

Antecedents of Organizational Citizenship Behavior and its Triggering Factors: A Study in A, B & C Category Banking Sector of Hetauda
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Abstract

Organizations work with the people and for the people. They need employees and the employees need the organizations. It is very important for financial institutions to find out the factors that trigger the exhibition of organizational citizenship behavior. This research is solely undertaken only to identify the status of the employees in Nepalese financial institutions. The aim of the study is to examine and explore the interactions and the direct effects of the independent variable on Organizational Citizenship Behavior, and how this independent variable can encourage this behavior among the workers in their organization. The hypothesis that was required to fulfill the research objectives were derived from the study of the literature. A total of 199 questionnaires were distributed to the potential respondents only 109 respondents were selected out of 397 by using a simple random sampling technique, especially the lottery method in 2022. All the respondents were working individuals of A, B, and C category financial institutions of Hetauda. Data collected from the questionnaire were analyzed and interpreted with the help of different statistical tools; such as means, standard deviations, and frequencies which were used to describe the characteristics of the sample. Cronbach's Alpha was used for the reliability of the instrument used. The descriptive analysis of the independent variable and the dependent variable was conducted and their different dimensions were studied. Pearson Correlation shows that there was a positive correlation between OCB and job satisfaction. The researchers realize the need to enhance job satisfaction in Organization Citizenship behavior for better performance.

Keywords: Employee engagement, Job performance, Job recognition, Job satisfaction, Organization citizenship behavior

1. Introduction

Organizational Citizenship Behavior (OCB) has been the most recent development among various effective and emerging concepts in management, and various continuous research and studies are being held on the matter. Citizenship behaviors must be monitored and properly managed in order to enhance employee performance rather than deleterious effects on an organization (Bolino & Turnley, 2003). OCB provides a means of managing the interdependencies among members of a work unit, which increases the collective outcomes achieved, reduces the need for an organization to devote scarce resources to simple maintenance functions, which freeze up resources for productivity; and improves the ability of others to perform their jobs by freeing up time for more efficient planning, scheduling, problem-solving, and so on (Podsakoff, Mackenzie, Paine, & Bachrach, 2000).

It is seen that in both government and private organizations, a few employees are extremely committed to their job beyond expectation. They put in more than the stipulated number of hours of work, do not utilize their legitimate leaves, work on holidays without claiming extra monetary benefits, etc. They exhibit these kinds of behaviors knowing full well that they do not get anything in return (promotions, monetary benefits, etc.) for their extra efforts. What really makes them perform that way could be because they have either different attitudes or certain personal qualities. OCB addresses such behavior of individuals in general, which would benefit the organizations in particular.

Since the 1980s, when Organ and his colleagues first introduced the term, OCB is firmly embedded into organizational performance. The increasing number of articles and research regarding the concept of OCB indicates high levels of interest in the field. The first definition provided by Organ in 1988, viewed OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. The three elements which compose OCB include: discretionary behaviors, extra-role not linked to formal or informal rewards, and organizational effectiveness have led to consistent criticism and discussions related to the subject.

Understanding the impact of the concept on the organization is highly beneficial if we consider the following: OCB can be seen as being linked to high levels of motivation and engagement. Additionally, there is a positive relationship between its elements and employee performance, as perceived by direct superiors. Effects of displayed Organizational Citizenship Behavior go beyond the internal world as they can influence how the company is perceived externally.

Now financial institutions are internalizing the importance of employees exhibiting OCB inside and outside the organization (Organ D. W., 1988). They are conducting research and hiring an expert team to continuously study about the factors that help the organization in making employees and exhibit OCB inside and outside the organization structure that directly or indirectly affects the organization's development, image and prestige.

