

# THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

## The Relationship between Organizational Commitment, Organizational Citizenship Behaviour and Employee Job Performance: Empirical Evidence from Metropolitan, Municipal and District Assemblies in Ghana

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### **Abstract:**

*Organizational experts have been studying the relationship between organizational commitment and job performance. Despite the fact that a large number of studies in literature have found a positive correlation between affective commitment and job performance, the results of some studies suggest that the relationship is not always positive. This brings to the fore the presence of mediator variables. Our study aims to demonstrate when and why affective commitment is more or less related to job performance by assessing the mediating role of OCB. The study employed quantitative survey and sampled 556 employees from the Metropolitan, Municipal and District Assemblies in Ghana. A positive relationship was found between affective commitment and job performance, affective commitment and OCB, and OCB and job performance, according to empirical results from hierarchical multiple linear regressions.*

*Also, the mediation analysis reveals that OCB mediated the relationship between organizational commitment and job performance with the sportsmanship dimension of OCB having the greatest mediation effect. Our findings reveal that, while affective commitment has a positive correlation with job performance, the link is better explained by contextual performance (OCB of workers).*

*We discovered that organizational commitment is more closely or strongly associated to job performance in the Ghanaian local government setting when employees are willing and ready to go above and beyond their normal line of duty (display citizenship behavior) to assist the organization achieve its objective. The practical contributions of the study are also carefully examined.*

**Keywords:** Affective commitment, organizational citizenship behaviour, job performance, metropolitan, municipal and district assemblies

### **1. Introduction**

In Ghana, the Metropolitan, Municipal and District Assemblies (MMDAs) are the highest political, legislative, budgeting and planning authority at the grassroots (Ahwoi, 2010). The local government Act (Act 462) of the 1992 Constitution of Ghana mandates the Metropolitan, Municipal and District Assemblies to formulate and execute plans and programmes for effective mobilization of resources necessary for the overall development of the local area. They are to provide effective and quality services to the local people in the areas of health, education, water, sanitation, electricity, and roads (Ahwoi, 2010). One major goal of decentralization in Ghana is to strengthen the MMDAs with the overall objective of improving political participation and engagement from below to make a difference in local community development and poverty reduction. Paradoxically, even though Ghana's decentralization process is greatly hailed as a success (Awortwi, 2010), its ability to deal with local community developmental needs continues to lie in a balance owing to great apathy, low level employee commitment, lack of organizational citizenship behaviour, inter-agency conflict, poor leadership among others which affects employee and organizational performance (See: Ahwoi 2010b; Ahwoi 2010a; Sakyi et al. 2011). This brings to the fore the importance of organizational commitment (OC), organizational citizenship behaviour (OCB) in achieving high level employee performance (JP).

The relevance of organizational commitment (OC), particularly the emotive dimension, in enhancing employee performance explains why it is one of the most commonly researched variables in organizational literature (Mathieu & Zajac, 1990; Meyer & Allen, 1997) and it continues to attract the attention of organizational experts (Klein et al, 2014; Reader et al, 2017; Sungu, Weng, & Xu, 2019; Cobbinah et al., 2020). Affective, normative, and continuation commitment are three distinct types of OC established by Meyer and Allen (1991). Affective commitment (AC) is linked to an

employee's emotional attachment to the organization. AC is based on a person's demographic data as well as their professional experiences (Brunetto & Farr-Wharton, 2003). The voluntary obligation that an employee feels for the organization is referred to as normative commitment (NC). NC is primarily concerned with the employee's commitment to the company. Continuance commitment (CC) refers to the employee's critical study of the costs and benefits of quitting the company.

Empirical evidence from literature shows that OC positively predict job performance (Irefin & Mechanic, 2014; Bandula & Jayatilake, 2016; Hendri, 2019; Sungu et al 2019; Cobbinah et al., 2020) as well as OCB (Rahman & Karan, 2011). Rahman & Karan (2011) argues that OCB is a conduit through which OC influences job performance (JP). Organ (1988) described OCB as voluntary employee behavior that receives no formal acknowledgment from the organization's formal incentive system but significantly contributes to the fulfillment of the organization's goal. OCB is described by Robins & Judge (2009) as discretionary behavior that is not part of an employee's official job duties but improves the organization's successful functioning. Some organizational researchers have established the positive link between OCB and JP (Mallick et al, 2014; Al-Mahasneh, 2015; Basu et al 2017 and Barsulai et al, 2019).

OCB is employed as a mediator variable in this study to better understand the process by which AC impacts employee JP. The relationship between OC and JP, according to Meyer, Becker, and Vandenberghe (2004), is heterogeneous in nature, in that the effect of OC on JP may be due to commitment to other foci, which affects employee goal. We thus suggest a model in which OCB is used as a mediator variable in the link between OC and JP, which is consistent with this theoretical prediction. This is against the background that MMDAs have been accused of not being able to add real value to the lives of their constituents in that they have failed to bring both qualitative and quantitative improvements in the lives of the people due to low employee commitment, absence of OCB which adversely affect performance (Sakyi et al. 2011). Also there seems to be no study in extant literature that has examined the mediating effects of OCB on organizational commitment and job performance relationship within Ghana's local government framework. This study therefore will fill the gap in existing literature by demonstrating empirically whether OCB mediate AC and JP relationship in the Ghanaian context and the dimension of OCB that better mediates this relationship. On the basis of the above, our objectives are as follows: (a) to find out the influence of AC on the JP of employees; (b) to find out the effect of AC on OCB; (c) to find out the effect of OCB on JP and (d) determine whether or not OCB serves as mediator in the AC-JP relationship.

