

**THE IMPACT THAT EMPLOYEE PERFORMANCE IS INFLUENCED BY
ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND WORKPLACE HAPPINESS
VARIABLE INTERVENTION IN ORGANIZATIONS.**

Sandhya Singh

Institute of Business Management, GLA University Mathura

Dr. Ankita Saxena

Institute of Business Management, GLA University Mathura

An organisation is something that is made up of individuals cooperating to achieve a shared objective. An organization's ability to accomplish its objectives depends largely on the human resources found within it. There will always be a need for employees who share the organization's long-term vision and goal since organisations have always had them.. The purpose of this study is to clarify the link between the demographic traits of workers and their organizational commitment, as the majority of research papers suggest that there is an inconsistent relationship in this area. The empirical study was conducted in corporate. An organisation is something that is made up of individuals cooperating to achieve a shared objective. An organization's ability to accomplish its objectives depends largely on the human resources found within. Staff members who share the organization's long-term vision and mission will always be needed since organisations have always had these goals.

The majority of studies have demonstrated that organisational commitment and happiness at work (HAW) have a significant impact on worker performance, psychological capital, mental health, and creative performance. There are 304 workers in the research sample. Data on gender, age, tenure, education, and marital status were particularly gathered using a self-created questionnaire. The Organisational Commitment Scale was used to evaluate organizational commitment. The study's findings indicated that while there are variations in employees' organizational commitment related to age, duration in the company, and education, there are disparities in organizational commitment related to gender and marital status. Examining these variations, the study shows that distinct subcategories of each demographic trait correspond to varying organizational commitment levels. Furthermore, this paper examines the history and potential causes of variations in organizational commitment among the many subcategories of every aspect of the population.

Keywords: Organizational commitment; employees; demographic characteristics, workplace happiness

Introduction

An organisation is something that consists of a collection of individuals cooperating to achieve a shared objective. An organisation relies significantly on its people resources to help it achieve its goals. Human resources are considered to be among the most versatile resources for progress and an organization's expansion. As a result, in order to enhance human resources, the company and

its management must implement sensible adjustments. Employees will work hard for the benefit of the company if they are content and happy with the management of their workplace. The efficiency of an organisation greatly depends on its human resources as they provide a team of committed employees who provide the organisation a competitive edge.

First and foremost, Employees should have improved and flexible working circumstances in order to achieve a higher grade of education. Stated differently, the objective need to be to enhance the standard of living that employees enjoy at work in order to support their job performance and sustain a lower degree of stress in the workplace (Subbarayalu & Al Kuwaiti, A. 2019). Second, the literature emphasises the significance of organisational commitment to improve teaching staff performance (Park et al., 2005; Allen & Meyer, 1990). The degree to which teaching staff members are satisfied with the organization is reflected in their organisational commitment, and this is a critical factor in raising work performance levels (Malik et al., 2010). Third, organisational commitment encourages employees be more helpful and kind to their colleagues, demonstrating good behaviours that are not dictated by job entitlements. This type of activity, which is sometimes referred to as organisational citizenship behaviour, is driven by an individual's intrinsic motivation rather than being rewarded by the organization's current incentive structure (Bienstock et al., 2003).

In order for higher education organizations to succeed, their faculty members must be inspired to continue performing at a high calibre. In this regard, organisational loyalty, organisational citizenship conduct, and work-life quality are the three elements that are necessary to improve the performance of teaching personnel. Within the context of the body of current literature, the definitions and discussions of the aforementioned concepts are provided in the section that follows. inside the parameters of the body of the current literature.

In summary, for higher education organizations to succeed, its faculty members must be inspired to remain at the top of their game. Accordingly, three elements—quality of work life, organisational commitment, and organisational civic behavior—are critical to improving the effectiveness of teaching personnel. The definitions and a discussion of the words described above are provided in the section that follows, keeping in mind the body of current literature.

It's critical to comprehend the elements affecting lecturers' OCB. First of all, studying the idea of organisational citizenship behaviour (OCB) may enrich the body of knowledge on OCB in academic settings. Second, by providing a wealth of knowledge, this study will enhance the careers of university professors. Third, university administrators will be able to develop and execute action plans to improve OCB among university lecturers with the help of the study's conclusions, implications, and suggestions. The management can, for instance, place greater emphasis on hiring lecturers who have shown a passion for teaching and give them more freedom or control in their job responsibilities if the research findings support the idea that teacher empowerment and passion for teaching have a significant impact on OCB.