1.2 Research Gap

Research on organizational citizenship behaviors has been extensive since its introduction around years ago (Bateman & Organ, 1983). The vast majority of organizational behavior research has focused on the effects of organizational citizenship behavior on individual and organizational performance. There is consensus in the field that organizational citizenship behaviors are salient behaviors for organizational enterprises. However, the antecedents of

organizational citizenship behavior are not well established. In order to embrace OCB, the organization needs to know the exact factors that affect OCB. We have our own unique culture; this is why these organizations need to discover those factors which affect OCB in the context of Nepal. The study tries to identify the OCB among the different categories of employees in Nepalese financial institutions with regards to job satisfaction, job performance, job recognition, employee engagement, and organizational commitment and the relationship of OCB with these factors inside Nepalese financial institutions.

Organizations cannot survive without their members behaving as good citizens by engaging in all sorts of positive organization–relevant behavior. The current study intends to examine job satisfaction, organizational commitment, employee engagement, and work performance dimension in encouraging employees' organizational citizenship behavior for their increased performance and intention to stay in their organization. The study also provides empirical support from literature in the area particularly describing the intended OCB and employee performance dimension

1.3 Objectives of the study

The main objective of the study is to examine the status of organizational Citizenship Behavior among the employees, working in different financial institutions in Hetauda. The specific objectives of this study are as follows:

- To examine the organizational citizenship behavior of employees in Nepalese financial institutions.
- To study the relationship between organizational citizenship behavior on job satisfaction.

1.4 Hypothesis

The null hypothesis of the study is given below:

H01: There is no significant relationship between job satisfaction and OCB.

2. Literature Review

Organ (1988) defines Organizational Citizenship Behavior as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. As he pioneered the concept of OCB, his classification of OCB can be summarized as:

Altruism: Helping other members of the organization in their tasks (e.g., voluntarily helping less skilled or new employees, and assisting co-workers who are overloaded or absent and sharing banking strategies);

Courtesy: Preventing problems deriving from the working relationship (e.g., encouraging other co-workers when they are discouraged about their professional development, showing polite nature, and maintaining a harmonious relationship with customers);

Sportsmanship: Accepting less than ideal circumstances (e.g., petty grievances, real or imagined slights);

Civic virtue: Responsibly participating in the life of the firm (e.g., attending meetings/functions that are not required but that help the firm, keeping up with changes in the organization, taking the initiative to recommend how procedures can be improved); and

Conscientiousness: Dedication to the job and desire to exceed formal requirements in aspects such as punctuality or conservation of resources (e.g., working long days, voluntarily doing things besides duties, keeping the organization's rules, and never wasting work time).

Holani (2011) studied OCB in the public and private sectors and its impact on the public and private sectors and job satisfaction by doing a comparative study from an Indian perspective with a total of 200 employees comprising managerial and non-managerial staff from both the public and private sector organizations. He found that employees in public sector organizations have a greater degree of OCB in comparison to the private sector and also job satisfaction increases or decreases based on an increase or decrease in OCB.

Tambe (2014) states OCB is the voluntary behaviors exhibited by the employees while in the organization, as good citizens of the organization. The result indicates that there are different dimensions of OCB, and there are also different motives for performing OCB. This paper touches upon the five dimensions of OCB given by organ and makes a fleeting reference to other dimensions discussed by various scholars.

Ahmad, Rasheed, and Jehanzeb (2013) tried to explore the organizational citizenship behavior construct and its significance for the organization in the present scenario, particularly in the banking sector. Key predictors of organizational citizenship behavior were identified through a comprehensive literature review, whereas the qualitative research method was used to explore the association between organizational citizenship behavior and employee engagement. The findings revealed that there existed a substantial relationship between the two variables; it was observed that the more dynamical employee is engaged in his work the more chances of showing OCB and ultimately it led to effective performance.

OCB in aggregate contributes to organizational effectiveness by enhancing the social and psychological environment that supports task performance. It can also increase the efficiency of the organization through its linkage with the efficiency of operation, customer satisfaction, financial performance, and growth in revenues (Organ, Podsakoff, & MacKenzie, 2006)

2.1 Organizational Commitment

Ucanok and Karabati (2013) conducted a cross-sectional survey on 277 employees working for small and medium enterprises (SMEs) in Turkey. They aimed to find out the effect of organizational commitment, work centrality, and values on organizational citizenship behavior in small and medium-sized enterprises. The result of the study predicted that normative and affective commitment and work centrality increased organizational citizenship behavior in workers. Affective and normative commitment emerged as strong predictors of organizational citizenship behaviors. Sportsmanship showed the strongest correlation with work centrality, which emphasized that employees who regard work as central in their lives were most inclined to abstain from negative behavior towards their organization.