## 2. Literature and Hypotheses Development

### 2.1. Affective Commitment (AC) and Job Performance (JP)

In every institution, employee commitment is very crucial towards the achievement of the organizational objectives. Committed employees are highly motivated individuals who are willing to take on extra responsibilities akin to citizenship behaviour which often results in employee JP (Jamal, 2011). Meyer and Allen (1997) established three basic categories of organizational commitment, affective, normative, and continuance, in their empirical work, which has been extensively recognized in the literature. Affective commitment (AC) refers to the worker's inner connection and emotional attachment to the organization, as evidenced by deep identification and participation in organizational activities. Normative commitment (NC): under this commitment type, the employee expresses a sense of moral obligation to stay with the company. Continuance Commitment (CC): an employee agrees to continue with the company after conducting a thorough socioeconomic cost-benefit analysis of staying and leaving. Meyer and Allen (1991) found that AC and NC are better predictors of performance than CC, which may or may not have a substantial impact on performance and may even have a negative impact (Meyer, Allen, & Smith, 1993). They go on to say, however, that AC is a greater predictor of performance than NC. We employ AC in this study to see how it affects JP.

Borman & Motowidlo (1997) defined job performance (JP) as 'effectiveness with which job occupants execute their assigned tasks, that realizes the fulfillment of organization's vision while rewarding organization and individual proportionately.' Job performance in the context of this study with specific reference to the employees of the MMDAs refers to specific formal responsibilities assigned to the worker in his/her own line of duty for which he/she is evaluated or assessed on. A significant number of studies in management literature indicates that organizational commitment (OC) positively predicts JP (Irefin & Mechanic, 2014; Bandula & Jayatilake, 2016; Hendri, 2019; Sungu, Weng, & Xu, 2019; Cobbinah et al. 2020). Committed employees are very responsive, loyal and dedicate much of their time towards the successful accomplishment of their organizational vision which gives competitive edge to their organization (Demirel and Goc, 2013). In a meta-analysis that included a sample of nurses, Ricketta (2002) found a positive connection between AC and JP. In a research of the three aspects of OC, Khan et al. (2010) discovered a substantial link between OC and employee JP. Hafiz (2017) reported a significant positive relationship between all the three types of commitment and employee performance. In a study that looked at the moderating effects of occupational commitment and transformational leadership on the link between AC and JP, Sungu, Weng, and Xu (2019) found that while AC and JP positively relate, the relationship changes depending on the employees' OC and supervisor's leadership style. As a result, we came up with the following hypothesis:

- H1: Affective commitment (AC) positively predict job performance (JP)

### 2.2. Organizational Commitment (OC) and Organizational Citizenship Behaviour (OCB)

OCB remains one of the widely researched variables in organizational behaviour literature because of its importance towards the achievement of the organizational goal. When a worker in an institution defines himself as a 'citizen of that institution or organization' in the same way that a citizen of a country does, the worker freely engages in

activities that benefit the organization. These personnel are willing to go above and beyond the call of duty to guarantee that their company succeeds. OCB is a behavior that workers engage in without anticipating a return in tangible incentives in order to promote and achieve the organizational goal (Abu, 2012). It is an inner sense of responsibility that drives an individual to labor freely in order to achieve the organization's objectives. Considering the significant role that the MMDAs play as agents of development at the local level such employee behaviours are imperative towards eradication of extreme poverty at the grassroots level and the achievement of the sustainable development goals of the Government of Ghana.

OCB can be classified into five dimensions, according to Organ (1988): (a) altruism; examines the desire, and willingness that employees voluntarily offer to assist in finding solutions to a problem or task at work; (b) courtesy component of OCB, is displayed through respect for colleague workers, personal attitude that offers special attention to colleagues, and fundamental considerations to others; (c) courtesy component of OCB, is displayed through respect for coworkers; (c) the sportsmanship component reflects an employee's ability to tolerate and accommodate conflicting viewpoints as well as the unavoidable workplace difficulties. One demonstrates citizenship with an uncomplaining attitude; (d) conscientiousness; refers to instances where employees go above the minimal required standards, such as attending required meetings, keeping the workplace clean, being on time, and following certain official and informal regulations designed to keep the organization in order; (e) civic virtue/corporate social responsibility; considers the worker's responsible participation in organizational activities, such as participating in company-sponsored events.