History of the Research

Scholars who believe that university instructors are crucial to student achievement and overall organization efficiency have focused a considerable deal of attention on studies on organisational

citizenship behaviour (OCB). Higher organisational citizenship behaviour instructors will be more inclined to put in more time for the department or the pupils, and they will be willingly making the extra effort to complete departmental or academic tasks (DiPaola & Neves (2009). Researching the variables that influence organisational citizenship behaviour is crucial. Even Nevertheless, there was a clear correlation found between a love of teaching and good citizenship No research has been done on the mediating role of organisational commitment thus far. Extracurricular involvement, departmental involvement, and spending quality time with students are all excellent examples of organisational civic behaviour on the part of teachers. Knowing the underlying causes of the instructors' motivation to participate in activities beyond the scope of their employment is crucial. Investigating the causes of OCB is the goal of this study.

Organizational citizenship Behaviour

On the definition of OCB, academics have differed in the past. The definition of the phrase could refer to employee behaviour in the workplace, which is done at will and specifically not addressed in job descriptions (Danaeefard, Balutbازه & Kashi, 2010).

While some employees are eager to assist others without being asked or instructed to do so, some employees choose not to. OCB happens when a worker shows kindness. acts to the organisation without assuming the appropriate third party will retaliate."Extra mild" describes optional and voluntary efforts that go above and beyond to support colleagues in their success; these actions do not align with the official role's performance (Saraih, 2015).

By fostering a more collegial work environment and subtly creating a group within the organisation that falls under the category of spontaneous conduct, OCB influences the reputation and image of the company (Aslan, 2008). Anything that the organization's management team does, such as rewards or penalties, may have an impact. Hence, it could include some contentious variances depending on this issue (Guvен & Gursoy, 2014).

The idea of Organisational Citizenship Behaviour (OCB) refers to how people behave inside an organisation in a way that is honourable, sportsmanlike, and focused on their task. All of these steps in order to facilitate efficient organisation. Initially, the idea of Organisational Citizenship Behaviour (OCB) was derived from a theory that states that an organisation is similar to a state and that it is essential to in still patriotism in its members. More precisely, the definition of OCB is consistent with the group's commitment.

Organisational Citizenship Behaviour (OCB) is defined by Organ (1988) as actions taken to support both the organisation and other people at work. Comparably, realising Organisational Citizenship Behaviour (OCB) as defined by Appelbaum et al. (2004), which is the conduct displayed voluntarily by an employee but not as part of their work duties required, even though this kind of behaviour improves the organization's ability to function effectively. While acknowledging According to Robbins (2006), Organisational Citizenship Behaviour (OCB) is a behavioural decision that is not a part of the official Nonetheless, employment requirements help the organisation run efficiently.

Research on the advantages of organisational citizenship conduct has shown that, as a result of the emphasis on individual freedom to make decisions, the existence of organisational citizenship behaviour was shown to be helpful for boosting organisational function.

Due to the focus on human freedom of choice, research on the benefits of organisational citizenship conduct has revealed that having organisational citizenship behaviour was found to be helpful for enhancing organisational function (Bienstock et al., 2003). Furthermore, the results of a study demonstrated a link between extra-role activities and organisational citizenship, such as offering to attend a class or lecture on behalf of a sick coworker. It also entails commitment to the organisation and readiness to take on new duties (Ertürk, 2005; Ngadiman et al., 2013). Organisational citizenship conduct also affects employee attitudes about working together with the organisation to improve quality, productivity, and customer satisfaction (Noor, 2009).

The most widely used classification in the literature is the five-dimensional Organ (1988) classification in the field of organisational citizenship behaviour. This classification was developed based on the responsibilities that come with being a civil citizen (altruism, conscientiousness, courtesy, civic virtue, and sportsmanship). Each of the dimensions of organisational citizenship behaviour proposed by Organ (1988; Podsakoff, MacKenzie, Paine and Bachrach, 2000; Bolat, Bolat and Seymen, 2009: 218; Somech and Drach, 2004; Güven, 2006) is defined in Table 1 along with pertinent examples.

