YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

EFFECT OF ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT INYALAND CO., LTD

EAINT HMU THWE

MBA II - 80

MBA 23rd BATCH

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Academic Year (2017-2019)

Supervised By: **Submitted By:**

Daw Myint Myint May   **Eaint Hmu Thwe**

Lecturer   **MBA II - 80**

Department of Management Studies   **MBA 23rd Batch**

Yangon University of Economics   **2017 - 2019**

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EFFECT OF ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT INYALAND CO., LTD

A thesis submitted to the Boards of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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Yangon University of Economics   **2017 – 2019**

ACCEPTANCE

This is to certify that the thesis entitled **"Effect of Organizational Commitment on Organizational Citizenship Behavior at InyaLand Co., Ltd"** has been accepted by the Examination Board for awarding Master of Business Administration (MBA) Degree.

Board of Examiners

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(Examiner)	(Examiner)

DECEMBER, 2019

ABSTRACT

This study aims to analyze the influencing factors on organizational commitment and the effect of organizational commitment on organizational citizenship behavior of InyaLand Co., Ltd (Yangon). In this study, 73 employees are randomly selected from total of 89 employees and 65 employees responded to questionnaire. The findings indicate that company's training and development opportunities and empowerment practices influence on affective commitment of employees. Training and development opportunities, work-life balance programs and empowerment practices influence on continuance commitment of employees. Training and development opportunities and work-life balance programs influence on normative commitment of employees. Among three components of organizational commitment, normative commitment has impact on organizational citizenship behavior at both organizational level and individual level.

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ABBREVIATIONS

AI	Artificial Intelligence
CRM	Customer Relationship Management
ERP	Enterprise Resource Planning
ICT	Information and Communications Technology
IP	Internet Protocol
IT	Information Technology
LAN	Local Area Network
OCB – I	Organizational Citizenship Behavior – Individual Level
OCB – O	Organizational Citizenship Behavior – Organizational Level
OCB	Organizational Citizenship Behavior
PBX	Private Branch Exchange
POS	Point of Sale
UNDP	United Nations Development Program
WAN	Wide Area Network

CHAPTER 1

INTRODUCTION

Nowadays, organizations are focusing on gaining a competitive advantage in the marketplace after the paradigm of globalization era has fetched hasty deviations and modifications, for both technological and environmental industries. Advanced machines and equipment, new technologies, effective marketing strategies, unique customer services, and other components represent the factors that build up for this advantage. Therefore, organizations are trying to advance their systems, processes, and technologies to meet with the challenging existing environment. Moreover, organizations contemporizes their management techniques to face with growing problems and the continuously changing environment.

For a company to survive and achieve its concerned goals and missions in today's competitive world, one of the most important tools is the human element. It is the most crucial asset of an enterprise whose success or failure depends on the individuals' qualifications and performances. Technologies, processes, and products can be easily copied, however, human capital stay as the most strategic resource for the company. They stay the repository of knowledge which competitors cannot imitate. Organizations face with intense competition because of the flow of vivid awareness and knowledge. In order to cosset the competitive advantage, the organizations have to make pace with the increasing change and for this high commitment from employees are needed (Lok & Crawford, 2001).

Commitment strategies shape desired employee behaviors and attitudes by forging psychological links between organization and employee goals. This study is about the effect of organizational commitment on organizational citizenship behavior at InyaLand Co., Ltd. Dennis Organ and his colleagues first used the term organizational citizenship behavior (OCB) refers to the behaviors that might improve organizational effectiveness even though they may not be a part of the job description (Bateman & Organ, 1983). Since then, studies of OCB have proliferated in various kinds of organizations.

The present study seeks to achieve a similar objective by focusing on employees who create a positive work atmosphere and make the job worthwhile for themselves and

others. It seeks to determine the effect of employees' commitment to engage in citizenship behaviors. The reason for indulging in OCB are often different from the reasons explaining in-role behaviors (Organ, 1988). In other words, the motivation to engage in OCB is very different from that of usual work behaviors. This study will also illustrate the relationship of training and development opportunities, work-life balance policies and empowerment practices with organizational commitment and then how organizational commitment effect the organizational citizenship behavior of InyaLand's employees.