Most theoretical and empirical research works have alluded to the positive correlation between OC and OCB because researchers suggest that dedicated and committed employees are more likely to exhibit good behaviors that help the organization achieve its goals. The social exchange theory provides theoretical support for the significant positive relationship existing between OC and OCB. On the basis of the concept of reciprocity, workers will demonstrate more commitment and dedication by going above and beyond their assigned duty (display citizenship behavior) as a kind of appreciation to their organization when they have positive exchanges with their organization (Cohen & Keren, 2008). In line with this theoretical proposition, Organ & Ryan (1995) and LePine et al. (2002) in their empirical work reported a positive relationship between AC and OCB. Many studies have also reported a significant positive relationship between OC and OCB and have given further validation to the nature of the relationship between these variables (Salehi & Gholtaash, 2011; Benjamin, 2012; Cohen, Ben-Tura, & Vashdi, 2012; Ucanok & Karabati, 2013; Cobbinah et al., 2020). Grego-Planer (2019) observed significant similarities in the frequency of OCB in both the public and private sectors in a recent study on the correlation between OC and OCB in Poland. OCBs were more common in public institutions in the interpersonal component, whereas they were more common in private institutions in the organizational dimension. However, AC was revealed to be the most positively linked predictor of OCBs in the study. In order to support and establish this link in the context of the MMDAs in Ghana, we hypothesized that:

- *H2: Affective commitment (AC) will positively predict OCB*

### 2.3. Organizational Citizenship Behaviour (OCB) and Job Performance (JP)

The importance of OCB in the successful and efficient operation of an organization's activities has occasioned several research projects with the objective of understanding its antecedents and repercussions at both personal and institutional level (Podsakoff et al., 2000; Cobbinah et al., 2020). A lot of studies in management literature depicts that OCB influences performance at both the individual and organizational level (Malik et al 2014; Organ, Podsakoff, & MacKenzie, 2006; Barsulai, Makopondo, & Fwaya, 2019; Cobbinah et al., 2020). Although OCB is not part of the worker's typical job schedule, it reflects and influences how management evaluates their performance (Podsakoff et al., 2000; Whiting, Podsakoff, & Pierce, 2008). Organ, Podsakoff, and MacKenzie (2006) suggest that leaders believe OCB has a beneficial impact on the organization, particularly on performance, and that employees who engage in such discretionary behavior are perceived as dedicated and devoted to the organization. Nasir et al. (2011) looked at the effects of gender, age, education, and tenure on the relationship between OCB and JP and came to the conclusion that there was a significant link between the two, and that the relationship was mitigated by gender and education. Al-Mahasneh (2015) looked into the effects of OCB on JP in the Amman Greater Municipality and found that OCB had a beneficial influence on JP. Basu et al. (2017) also looked at the effects of OCB on JP and the role of social capital as a mediating factor. The study's findings revealed that OCB predicts JP. The association between OCB and JP was also mediated by social capital. We therefore hypothesize that:

- *H3: OCB will positively predict job performance (JP)*

### 2.4. Organizational Citizenship Behaviour as a Mediator

The mediating role of OCB in the relationship between organizational commitment and employee job performance has engaged the attention of organizational scholars. Though the link between OC and OCB is theoretically and scientifically confirmed, there is also sufficient evidence for a positive relationship between OCB and JP, which gives further empirical validation to the assertion that OCB acts as a mediator between OC and JP. In other words, researchers have shown that OC correlates with OCB, and that OCB corresponds with JP. In a study that looked into the mediating function of OCB at various organizations in Chittagone, Rahman and Karan (2011) found a positive link between OC and JP. OCB was also discovered to totally mediate OC's interaction with JP. Based on the above, we hypothesize that:

- *H4: OCB will mediate the relationship between affective commitment (AC) and job performance (JP)*

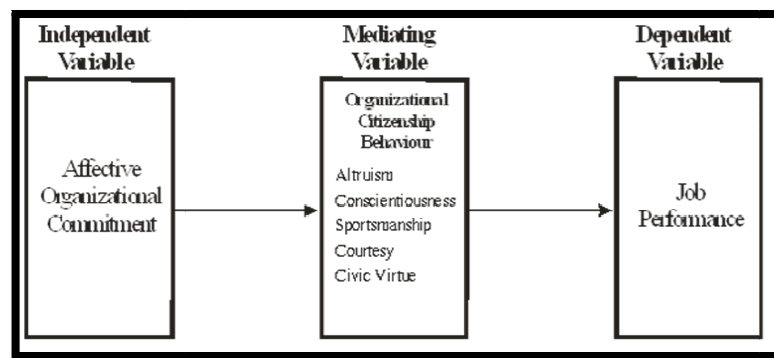


Figure 1: Theoretical Foundation and Conceptual Framework

The relationships between the variables in this conceptual framework are premised basically on social exchange theory (Blau, 1964). In this regard this study advances the argument that high level social exchange relationship between the organization (MMDAs) and the staff will lead to high level employee commitment and exhibition of organizational citizenship behaviour within the organization which will lead to improved job performance. This is because when the staff of the MMDAs have the course to believe or perceive a high level of support from the organization or have a better-quality exchange with their leadership (MMDCEs/Mayors and management) they will feel a sense of belonging, a form of indebtedness to the organization and will be obliged to reciprocate or exchange by demonstrating affective commitment and supportive attitudes towards their work within the Assemblies. On the contrary, when they perceive the institution as being unsupportive to their needs, a situation where the exchange relationship is not favorable to the staff, they will not be supportive of the organizational vision. On this theoretical basis, we hypothesized that AC will have positive effect on JP. We also expect AC to positively predict OCB, OCB to positively relate with JP and OCB to act as an intervening variable to help us understand better the mechanism through which AC affects the JP of employees. Figure 1 above shows the conceptual framework and the hypothesized relationships.