Yang (2012) discussed the contribution of organizational commitment to organizational citizenship behaviors in a service context. Data were collected from contact employees in Taiwan's restaurants. The use of the structural equation modeling technique presents a significant path directed to OCB from organizational commitment. Thus, the study concluded that organizational commitment entailed OCBs and exhibited to reciprocate the benefits employees received from the organization which formed an employee-organization exchange relationship.

Cohen (2007) also defines commitment as a force that binds an individual to a course of action of relevance to one or more goals. In relation to the above definition, Arnold (2005) states that organizational commitment is the relative strength of an individual's identification with and involvement in an organization.

2.2 Job Satisfaction

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. Locke (1995) defines a job as a combination of tasks, roles, responsibilities, relationships, benefits and rewards pertaining to a particular person in a particular organization. According to Locke (1995) and Ferdus & Kabir (2018), job satisfaction is based on judgments of all components of the job such as the work itself, the colleagues, and the organizational context. It also depends on the employee's dispositional traits.

Fox, Pector, Goh, Bruursema and Kessler (2012) argued that the strong negative correlation between OCB and its antecedents might cause due by three measurement artifacts: the use of items measuring the absence of counterproductive work behavior rather than citizenship behaviors, supervisory business, and asking for agreement level rather than frequency rate. A positive relationship was found between stressors and OCB when a new OCB scale, the OCB- Checklist (free from artifacts) was used. Results are supported by the fact that behavior is a complex interplay between situation and person. Thus, an individual may act positively such as long working hours and performing an additional task to cope with the exceeding demands at work.

Golparvar, Kamkar, and Javadian (2012) studied the link between job stress and organizational citizenship behavior. A survey of employees working in two industrial organizations in Esfahan, Iran was employed. The findings were congruent with empirical pieces of evidence found in the literature as job stress was significantly negatively related to OCB. But, the effect of job stress on OCB was found insignificant. The study concluded that job stress interrupted the emotional and behavioral stability of employees.

2.3 Employee Engagement

Organizations have long been interested in how employees think and feel about their jobs and what employees are willing to dedicate to the organization. Researchers have argued that engagement as a motivational variable, should lead to high levels of job performance (Kahn, 1990; Rich, Lepine, & Crawford, 2010; Christian, 2011). Engagement is a motivational construct that can be also shared by the employee in the workplace. Employee engagement is fundamentally a motivational concept that represents the active allocation of personal resources toward the task associated with a work role (Christian 2011). Employee engagement has been found to be positively related to individual job performance. Studies have found a positive relationship between employee engagement and organizational performance outcomes: employee retention, productivity, and profitability. Employee engagement would be a predictor of organizational commitment and organizational citizenship behavior (OCB), and may lead to the intention to leave (Bhatnagar & Biswas, 2010).

Newman and Sheikh (2012) studied the drivers of employee commitment. They surveyed 290 employees in a major Chinese airline company. They used two items of the (Malhotra, 2007) scale to measure pay satisfaction and a three-item scale developed by (Hackman & Oldham, 1976) was used to measure autonomy; four items of (C. A. & Neider, 1996) instruments were used to measure satisfaction with supervision. Hierarchical regression analysis showed that employees who had high values of tradition exhibited higher levels of affective commitment but lower autonomy and lower satisfaction with their supervisors.

2.4 Job Recognition

Employee recognition has a significantly positive effect on task performance and OCB (Yang, Jiang, & Cheng, 2022). Authentic pride mediates the relationship between employee

recognition with task performance and OCB. The study further reveals the emotional response and behavioral results of employee recognition by focusing on the role of pride in the path of employee recognition with task performance and OCB.

Appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued. When employees and their work are valued, their satisfaction and productivity rise, and they are motivated to maintain or improve their good work (Roshan, Normah, Rehman, & Naing, 2005).