Types of OCB	Definitions	Examples
ALTRUISM	comprises any voluntarily undertaken actions intended to provide free assistance to other members of the organisation in times of need or while carrying out a task.	Giving lunch money to a friend with no expectation of or desire for repayment
CONSCIENTIOUSNESS	include actions taken outside of one's official duties. It indicates that a worker goes above and beyond their call of duty to improve the organization's operation.	An ability to focus on a task and work extended hours until a task is complete
COURTESY	refers to the constructive actions of the participants who, as a result of their responsibilities, engage with one another on a	Courtesy is all about using your good manners, which is why it shares roots with the word courteous. Ex- Holding the door open for someone, writing a thank-you

	regular basis and are impacted by one another's choices and actions. This conduct is founded on the idea that people should notify others ahead of time of any act or choice that might have an impact on them.	note for a gift, and letting the pregnant lady have the last seat on the bus are all courtesies that would make your parents proud.
CIVIC VIRTUE	involves taking part in the organization's political process in a structurally responsible manner. It is the proactive intervention in the organization's political existence.	voting, volunteering, organizing a book group, or attending a PTA meeting.
SPORTSMANSHIP	consists of abstaining from actions that might cause conflict among the group members and maintaining a positive outlook in the event that a task presents challenges or a setback.	Maintaining a cheerful attitude when issues arise, taking on a positive outlook when faced with challenging circumstances, not exaggerating the issues, and being tolerant of the stress and challenges brought on by the job.

The organisation becomes more appealing to work for when employees exhibit OCB, which is defined as cooperating with coworkers, assisting them in carrying out their obligations, acting kindly towards others, and going above and beyond what is required of them. This increases employee loyalty and dedication to the company.

As a result, organisational citizenship behaviour may be used to describe the ideas of professional and organisational commitment. In the study's subsequent part, the ideas of organisational and dedication to one's career are discussed.

Organizational commitment

According to Durna and Eren (2005), the idea of organisational commitment is crucial for employees to embrace the goals of the company, desire to stay on staff, take part in management and organisational activities, and have an inventive and creative mindset for the company. According to Allen and Meyer (1990), the idea of organisational commitment is a psychological

state that reflects the relationship between an employee and the organisation and influences the employee's decision to stay on staff. The idea is also viewed as the employee's psychological stance towards the organisation.

Organisation commitment was defined by Luthans (1995) and Mowday, Steers, and Porter (1979: 224) as believing in and accepting the goals and values of the organisation, going above and beyond what is necessary to achieve the goals, and desiring to stay employed by and be a part of it.

Organisational commitment is defined as an individual's biased and effective commitment to the goals and values of the organisation (Balay, 2000: 3), their loyal work for the organisation, their selfless behaviour, their dedication to the organisation (Eren, 2010: 555), and their sense of belonging to the organisation (Bolat and Bolat, 2008). Organisational commitment is defined as identifying with the organization's goals, putting in extra voluntary effort on the organization's behalf, taking part in decision-making processes, internalising the management's values, and identifying with senior management, customers, unions, and other stakeholders (Reichers, 1985: 468).

In the literature, organisational commitment is categorised and conceptualised in a number of ways. According to many sources (Celep, 2000; Özutku, 2008; Kardeş, 2009; Bakkshi, Sharma, and Kumar, 2011: 79), organisational commitment is often categorised using attitudinal, behavioural, or multi-dimensional techniques. The organisational commitment categorisation, which comprises affective, continuation, and normative characteristics, was created by Allen and Meyer (1990, 1991, and 1997) and served as the foundation for the current investigation.

(a). Affective Commitment

The term "affective commitment" refers to a person's identification with the organisation, happiness as a member, and strong dedication to it. One more definition of emotional commitment is employees' desire to remain volunteers and perform affective work at that organisation. Because they "want to," not because they "have to," employees who exhibit such a strong commitment to their organisations continue to work there.

(b). Continuous commitment

When employees are committed to their occupations, they cannot afford to risk quitting because they understand the cost of losing out on possibilities like profit-sharing, pension rights, and pay increases. Continuous commitment is demonstrated by the employee's decision to stay with the current employer since there are no other employment options and they would find it difficult to transfer their fundamental abilities to another company. This kind of commitment, also known as reasonable commitment, entails staying in the organisation since quitting would be very expensive (Balay, 2000: 21).