### 3. Materials and Methods

#### 3.1. Participants, Sample and Procedures

Employees from 14 Metropolitan, Municipal, and District Assemblies (MMDAs) in Ghana's western region participated in this study. They are made up of Metropolitan, Municipal, and District Chief Executives (MMDCEs/mayors), Heads of Department (HODs), and middle and junior personnel from the MMDAs' 16 departments. We employed a multi-stage sampling procedure due to the sample's complexity (three main stages). Simple random sampling was used to select 8 MMDAs from a total of 14, then proportionate sampling was used to choose proportional samples from each of the selected MMDAs, and finally, because MMDAs are made up of departments, proportionate sampling was used to pick representatives from each department.

730 serial numbered questionnaires were issued to respondents, from which 556 usable questionnaires were retrieved, resulting in a response rate of around 76 percent. 1.62 percent of the 556 participants in the study were MMDCEs, 20.14 percent were HODs, 47.66 percent were middle management employees, and 30.58 percent were junior employees. Males made up 56.47 percent of the population, while females made up 43.53 percent. Furthermore, 14.93 percent were under the age of 30, 35.07 percent, 32.91 percent, and 17.09 percent were between the ages of 31 and 60, respectively. Furthermore, 2.16 percent had no formal education, while 8.09 percent, 15.83 percent, and 73.92 percent, respectively, had primary, secondary, and higher education. In terms of MMDA type, district assemblies accounted for 39.75 percent of participants, municipal assemblies for 39.39 percent, and metropolitan assemblies for 20.86 percent.

#### 3.2. Measures

The study's questionnaire contained three parts, all of which were based on a thorough examination of the literature. A scale derived from Meyer and Allen (1997) which is Organizational Commitment Questionnaire was used to assess affective commitment (AC). This scale had six questions that respondents had to answer. Using the AC scale, Lee and Wei (2017) reported a coefficient alpha of .88. Williams and Anderson (1991) devised a seven-item scale to assess job performance. Using this scale, Sungu, Weng, and Xu (2019) reported a Cronbach's alpha of 0.89. The OCB scale developed by Podsakoff et al. (1990) was used to assess organizational citizenship behavior. Altruism (5 items), conscientiousness (5 items), courtesy (5 items), sportsmanship (5 items), and civic virtue (4 items) are among the 24 items on the scale. When employing the scale, Basu, Pradhan, and Tewari (2017) obtained a Cronbach's alpha of 0.90. These instruments were chosen because they are (1) supported by empirical and theoretical literature; (2) extensively and widely regarded as valid and reliable in measuring the variables of interest to the study; and (3) they address the multifarious nature of the variables employed in the investigation. On a 5-point Likert scale, all of the instruments were evaluated.

#### 3.3. Data Collection

To collect comprehensive and accurate data, we used a three-phase repeated cross-sectional technique. We coded each of the questions in order to ensure consistency and effective data integration. The sampling MMDAs and individual departments/units codes were included in each of the distributed questionnaires. For example, codes 010201 and 030101

represented respondent one (01) from the financial department (02) of MMDA one (01) and central administration (01) of MMDA three (03), respectively. The three sets of surveys for the three phases all had the same codes. We collected data on

AC during phase one of data collection. Whilst data on OCB and JP were collected during phase two and three respectively. During the first phase, respondents were encouraged to keep their codes. This helped for easy distribution of questionnaires in phases two and three. Approximately, we used five months to collect the data with roughly one-month interval after each phase. Ethical issues were considered particularly through the use of informed consent approach and confidentiality of participants.

### 3.4. Procedure

To arrive at valid and accurate results, we used a variety of estimate processes. First, we reviewed the questionnaires and combined the data from the three phases to create a comprehensive dataset for each participant. We further cross-checked the data with the demographic parameters of the participants given at each phase of data collection using an excel sorting and data screening methodology. To support the preliminary analysis, we used descriptive statistics such as frequencies and percentages. Second, we calculated the coefficient of the fractal dimension using STATA software version 15.0 to determine the data's consistency and stability. Also, we conducted confirmatory factor analyses (CFA), composite reliability (CR), and average variance extracted (AVE) analyses using AMOS software version 22.0 to verify the validity and reliability of the scales. Fourth, as a first step to offer prior support for the hypotheses, we used correlation analysis to validate the relationship between the variables. Finally, and perhaps most importantly, we employed the STATA software's hierarchical regression estimation process to assess the study's hypotheses.