Due to the economic problem, many organizations are responding with layoffs, wage freezes and increased employee workloads. Employees in turn, are feeling overworked and overstressed. This environment makes recognition programs particularly attractive (Robins, Pattison, & Woolcock, 2005). Along with money, non-monetary compensations have been used to attract, retain, and motivate employees and to achieve organizational goals around the world, (Chiu, Luk, & Tang, 2002).

2.5 Job Performance

Job performance is a part of Human Resource Management. It most commonly refers to whether a person performs their job well. Despite the confusion over how it should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success (Campbell J. P., 1990). Anvari, Chikaji and Mansor (2015) by showing the relationship between organizational citizenship behavior and job performance among engineers' state that altruism, conscientiousness, courtesy, sportsmanship, and Civic virtue as dimensions of OCB are related to job Performance. Moreover, the relationship between OCB and job performance has been proven to be arbitrating which is affecting organizational dedication. Ultimately, improved OCBs among employees will lead to better job performance.

Coming from a psychological perspective, Campbell describes job performance as an individual-level variable. That is, performance is something what a single person does. This differentiated it from more encompassing constructs such as organizational performance or national performance, which was a higher-level variable. Performance of work, in items of quantity, expected from each staff member was called job performance. These standards were the foundation for performance evaluation. Performance was about behavior or what employees do and not, about what employees produce or the outcomes of their work (Aquinas, 2007). Performance is determined by a combination of declarative knowledge and motivation.

Job characteristics are all factors of the job and are directly associated with employee attitudes and behaviors at work (Hackman & Oldham, 1976). They stated that jobs with more challenges and variety inspired employees to improve their job skills and attitudes. This inferred a link between job characteristics and job performance. It perceived that job characteristics affected nurses' attitudes, which, in turn, affected work outcomes, i.e., job performance. In China, the nursing work environment evolved with the change to patient-centered care multiplying the role of nurses, thus affecting the design of nursing work. The result of this study indicated that job characteristics were significantly associated with the overall dimensions of job performance.

3. Materials and Method used

The researchers adopted a correlation in nature as it emphasizes relationships between the dependent variable and the independent variables. To fulfill the major objectives of this study analytical research design was used. All the Nepalese working individuals in the A, B & C Category banks of Hetauda were considered as the total population for the study. There are 26

‘A’ category banks consisting of 321 staff, 7 ‘B’ category banks consisting of 47 staff, and 6 ‘C’ category banks consisting of 29 staff. Thus, the total population for this study was 397 (Nepal Rastra Bank, 2022). A sample of 199 respondents was estimated for this study by using Yamane’s simplified formula for the sample size.

$$n = \frac{N}{1 + N \cdot e^2}$$

N = Population Size

e = level of precision

A total of 199 self-administered questionnaires were distributed with the assistance of friends working in various organizations. However, only 109 responses were returned by the respondents. Data were collected through the means of primary data by providing a set of questionnaires to different types of financial institutions of Hetauda and also some data were collected through the means of secondary ways. The data collection was conducted in two phases. First, a pilot study was set up in order to test the reliability of the questionnaire.

The current study used an analytical research design. More specifically, it used descriptive statistics, reliability analysis and correlation. Descriptive statistics (means, standard deviations, and frequencies) were used to describe characteristics of the sample. Cronbach's Alpha was employed for the reliability of the instrument. T –test was used to test the hypothesis.

4. Result and discussion

This chapter focuses on the analysis and interpretation of the data that were collected during the study and the presentation of the results of the questionnaire survey. The objectives of this research study were expected to be fulfilled with the outcomes derived from the analysis of the data that were collected during the survey.

4.1.1 Respondent’s Profile

This section deals with the demographic profile of the respondents and its analysis and interpretation of the primary data collected through questionnaires. This will help to get insight into the demographic characteristics of the respondents under study. The respondents’ profile includes gender, age, academic qualification, job position and employment status of the respondent.