(C). Normative commitment

Normative commitment is the state in which employees feel a sense of loyalty to the company and think their work ethic should keep them in their positions. This commitment is described as a requirement to keep working for the current company because of pressure to work and certain societal conventions that generate guilt. Because of their personal beliefs and the ideologies that

underpin this requirement, employees with strong normative commitment view working for the organisation as their duty and believe that continuing to do so is appropriate behaviour.

Desire, necessity, and duty can be used as axes to examine affective, continuance, and normative commitments. Employees that exhibit high levels of emotional, continuous, or normative commitment to the company are more likely to stick with it because they perceive it as a "necessity," "obligation," or "desire," respectively (Meyer, Allen, and Smith, 1993; Durna and Eren, 2005).

Contentment at the Office

Happiness is typically correlated with an individual's experiences and assessment of their life. One way to conceptualise happiness is as an individual's subjective perception of their level of happiness based on what how much he believes or doesn't believe. Since most individuals spend the majority of their time at work, it is essential to comprehend the function that work and play in the workplace. As a result, both people and society may benefit from that understanding on a worldwide scale. Numerous studies have demonstrated that psychological capital, creativity, mental health, and employee performance are all significantly impacted by Happiness at Work (HAW). The degree to which a worker may feel a reasonable amount of compassion and good job satisfaction is known as HAW. Excessive job demands will lower employee satisfaction, increase the desire to relocate, and encourage unproductive work habits. Additionally, contented workers tend to finish their work, receive greater assistance from their bosses, and can advance more quickly, successfully, as well as produce fresh, creative concepts for their companies.

The Relationship Between Organizational Citizenship Behaviour, & Organizational Commitment

The primary study finding is that employees' organisational commitment influences their work-related cognition (OCB). While commitment refers to giving time and energy in addition to making extra effort, OCB refers to the extra voluntary effort a worker takes to meet the organization's goals. Worker organisational citizenship behaviours are therefore influenced by a variety of factors, including professional and organisational dedication. Compared to those who did not, employees who made professional and organisational promises are more likely to execute OCB (Aydoğan, 2010: 294). individuals who didn't (Aydoğan, 2010: 294).

Employees dedicate themselves to their companies because of the possibilities they provide, and with time, this dedication develops into organisational citizenship behaviour that benefits the company as a whole (Bolat and Bolat, 2008). In the majority of research on commitment behaviour and organisational citizenship behaviour, a significant correlation between these two variables was discovered (Bogler and Somech, 2004; Feather and Journal of Global Strategic Management | V. 6 | N. 2 | 2012-December | isma.info | 47-64 | DOI: 10.20460/JGSM.2012615773 52

Some research (Tansky, 1993; Fenton, 2004; Mercan, 2006) did not find such a link between OCB and commitment, while others (Rauter, 2004; Nguni, Slegers and Denesen, 2006; Bolat and Bolat, 2008; Yılmaz and Bökeoğlu, 2008; Bakhshi, Sharma and Kumar, 2011; Çetin, 2011). It was discovered that there were mixed results regarding OCB and various aspects of organisational commitment. The organisational commitment sub-dimensions of emotional commitment and

continuation showed a positive and negative connection with OCB, according to Shore and Wayne (1993).

However, when it comes to research conducted abroad, Fenton Le Share (2004) looked at the relationship between secondary school teachers' organisational citizenship, job satisfaction, and organisational commitment; McKenzie (2011) examined the relationship between elementary school teachers' organisational confidence and organisational citizenship behaviours; Nguni, Slegers, and Denesen (2006) examined the relationship between teachers' leadership styles and organisational citizenship, job satisfaction, and organisational commitment; and Cohen (2006) examined the relationship between multiple commitments (organisational and organisational citizenship behaviour).

Methodology

The conceptual framework of the research, which illustrates how organisational commitment's many characteristics affect organizations' organisational citizenship behaviour .

The author's own investigation was carried out in February 2023 and October 2023. Information was gathered from several establishments. They were mostly both public and private organizations .The study was approved by the directors of each organisation, and participants were guaranteed the privacy of their answers. A total of 350 workers from both public and private organisations in Mathura. The remaining responses were from private organizations, with over 50% coming from public organizations. Table 1 displays the organisation of the research sample.

