. P., Stanley, D. J., HERSCOVITCH, L., & TOPOLNYTSKY, L. (2002). Affective, Continuance, And Normative Commitment To The Organization: A Meta-Analysis Of

- Antecedents, Correlates, And Consequences. *JOURNAL OF VOCATIONAL BEHAVIOUR*. 61, 20-52.
16. Negin M, Omid M, Ahmad BM (2013) The Impact Of Organizational Commitment On Employees Job Performance. A Study Of Meli Bank. *International Journal Of Contemporary Research In Business*, 5, Pp. 164-171.
17. Pavalache-Ilie, M. (2013). Organizational Citizenship Behaviour, Work Satisfaction And Employees' Personality. *Procedia-Social And Behavioural Sciences*, 127(2014), Pp. 489-493.
18. Pickford, H. C. And Joy, G. (2016). Organisation Citizenship Behaviours. *MARS*, Pp. 1-10.
19. Pradhan, R. K., Panigrahy, N. P., And Jena, L. K. (2015). Workplace Spirituality And Employee Performance: Mediating Role Of Organisation Citizenship Behaviour. *Journal Of Contemporary Psychological Research*, 2(1), P. 40-41. Available At:[Http://Jcrpub.Org/Files/Archives/Jcpr/JCPR\\_April\\_2015/Workplace\\_Spirituality\\_And\\_Employee\\_Performance\\_Mediating\\_Role\\_Of\\_Organisation\\_Citizenship\\_Behaviour.Pdf](http://jcrpub.org/files/archives/jcpr/jcpr_april_2015/workplace_spirituality_and_employee_performance_mediating_role_of_organisation_citizenship_behaviour.pdf)
20. Rauf, F. H. (2015). Organisational Performance: Organisational Citizenship Behaviour, Its Forms, Conceptualizations And Antecedents. *Research Gate*, Pp. 1-83.
21. Redman, T., & Snape, E. (2005). I To Wed: The Role Of Consciousness Transformation In Compassion And Altruism *Journal Of Management Studies*, Vol. 42, No. 2.
22. Robbins, J. (2013), *Organizational Behavior*. 15<sup>th</sup> Global Edition. Upper Saddle River, NJ: Pearson.
23. Shim, D.C., Rohrbaugh, J. (2014). An Explanation Of Differences Between Government Offices In Employees' Organizational Citizenship Behaviour. *Public Management Review*, 16(6), Pp. 807-829.
24. SUNG, S. Y., & Choi, J. N. (2014). Do Organizations Spend Wisely On Employees? Effects Of Training And Development Investments On Learning And Innovation In Organizations. *JOURNAL OF ORGANIZATIONAL BEHAVIOR*. 35, 393-412.
25. Suliman A, Iles P (2000) Is Continuance Commitment Beneficial To Organizations? Commitment- Performance Relationship: A New Look. *Journal Of Managerial Psychology*, 15, Pp. 407-426.

26. Regi, S. B., & Golden, S. A. R. (2019). Measuring Public Sector Customers' Attitude Towards Technological Innovative Banking Services (Ibs) Using Structural Equation Model (Sem). *International Journal of Hybrid Information Technology*, 12(2), 37-45.
27. Vigoda-Gadot, E. (2007). Leadership Style, Organizational Politics, And Employees' Performance: An Empirical Examination Of Two Competing Models. *Personnel Review*, 36(5), PP. 661-683.
28. Wright, B. E., And Pandey, S. K. (2010). Transformational Leadership In The Public Sector: Does Structure Matter? *Journal Of Public Administration Review And Theory*, 20 (1), Pp. 75-89. Available  
At: [Http://Www.Revistascientificas.Udg.Mx/Index.Php/EQ/Article/Viewfile/4861/4541](http://www.revistascientificas.udg.mx/index.php/EQ/article/viewfile/4861/4541)
29. Gul, Z. (2014). Impact Of Employee Commitment On Organizational Development. *FWU Journal Of Social Sciences*, 9(2), Pp. 117-124.