4.1.2 Gender of Respondents

Table 1 Gender of respondents

Gender	No. of Respondents	Percent
Female	43	39
Male	66	61
Total	109	100

The Table 1 shows the percentage of male and female respondents who completed the questionnaire for this research. Among 109 respondents, 61% i.e., 66 were male and 39% i.e., 43 respondents were females.

From the data, we can conclude that 66 males and only 48 females participated in this survey.

4.1.3 Age Group of the Respondents

Table 2 Age group of respondents

Age	No. of Respondents	Percent
Below 20	0	0
20-25	33	30.3
25-30	64	58.7
30-40	11	10.1
40 and above	1	0.9
Total	109	100.0

The Table 2 shows that majority of the respondents i.e., 58.7% (64) were from the age group of 25-30 years. The second highest age group i.e., 30.3% (33) was from the age group 20-25 years 10.1% (11) were of age group 30-40 then at last, 40 and above age group participating was only 0.9% (1), the lowest respondent.

From this, we can conclude that most of the respondents were from the age group of 20-30 years. Majority of the respondents were from today’s generation and young employees.

4.1.4 Education level of respondents

Table 3 *Education level of Respondents*

Education	No. of Respondents	Percent
Intermediate	8	7.3
Bachelor's	56	51.4
Master's	44	40.4
Above Master's	1	0.9
Total	109	100.0

The Table 3 shows that that majority of our respondents i.e., 51.4% (56) had a bachelor's degree so they had a high degree of education. The second highest percent of the respondent i.e., 40.4% (44) had a master's degree; they too had higher degree of education, similarly 0.9% (1) respondents had above master's degree as they had the highest degree of education, making all of that three categories qualify for the well-educated target respondent. The last category of respondents had an intermediate degree covering only 7.3% (8) of the total sample collected.

4.1.5 Level of Job Position

Table 4 *Level of Job Position*

Level	No. of Respondents	Percent
Below Assistant level	4	3.7
Assistant level	60	55
Supervisor level	6	5.5
Officer Level	36	33.1
Manager Level	3	2.7
Total	109	100%

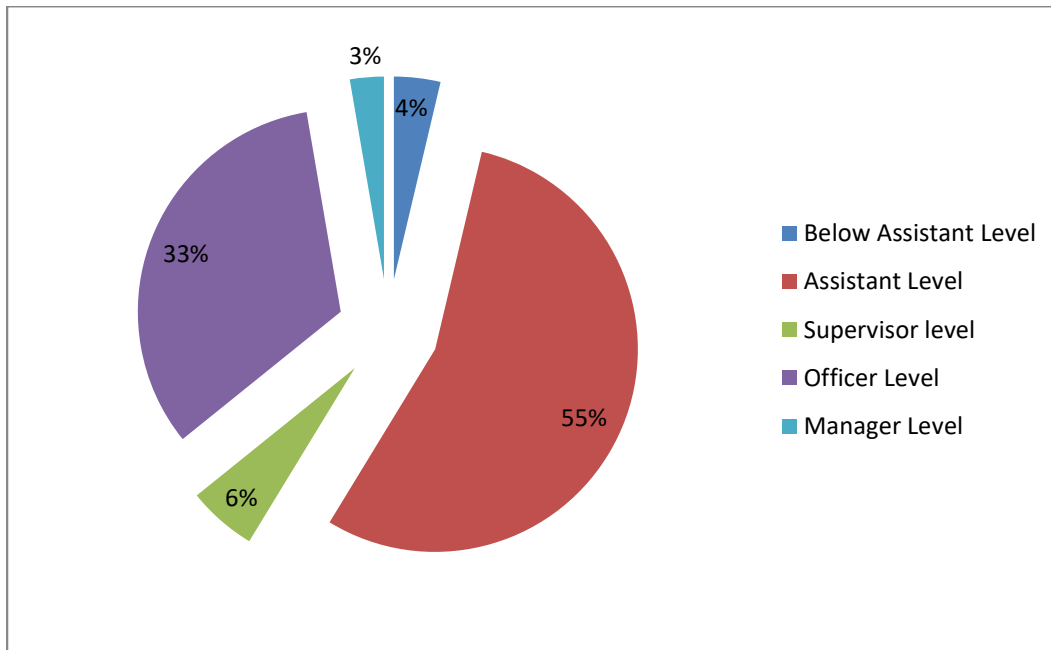


Figure 1: Job Position

Both the Table 4 and Figure 1 show the level in which the respondents were currently working. The majority of the respondents i.e., 55% (60) were working at the assistant level, 33.1% (36) of the respondents were working at the officer level, 5.5% (6) were working at the supervisor level, 3.7% (4) were at the below assistant level and 2.7% (3) were working at the Manager level.