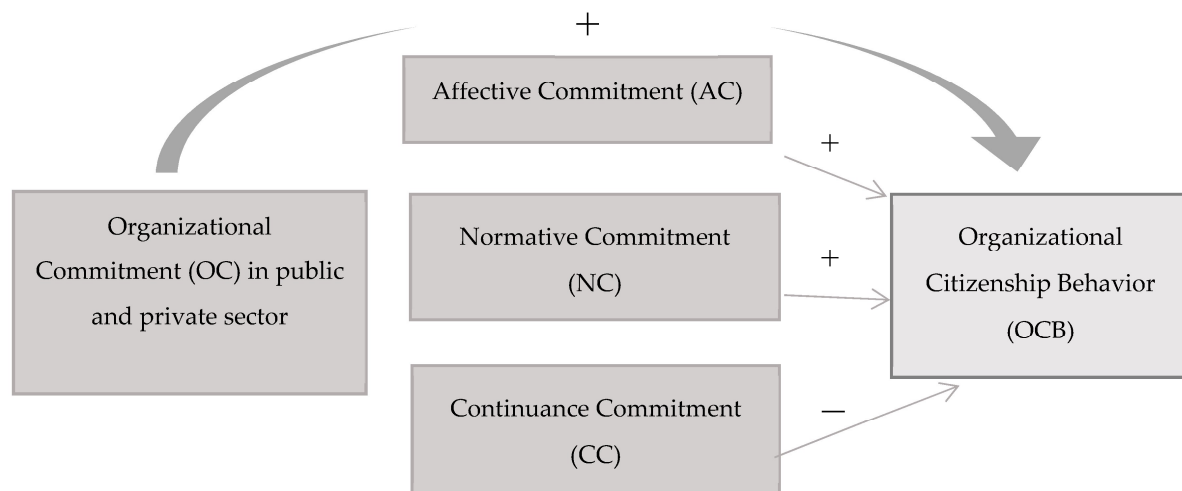


Figure 1.

Category	Total	No of Respondents	Percentage of respondents
Gender	Women	273	65%
	Men	78	35%

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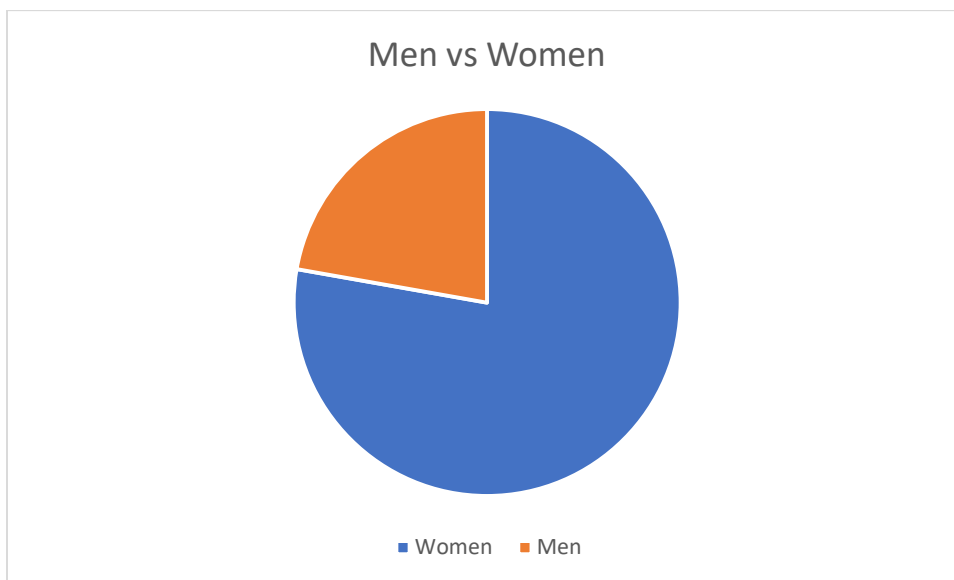
Age	25-30	52	15.6%
	30-35	65	22.5%
	35-40	98	32.8%
	40-50	135	29.1%
Education	Msc	0	0
	MBA	122	8.3%
	M.Tech	130	89.8%
	PHD	98	1.9%
Type of employment	Regular	296	85.5%
	Contract	54	14.5%
Working hours	Full time	276	83.6%
	Part-time	74	16.4%
Workplace	Universities	174	52%
	Private organization	176	48%

Women made up the great bulk of those who responded. They made up more than 84% of those surveyed.