Construct	items	Standardized	t value
Affective Commitment	AC1	0.667	
	AC2	0.768	23.800
	AC3	0.689	20.350
	AC4	0.704	20.420
	AC5	0.685	20.160
	AC6	0.719	21.990
Job Performance	JP1	0.671	
	JP2	0.951	117.060
	JP3	0.944	112.990
	JP4	0.680	28.220
	JP5	0.757	32.380
	JP6	0.667	25.580
	JP7	0.830	60.390
(OCB) Altruism	Alt1	0.609	
	Alt2	0.643	26.240
	Alt3	0.846	53.320
	Alt4	0.864	58.990
	Alt5	0.803	42.780
Conscience	Con1	0.777	
	Con2	0.745	33.810
	Con3	0.888	64.580
	Con4	0.747	34.110
	Con5	0.667	25.070
Sports	SP1	0.707	
	SP2	0.748	32.110
	SP3	0.689	25.600
	SP4	0.837	44.660
	SP5	0.768	34.430
Courtesy	Cou1	0.654	
	Cou2	0.720	28.800
	Cou3	0.868	50.610
	Cou4	0.725	29.800
	Cou5	0.658	22.970
Civic	CV1	0.905	
	CV2	0.835	52.090
	CV3	0.788	39.480
	CV4	0.777	38.790

Table 1: Standardized Factor Loadings and T-Values

Furthermore, the average variance extracted (AVE) and composite reliabilities (CR) values were also higher than the generally acknowledged thresholds of 0.70 and 0.50, implying that the instruments employed for the investigation were valid and reliable (see Table 2) (Gaskin and Lim, 2016). Furthermore, the square root of the AVE values was greater than their inter-factor correlations, implying discriminant validity (Fornell and Larcker 1981; Gaskin and Lim, 2016). The model fitness was also demonstrated by the CFA analysis using AMOS version 22.0. Overall goodness of fit indices, including comparative fit index, goodness-of-fit index, adjusted goodness-of-fit index, and root mean square error of approximation (RMSEA), were 0.966, 0.953, 0.940, and 0.051 respectively. The results largely reflect the widely established fit indices, indicating that the model is fit for purpose. This adds to the evidence for examining the hypotheses provided.

	CR	AVE	AC	ALT	CONS	SPORT	COUR	CIV	JB
AC	.752	.514	.717						
ALT	.796	.587	.139	.766					
CONS	.794	.582	.199	.572	.763				
SPORT	.788	.568	.163	.140	.171	.754			
COURT	.784	.551	.136	.083	.179	.438	.742		
CIV	.787	.634	.182	.136	.209	.168	.130	.796	
JB	.816	.639	.156	.541	.624	.321	.272	.334	.799
Mean			3.290	3.588	3.401	2.600	4.271	3.935	3.626
SD			.626	.873	.775	.868	.465	.677	.794

Table 2: Validity and Reliability Results

## 4. Results

### 4.1. Hypothesis Testing

#### 4.1.1. Testing the Effect of Affective Commitment (AC) on Job Performance (JP)

Table 3 shows that AC had a substantial positive effect on JP when other characteristics such as age, gender, position, and educational background were held constant in model 2. This result supports hypothesis 1, which indicates that AC will positively predict JP.

Variable	Job Performance	
	Model 1	Model 2
Constant	1.582*** (0.350)	0.675*** (0.376)
Gender	0.241*** (0.058)	0.102* (0.057)
Age	-0.176*** (0.029)	-0.156*** (0.029)
Educational Background	0.636*** (0.077)	0.588*** (0.075)
MMDAs Type	0.125*** (0.039)	-0.011 (0.038)
Location	-0.062*** (0.011)	-0.055*** (0.011)
Position	0.124*** (0.036)	0.123*** (0.035)
Affective Commitment		0.331*** (0.058)
F-test	41.86***	42.55***
R-squared	0.314	0.352
Adj R-squ	0.306	0.344
Obs	556	556

Table 3: The Effects of Affective Commitment (AC) on Job Performance (JP)

\*\*\*, \*\*, \* Indicate Significant at 10%, 5% and 1% Levels of Significance

### 4.2. Testing the Effect of Affective Commitments (AC) on Organizational Citizenship Behaviour (OCB)

The influence of AC on OCB dimensions is seen in Table 4. In terms of the dependent variable, altruism, the results in model 1b reveal that AC have a considerable positive influence on altruism when all other variables are held constant. With conscientiousness citizenship behavior as the dependent variable, the results in model 2b reveal that AC have a substantial positive effect on conscientiousness, implying that AC is an influencing factor with the OCB framework when other variables affecting OCB are controlled for. In terms of the dependent variable, sportsmanship, the results in model 3b

reveal that AC have a considerable beneficial effect on sportsmanship. The results of both model 4b and model 5b, which used courtesy and civic virtue as dependent variables, reveal that AC had a significant positive effect on courtesy and civic virtue. The results generally support hypothesis 2, which indicates that AC positively predict OCB. It further indicates that among the five dimensions of OCB, AC has the strongest marginal effect on conscientious dimension of OCB but weakest with sportsmanship dimension.