We can conclude that, majority of the respondents were at that level where they needed to do many works and they faced many challenges while performing those work. As ground level and mid staff did the core function of the organization.

4.2 Descriptive Analysis

This section deals with the descriptive analysis of the data collected through the questionnaires during the research process. Descriptive analysis incorporates calculation of statistical measures such as mean, standard deviation, including maximum and minimum values. These values help researcher to analyze the data with respect to frequencies and aggregation relating to research questions and variables. For this purpose, —Five Point Likert Scale questions were asked to the respondents which scaled from 1 (strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) to 5 (Strongly Agree).

4.2.1 Job Satisfaction

The level of satisfaction of the respondents towards their job and organization was analyzed based on five items. These items are presented as JS1, JS2, JS3, JS4 and JS5 respectively, which denote the following statements;

JS1: I feel self-motivated to come up with new ways to do things at work.

JS2: My work gives me the sense of personal accomplishment.

JS3: I see myself growing while working in this organization.

JS4: I feel my pay and other benefits fully compensate the work I do.

JS5: Considering everything, I am satisfied with my job.

Table 5 Descriptive analysis of Job satisfaction

	Mean	Std. Deviation	Minimum	Maximum
JS1	4.13	0.597	2	5
JS2	4.17	0.601	3	5
JS3	4.23	0.662	3	5
JS4	3.90	0.849	1	5
JS5	3.92	0.640	2	5

The Table 5 shows the level of satisfaction of the respondents in their job. All the questions scored mean value above 3 (mid-range value, neutral) which also implies that all the respondents were in an average satisfied condition with their job in the organizations where they were working. Among the set of questions of this factor, JS3 scored the highest mean value i.e., 4.23, meaning that almost all the respondents agreed that they saw themselves growing in the organizations where they were working for, whereas, question JS4 scored the lowest mean value i.e., 3.90 indicating the belief that most of the respondents did not feel that their pay and other benefits fully compensated the work they do. As all the questions scored mean more than 3, we can conclude that the respondents were satisfied with their job. Similarly, the value of standard deviation, the values were not very high, except for JS4, all the values were below 1, which indicates that the answers provided by the respondents did not vary too much and most of the respondents gave the similar answers.

Therefore, we can conclude that most of the respondents who took part in this survey were satisfied with their work or organization they were working for.