A significant segment of the participants were those aged 36–45 (36.8%) and 46–55 (44.9%). Nearly 90% of those surveyed hold advanced degrees. Most of them work under full-time job contracts. The author explains that demographic factors

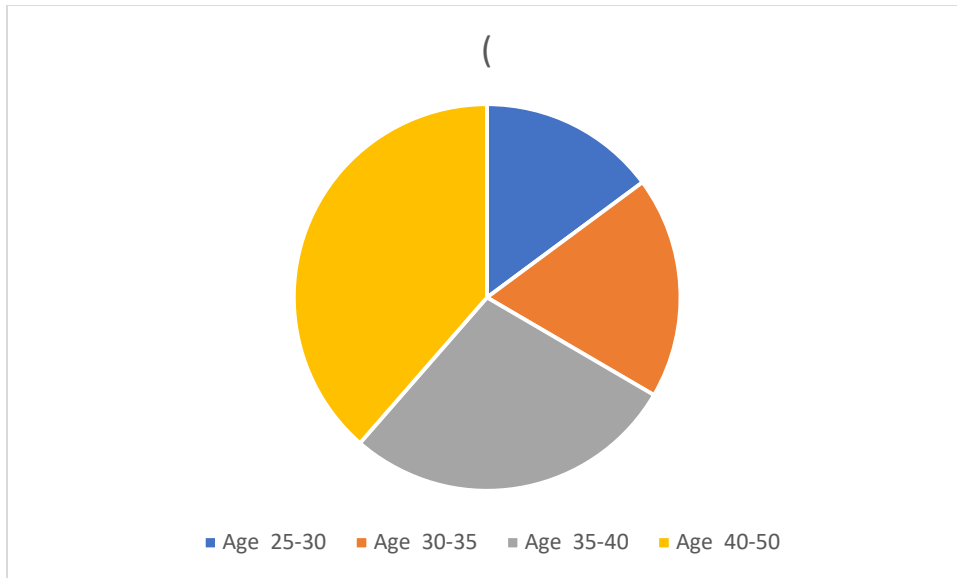
(1)