	Altruism		Conscience		Sports		Courtesy		Civic	
	Model 1a	Model 1b	Model 2a	Model 2b	Model 3a	Model 3b	Model 4a	Model 4b	Model 5a	Model b
_cons	4.991*** (0.415)	4.747*** (0.458)	2.426*** (0.373)	1.260*** (0.395)	5.924*** (0.434)	5.682*** (0.479)	2.841*** (0.242)	3.047*** (0.267)	4.788*** (0.346)	5.549*** (0.375)
Gender	-0.079 (0.069)	-0.068 (0.070)	-0.176*** (0.062)	-0.121** (0.060)	-0.304*** (0.073)	-0.293*** (0.073)	0.097** (0.040)	0.088** (0.041)	0.005 (0.058)	-0.031 (0.057)
Age	-0.141*** (0.035)	-0.135*** (0.035)	0.008 (0.031)	0.034 (0.030)	-0.006 (0.036)	0.000 (0.037)	-0.009 (0.020)	-0.013 (0.020)	0.019 (0.029)	0.002 (0.029)
Educational Background	-0.175* (0.091)	-0.188** (0.092)	0.365*** (0.082)	0.303*** (0.079)	-0.722*** (0.095)	-0.735*** (0.096)	0.293*** (0.053)	0.304*** (0.053)	-0.197** (0.076)	-0.157** (0.075)
MMDAs Type	-0.293*** (0.046)	-0.300*** (0.047)	-0.146*** (0.042)	-0.180*** (0.040)	-0.208*** (0.048)	-0.215*** (0.049)	0.049* (0.027)	0.055** (0.027)	0.222*** (0.039)	0.244*** (0.038)
Location	-0.098*** (0.013)	-0.096*** (0.013)	-0.093*** (0.012)	-0.084*** (0.012)	0.003 (0.014)	0.005 (0.014)	0.015* (0.008)	0.013* (0.008)	-0.012 (0.011)	-0.018 (0.011)
Position	0.230*** (0.043)	0.230*** (0.043)	0.167*** (0.038)	0.166*** (0.037)	0.075* (0.045)	0.074 (0.045)	0.012 (0.025)	0.013 (0.025)	-0.160*** (0.036)	-0.160*** (0.035)
affective		0.169** (0.071)		0.425*** (0.061)		0.099** (0.049)		0.135*** (0.041)		0.274*** (0.057)
F-test	27.62***	23.92***	24.50***	29.72***	16.14***	14.05***	7.96***	7.33***	11.43***	13.46
R-squared	0.232	0.234	0.211	0.275	0.150	0.152	0.080	0.086	0.111	0.147
Adj R-squ	0.223	0.224	0.203	0.266	0.141	0.141	0.070	0.074	0.101	0.136
Obs	556	556	556	556	556	556	556	556	556	556

Table 4: The Effect of Affective Commitment (AC) on Organizational Citizenship Behaviour (OCB)

\*\*\*, \* Means Significant at 1%, 5% and 10% Significance Levels

#### 4.3. Testing the Effects of Organizational Citizenship Behaviour (OCB) on Job Performance (JP)

While controlling for other JP variables such as age, gender, geographic location, and educational background of employees, the results in model 2 of Table 5 show that all of the OCB components had significantly positive effects on JP. As a result, the findings confirm hypothesis 3, which argues that OCB positively predict employee JP. The result in Table 5 show that courtesy dimension of OCB has the strongest marginal effects while civic virtue has the weakest marginal effects on JP.

	Job Performance	
	Model 1	Model 2
_cons	1.582*** (0.350)	0.870** (0.335)
Gender	0.241*** (0.058)	-0.072* (0.038)
Age	-0.176*** (0.029)	-0.138*** (0.019)
Educational Background	0.636*** (0.077)	0.212*** (0.052)
MMDAs Type	0.125*** (0.039)	0.118*** (0.026)
Location	-0.062*** (0.011)	-0.013* (0.008)
Position	0.124*** (0.036)	-0.015 (0.024)
altruism		0.246*** (0.027)
conscience		0.353*** (0.030)
sportsmanship		0.243*** (0.024)
courtesy		0.403*** (0.043)
civic virtue		0.225*** (0.028)
F-test	41.86***	136.32***
R-squared	0.314	0.734
Adj R-squ	0.306	0.728
Obs	556	

Table 5: The Effect of Organizational Citizenship Behaviour on Job Performance  
\*\*\*, \*\*, \* Means Significant at 1%, 5% and 10% Significance Levels

#### 4.4. Testing the Mediation Role of Organizational Citizenship Behaviour (OCB)

When altruism is used as a mediator variable, the results in model 3 of Table 6 reveal that the coefficient of altruism is substantial and positive, implying that altruism mediates the link between AC and JP in a significant and positive way. Similarly, the coefficient of conscientiousness is significant and positive in model 4 of Table 6, demonstrating that conscientiousness significantly and favorably mediates the link between AC and JP. In terms of sportsmanship as a mediating variable, the results in model 5 of Table 6 reveal that the coefficient of sportsmanship is substantial and positive, implying that sportsmanship mediates the relationship between AC and JP significantly and favorably. Finally, the findings in Table 6 models 6 and 7 reveal that courtesy and civic virtue had significant and favorable mediation effects in the relationship between AC and JP. Models 3 to 7 show that OCB dimensions mediate the link between AC and JP, which supports hypothesis 4. Assessing the mediating influence of the OCB, courtesy was dominant and had the strongest mediating effects while civic virtue had the weakest mediating effects in the relationship between AC and JP. The coefficient of AC is significant in all the models indicating a partial mediation of OCB in the relationship between AC and JP. Furthermore, the findings in Table 6, model 8 suggest that all five OCB categories (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) jointly mediate the relationship between AC and JP, providing support for hypothesis 4. Sportsmanship, on the other hand, is the strongest mediating variable in the joint mediating effects.