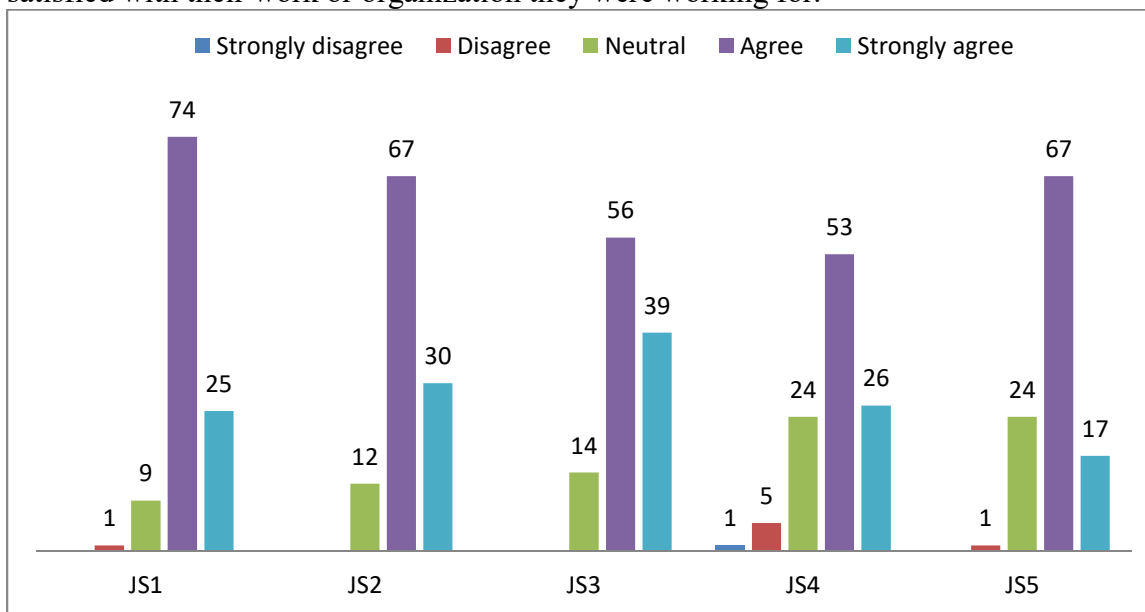


Figure 2: Respondents' level of Job Satisfaction

Figure 2 shows the answers the respondent provided in each question to measure their satisfaction with their job. As explained by the mean table too, we can see that all the questions, including even JS4, had more respondents answering Agree (value 4). Referring to the bar chart, we can clearly conclude that most of the respondents agreed with the questions provided to them, which implies that most of the respondents were satisfied with their jobs.

4.2.2 Organizational Citizenship Behavior (OCB)

OCB is the dependent variable in this research and this section analyzes the level of respondent’s organizational citizenship behavior. It was analyzed based on seven items. These items were presented as OCB1, OCB2, OCB3, OCB4, OCB5, and OCB6 respectively, which denote the following statements;

OCB1: I always help others who have heavy workloads.

OCB2: I attend meetings that are not mandatory, but are considered important.

OCB3: I always attend functions that help boost the company’s image.

OCB4: I do not take extra breaks.

OCB5: I obey company rules and regulations even when no one is watching.

OCB6: I help to orient new people even though it is not required.

Table 6 Descriptive Analysis of OCB

	Mean	Std. Deviation	Minimum	Maximum
OCB1	4.08	0.547	2	5
OCB2	3.58	0.936	2	5
OCB3	3.69	0.920	2	5
OCB4	3.48	0.845	1	5
OCB5	3.79	0.771	2	5
OCB6	3.89	0.671	2	5

Table 6 shows the level of Organizational Citizenship Behavior of the respondents. In the given table, all the questions, scored mean value above 3 (more mid-range value, agree), and more towards 4, which implies that all the respondents had the behavior of citizenship among them for the organization they worked in. Among the set of questions of this factor, OCB1 scored the highest mean value i.e., 4.08, meaning that most of the respondents agreed that they always helped others who had heavy workloads. OCB4 scored the lowest mean value i.e., 3.48, indicating that comparatively lesser number of respondents believed that they did not take extra breaks. So, respondents were likely to take extra breaks but still the number of respondents agreeing to the statement was less. Similarly, if we see the value of standard deviation, all the values are less than 1 which means that there were fewer diversified answers from the respondents regarding organizational citizenship behavior, and most of the respondents showed citizenship behavior towards their organizations.

Therefore, we can conclude that, most of the respondents were committed towards their organization and were ready to work beyond their job description if it helped or boosted the company image.