Gender

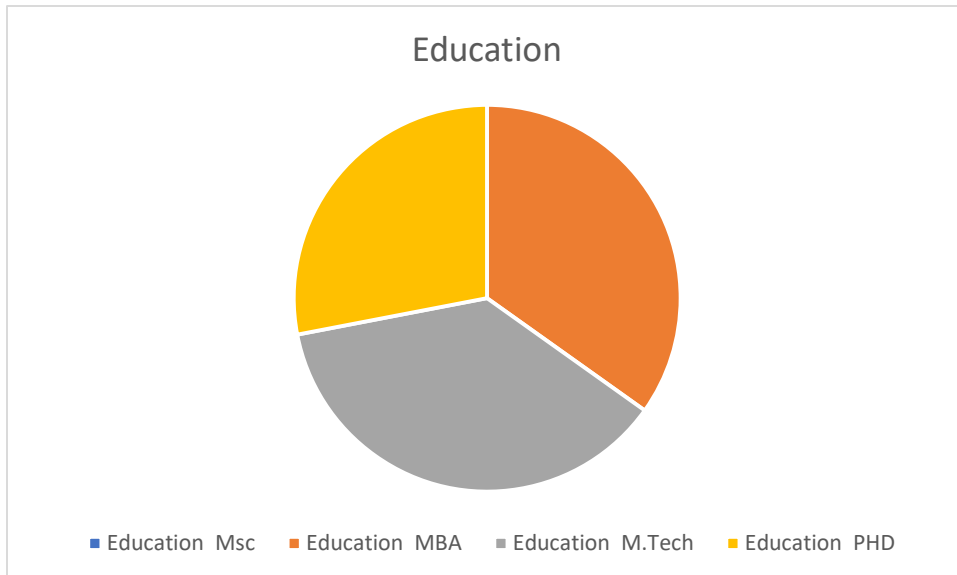


(2)Age

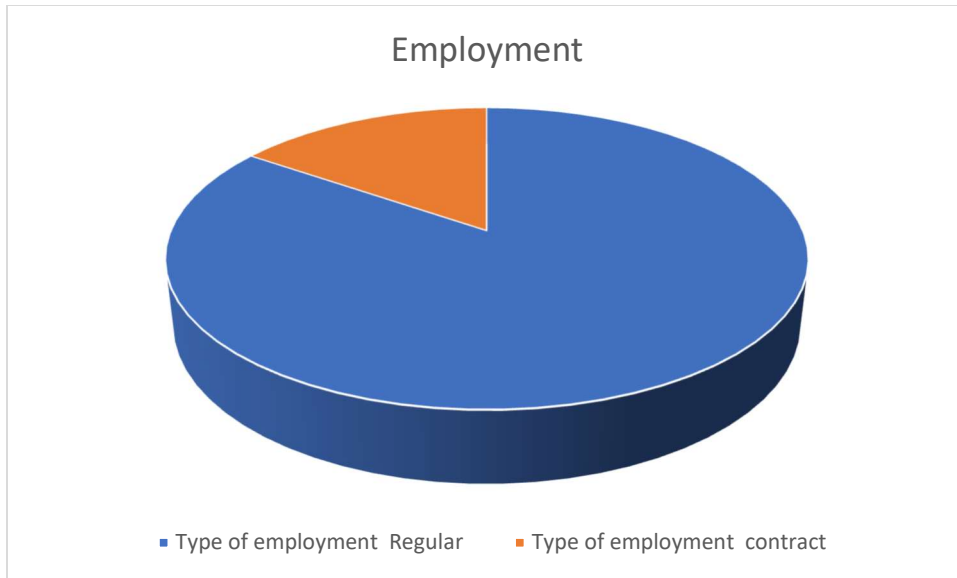
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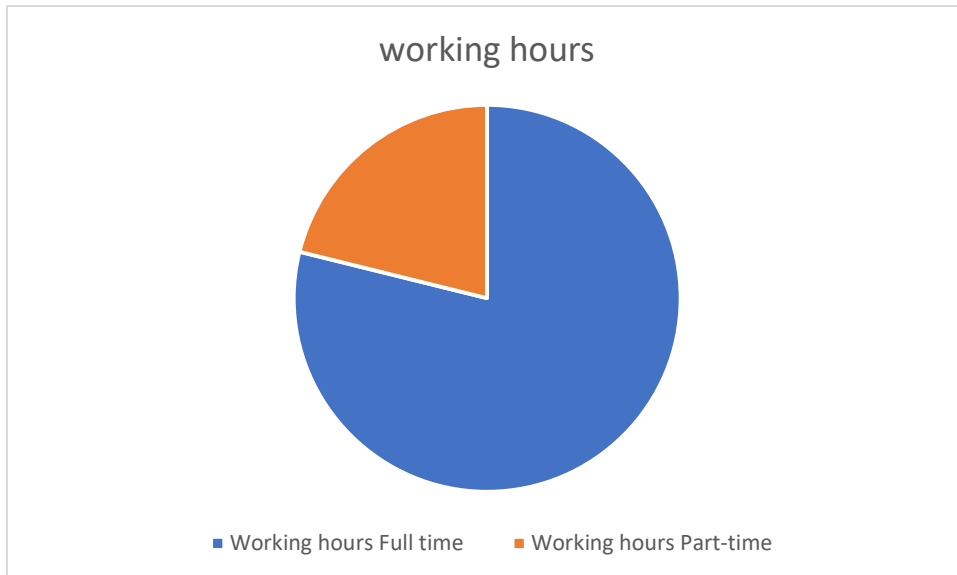
(3).Education