	Job performance							
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Constant	1.582*** (0.350)	0.675*** (0.376)	-1.081*** (0.367)	-0.006 (0.313)	2.375*** (0.390)	-1.207*** (0.376)	1.316*** (0.442)	0.375 (0.349)
Gender	0.241** * (0.058)	0.102* (0.057)	0.027 (0.051)	0.067 (0.047)	-0.086* (0.054)	-0.052 (0.052)	-0.002 (0.057)	0.037
Age	-0.176*** (0.029)	-0.156*** (0.029)	-0.106*** (0.026)	-0.174*** (0.024)	-0.156*** (0.027)	-0.148*** (0.026)	-0.156*** (0.029)	-0.126*** (0.019)
Educational Background	0.636*** (0.077)	0.588*** (0.075)	0.657*** (0.067)	0.424*** (0.063)	0.368*** (0.073)	0.400*** (0.070)	0.570*** (0.075)	0.200*** (0.052)
MMDAs Type	0.125*** (0.039)	-0.011 (0.038)	0.100*** (0.035)	0.086** (0.032)	-0.076* (0.036)	-0.046 (0.035)	0.017 (0.039)	0.097*** (0.026)
Location	-0.062*** (0.011)	-0.055*** (0.011)	-0.020* (0.010)	-0.010 (0.009)	-0.054*** (0.010)	-0.063*** (0.010)	-0.057*** (0.011)	-0.011 (0.007)
Position	0.124*** (0.036)	0.123*** (0.035)	0.038 (0.032)	0.033 (0.029)	0.145*** (0.033)	0.115*** (0.032)	0.105*** (0.036)	-0.008 (0.023)
affectively		0.331*** (0.058)	0.298*** (0.052)	0.101** (0.050)	0.357*** (0.054)	0.377*** (0.052)	0.299*** (0.059)	0.258*** (0.027)
Altruism			0.370*** (0.031)					0.316*** (0.031)
conscience				0.540*** (0.033)				0.249*** (0.024)
sportsmanship					0.299*** (0.031)			0.410*** (0.043)
Courtesy						0.617*** (0.054)		0.208*** (0.028)
civic virtue							0.115*** (0.043)	0.168*** (0.039)
F-test	41.86***	42.55***	64.07***	87.54***	55.12***	62.23***	38.58***	130.5
R-squared	0.314	0.352	0.484	0.561	0.446	0.477	0.461	0.743
Adj R-squ	0.306	0.344	0.476	0.555	0.438	0.469	0.451	0.737
Obs	556	556	556	556	556	556	556	556

Table 6: Mediating Effects of Organizational Citizenship Behaviour in the Relationship between Affective Commitment and Job Performance

\*\*\*, \*\*, \* Means Significant at 1%, 5% and 10% Significance Levels

## 5. Discussion

### 5.1. Affective Commitment (AC) and Job Performance (JP)

Our data demonstrate that AC is a strong predictor of JP. These findings back previous research results that affective commitment has a good impact on job performance (Riketta, 2002; Meyer et al., 2013; Hafiz, 2017; Sungu, Weng & Xu 2019; Cobbinah et al., 2020). These researchers claimed that organizational commitment enhances JP in general. Workers with a higher level of commitment, according to Demirel and Goc (2013), are more productive, compatible, loyal, and responsive, which gives their company a competitive advantage. This finding also implies that some staff in Ghana's MMDAs have developed an emotional attachment to the organization and are committed to delivering high-quality services to the people. Workers with AC have an emotional attachment to the organization. They assert that workers with strong AC tend to work for the organization as they would prefer to do so (Meyer & Allan, 1991). Committed personnel go to great lengths to guarantee that their firm accomplishes its ultimate goal (Azeem, 2010; Al Zeifeti & Mohamad, 2017). In tandem with this line of reasoning, we claim that MMDAs in Ghana require personnel who are passionate about the organization's ideals and aims and are willing to put in a lot of effort on its behalf. These personnel must have an inner desire to be part of the MMDAs' success narrative, since this intrinsic drive might motivate them to work harder. The findings of this study also support the notion that AC is an important factor in improving JP. That performance is based on interpersonal behaviors in the workplace, which are the product of great organizational commitment.

### 5.2. The Effect of Affective Commitment (AC) on Organizational Citizenship Behaviour (OCB)

Our data demonstrated that AC had a considerable positive effect on OCB, which was consistent with earlier empirical research findings. These findings provide empirical support for earlier research works that claim AC has a favorable effect on OCB (Organ and Ryan; 1995; LePine et al. 2002; Zehir et al., 2012; Grego-Planer 2019; Cobbinah et al., 2020). Because the biggest effect of AC was on the conscientiousness dimension of OCB, our findings suggest that some MMDA employees go above and beyond their customary work obligations willingly to ensure the organization's success. Workers with high AC, according to Zehir, Muceldili, and Zehir (2012), are emotionally devoted to the company and may participate in organizational activities freely. Our findings give credence to what these academics have said.