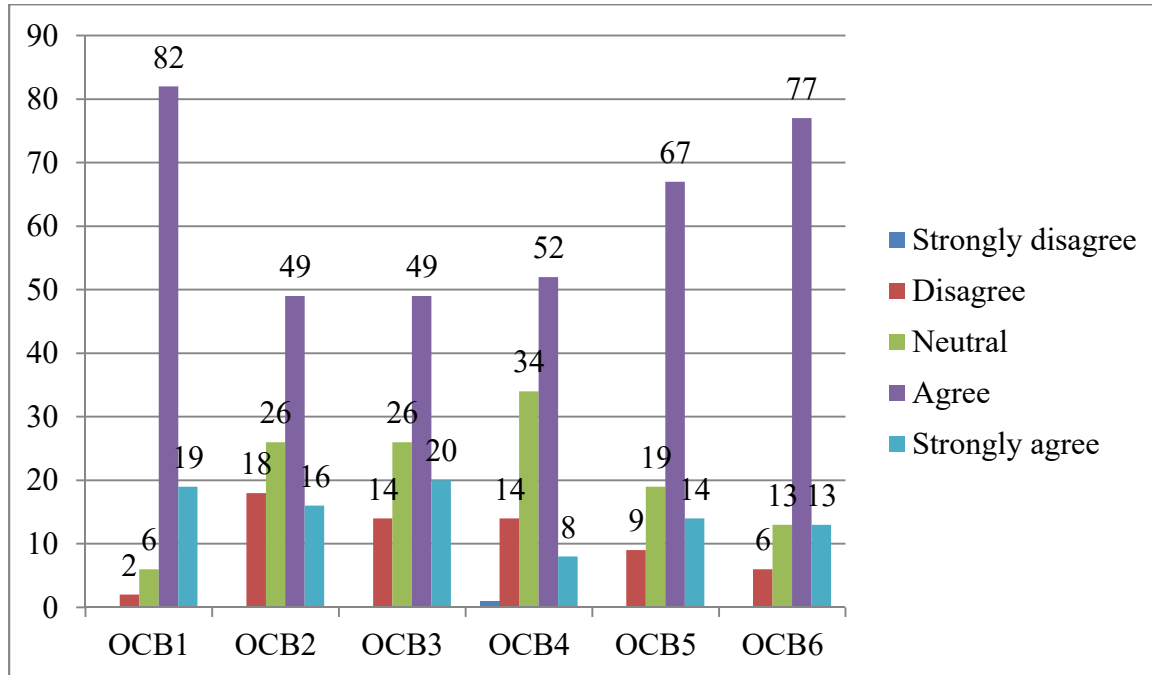


Figure 3: Level of Organizational Citizenship Behavior

Figure 4.11 shows the answers the respondent provided in each question to measure their citizenship behavior. We can see from the chart that almost all the questions had the highest answer of “Agree”, which indicates that the respondents showed citizenship behavior in their organizations. The level of disagreement was quite low so as the majority of the respondents agreed with the statements. It can be said that they were loyal and followed their organization’s norms and even did things that were not in their norms that helped the organization grow and sustain its workflow and culture.

4.2.3 Job Satisfaction and OCB

The first hypothesis of the thesis is tested in this section, which measures the relationship between the independent variable Job Satisfaction, and the dependent variable Organizational Citizenship Behavior (OCB).

H01: There is no significant relationship between job satisfaction and OCB.

Table 7 Correlation between Job Satisfaction and OCB

	Satisfaction	OCB
Pearson Correlation	1	.477
Sig (2-tailed)		.000
N	109	109

Table 7 shows that Pearson Correlation was 0.477, since it was a positive value, it indicates that there was a positive relationship between Job Satisfaction and OCB. It rejects the null hypothesis.

4. Conclusion and Recommendation

Today’s corporate and business world is highly dynamic and uncertain. In such a situation, an employee plays a vital role in the development of the organization and makes it

different from the rest of the organizations. So, OCB plays a vital role for the expected outcomes inside the organization. Organizational Citizenship Behavior does exist among employees. This behavior can also be induced with the help of different variables. Employees who have high degree of educational level and who are working in an organization are emotionally attached with the organization they work for and they do exhibit certain behaviors that help their organization grow in their long run. All the independent variables used in this research are job satisfaction, job performance, job recognition, and employee engagement which help in increasing organizational citizenship behavior among the working individuals. With regard to the objectives mentioned for this research, it can be concluded that the employees in the Nepalese financial institutions experienced the work, exhibited organizational citizenship behavior towards their organization, and were emotionally attached to their organization. This study has an implication in a real-life situation as it explores how individual actions can positively impact the overall functioning and success of an organization.

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