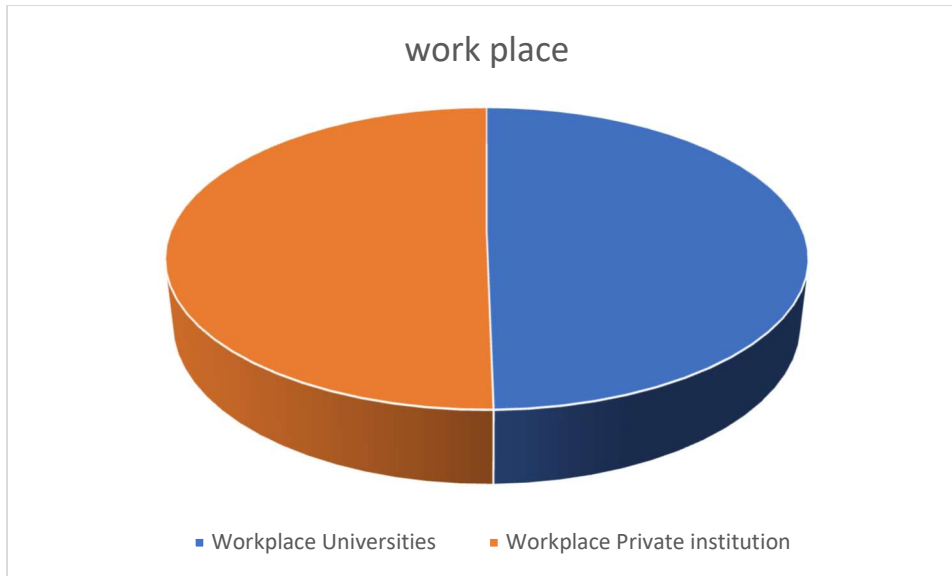
(4) Employment



(5) Working time



6. Work place



Conclusion –

This study looked at the association between organisational commitment among staff members in higher education and OCB. A unique position in human lives is something that those who wish to have it now view citizens as the individuals who established human societies, a view that leaders and managers did not have in the past. Therefore, in order to elect lawmakers, businesspeople, dealers, manufacturers, authors, journalists, and everyone else who is essentially present at every human life scenario must be aware of residents' duties and mental requirements alike. In the workplace, individual behaviour has long Management scientists have given careful consideration to this matter, with a particular emphasis on the growing field of organisational behaviour. The majority of research has attempted to categorise behaviours together with their current or developing causes. Perception, motivation, professional attitudes, and organisational dedication are a few examples of issues. among the elements that examine the majority of workplace behaviour in people. Yet the problem that behaviourists as well as those who have presented in the last 20 years, Sociologists and psychologists are known as OCBs. dedication inside the organisation is a reflection of people's views towards the objectives and values of the organisation. force that necessitates a person's continued participation in the organisation and does whatever it takes to accomplish organisational goals.

The current study looked at the connections, from the perspectives of teachers employed at various secondary schools, between organisational civic behaviour, and organisational and professional commitments. Following the investigation, a noteworthy distinction was identified. between the instructors' judgements of organisational commitment, the "affective commitment" and The organisational commitment scale's "normative commitment" sub-dimensions and the "sportsmanship" sub-dimension of the OCBS based on the variable for school type. This distinction was noticed between the educators employed by vocational high schools and Anatolian high schools, and discovered to be advantageous for the educators employed by higher organizations. The current study's findings indicate that instructors are more committed to their careers than they are to their organisations. A person could have a strong sense of commitment to

their career, but not to the company (Ceylan and Bayram, 2006: 107). This result would suggest that educators are more devoted not to their organisations but to their vocations. Studies back up the findings. within the literature of the current study. Özmen, Özer, and Saatçioğlu (2005) found that in their study, the academicians and Cohen's (2006) study revealed that teachers had more professional ties than those made by the organisation. Employee engagement to the organisation should rise in tandem with efforts to enhance organisational citizenship behaviour. As a result, school administrators play a crucial role in creating an organisational culture where instructors embrace the goals of the organisation, desire to stay employed there, and take part in its administration and operations of the company, and exhibit an inventive and creative mindset for the institute. It may be advised that further study be done in order to ascertain the connection between teachers' organisational citizenship behaviour and their professional and organisational commitments. many provinces in various geographical areas. Additionally, a comparison research could be carried out based on the viewpoints of educators from both public and private organizations. According to recent studies, contented workers are more engaged in their professions and have better job satisfaction. The American Psychological Association (2014) states that hiring managers stress the value of creating a positive work environment for their candidates, and Recruits are working more and harder to ensure that their employees are happy.

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