### 5.3. The Effect of Organizational Citizenship Behaviour (OCB) on Job Performance (JP)

The findings of the study reveal that OCB positively affects JP because all the dimensions of OCB had significant positive effect on JP. This supports earlier research findings that OCB enhances JP through improving employees' and managers' abilities to plan, solve problems, and implement effective policies and programs in order to achieve organizational goals (MacKenzie, Podsakoff and Fetter; 1991; Hui, Lee and Rousseau 2004; Al-Mahasneh 2015; Basu et al., 2017). This emphasizes the importance of citizenship behavior in MMDAs for two reasons: (a) attaining the overall organizational goal of providing high-quality social services in an attempt to alleviate poverty and (b) hiring and retaining high-quality human resources. Firms that develop positive attitudes similar to citizenship behaviors are more desirable to work with and can recruit and retain the best personnel (George and Bettenhausen, 1990).

### 5.4. The Mediating Role of Organizational Citizenship Behaviour (OCB)

The study revealed that all OCB's dimensions mediated the relationship between AC and JP therefore OCB mediates the relationship between AC and JP. This adds to the evidence that OCB plays a role in mediating the connection between organizational commitment and job performance (Rahman & Karan, 2011). This finding suggests that, while organizational commitment is connected to JP, OCB strengthens the association. It also implies that workers with a high AC are more likely to exhibit OCB, which has the potential to improve their JP. The assumption that organizational commitment is an antecedent of OCB leads to the logical conclusion that JP is an outcome variable. The positive effect of AC on OCB and OCB on JP is firmly established in our study.

## 6. Conclusion

Our findings clearly show that employee commitment has a positive impact on employee work performance. This highlights the necessity for leaders to encourage their employees, as dedicated employees are more likely to share the organization's goal and devote their time and resources to achieving it. Affective commitment positively predicts OCB, and OCB also promotes employee job performance, according to our research findings. Furthermore, we found that OCB mediates the linkage between affective commitment and job performance. The logical conclusion is that devoted personnel are usually willing and ready to go above and beyond their typical responsibilities and engage in discretionary actions that help their company. This will undoubtedly result in increased work performance, which will aid in the achievement of the overall organizational objective. Our findings show that Metropolitan, Municipal, and District Chief Executives (MMDCEs/Mayors) should provide effective leadership that fosters a conducive organizational environment with the required incentives and rewards that motivates and inspires staff to give their all-in order to achieve the MMDA's goal of providing quality social services to their constituents.

## 7. The Implications of the Study

The outcomes of our research have consequences for both theory and practice. In terms of theory, our findings support the assumption that AC is an important factor in improving JP. It provides additional support and empirical significance in creating a theory on OCB. The findings of our mediation analysis support the argument that once employees believe their organization's management is fair, they are willing to enhance their OCB and job performance (Organ, 1988).

In this regard, we have demonstrated that, in the Ghanaian local government setting, OCB serves as a mediator between AC and JP, which is a novel contribution. The theoretical argument that organizational commitment is an antecedent of OCB is thus supported, as is the logical conclusion that JP is an outcome variable. In terms of practice, we've confirmed that AC is associated to JP positively. This emphasizes the importance of an organization recruiting and training loyal staff since dedicated and devoted personnel, are not only less likely to leave the institution, but also more likely to have a high JP (Tett & Meyer, 1993). During the recruitment of workers into the MMDAs, the Ministry of Local Government and Rural Development (MLGRD) and the Local Government Service (LGS) must give special attention to the employees' curriculum vitae and employment history. This can provide valuable information or patterns to aid in decision-making. Employees who spent more years at their previous institutions, as opposed to individuals with a particularly 'nomadic' career history, can thus be given priority. Second, given the importance of OCB in generating high commitment and performance, MMDCEs as leaders in the MMDAs should create an organizational atmosphere that is friendly, family-like, and supports consensus building, with employee welfare being a top priority. Employees may be motivated to develop emotional attachment towards the MMDA as a result of this, and may be inclined to go above and beyond their normal line of duty. Organizations that promote positive habits related to citizenship behavior, according to George and Bettenhausen (1990), are more appealing places to work and are better equipped to recruit and retain the finest people.

## 8. Limitations and Future Research Prospects

We have contributed to and enriched empirical studies on the AC and JP relationship through our work. Despite this, there are some limitations. For example, the data for the study was collected from only local government personnel from MMDAs in Ghana's western region, which may limit the generalizability of the findings. Secondly, we only employed AC in our model so future studies might look into the impact of other commitment dimensions (continuance or normative) on JP. Also, we did not take into account the disparities between the MMDAs (Metropolitan, Municipal, and District), but we did compensate for these disparities in the current study to reduce their impact on the outcome. Therefore, in subsequent studies, researchers need to widen the scope to include data from other organizations, such as private companies and other non-profit organizations, and incorporate comparative analysis of the data obtained from these different institutions.

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