While Myanmar is in clear need of reforms and upgrades, significant improvement has already been achieved in some sectors in recent years (Ko, 2019). These improvement sectors are telecommunications, banking and retail sectors. Progress has largely been made through digitalization and automated solutions. Due to the internet, financial technology, e-commerce and smart city characteristics like digitization of government and company registrations have emerged. Thus, digital leapfrogging across various sectors in Myanmar is already happening right now (Ko, 2019). This study focus on one of the leading IT companies in Myanmar with technology consulting, systems integration, outsourced managed support, hardware and software distribution and rapidly growing cloud capabilities.

1.1   Rationale of the Study

There is a dramatic change in the world of work which impacts on the individual, work and society. As the world of work changes from worker-intensive, industry society to an automated information society, the workforce increasingly becomes more educated with higher professionalism and a decrease in organizational loyalty. The current context of globalization and the changing nature of work have provided the impetus for this study. Since employees are the most profitable resources for organizations, it is important to maintain employees' commitment to the organization.

Training and development opportunities can be assumed as one of the factors to gain organizational commitment of the employees. Moreover, providing work-life balance programs to employees can also help organizations to acquire employees' commitment. Empowerment practices can be one of the factors that can influence on organizational commitment. Identifying the influencing factors on organizational commitment can help InyaLand Co., Ltd to understand which factors are actually influencing on their employees

commitment. By understanding the influencing factors on employees' commitment to organization, human resources department of InyaLand Co., Ltd can design their practices and programs.

A highly committed employee with the goals and values of the organization, has a stronger desire to belong to the organization and is willing to display greater organizational citizenship behavior which is a willingness to go over and beyond their required job duties. Advantages of gaining employee commitment have been perceived to be better employee retention, extra role behavior, better product quality, better work safety and increased employee flexibility contributing to the firm's competitive advantage. Furthermore, organizational citizenship behavior is important to organization because they lubricate the social machinery of the organization (Smith, Organ, & Near, 1983) and enhance organizational effectiveness. For those reasons, it is important to investigate the effect of organizational commitment on organizational citizenship behaviors of employees at InyaLand Co., Ltd.

1.2   Objectives of the Study

This study aims to achieve the following objectives:

1. To analyze the influencing factors on organizational commitment of employees in InyaLand Co., Ltd.
2. To examine the effect of organizational commitment on organizational citizenship behavior of employees in InyaLand Co., Ltd.

1.3   Scope and Method of the Study

This study focuses on the factors influencing on organizational commitment of InyaLand Co., Ltd and the effect of organizational commitment on organizational citizenship behavior of InyaLand Co., Ltd. Survey questions are collected from the employees of InyaLand Co., Ltd. The simple random sampling method is applied and the Raosoft sample size calculator is used to identify the sample size. There are 89 employees who are working at InyaLand Co., Ltd and the sample size is 73 employees.

The structured questionnaire surveys are conducted on respondents who are working at InyaLand Co., Ltd. The structured questionnaires are distributed randomly to

73 employees, however, only 65 employees responded to the questionnaires. The response rate is 89% and therefore, the data will be reliable in this study. The research of the study uses both primary and secondary data. The primary data is collected by using questionnaires. The secondary data is collected from other research documents, papers, journal and websites and theories which are related with the effect of organizational commitment on organizational citizenship behaviors. To analyze the data, SPSS software and linear regression analysis are practiced.

1.4   Organization of the Study

This study is structured into five chapters. Chapter (1) is the introduction of the study which comprises rationale of the study, objectives of the study, methodology and sources of data, scope and limitation of the study and organization of the study, Chapter (2) includes theoretical background of the study. Chapter (3) is about profile and organizational commitment of employees in InyaLand Co., Ltd. Chapter (4) is the analysis on organizational commitment and organizational citizenship behavior. Chapter (5) concludes this study with findings and discussions, suggestions and recommendations and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

The aim of this chapter is to present the literature related to the research and to provide the theoretical framework regarding organizational commitment and organizational citizenship behavior of employees. This chapter starts with the definitions of the variables which are training and development opportunities, work-life balance programs, empowerment practices, organizational commitment and organizational citizenship behavior with concerning theories and models. In the last part, conceptual framework of the study is presented.

2.1   Training and Development Opportunities

Human capital is viewed as the most critical organizational asset by many theoretical and empirical studies because it is likely to provide the core element of sustainable competitive advantage (Barney, 2001). The heart of modern management practice is employee training in any organization. Therefore, organizational training becomes the core element of HR management functions together with other HR activities, such as recruitment, selection and reward. Successful HR planning for the future is only possible through sustainable training, which means that organizational training is one of the most important aspects of organizational strategy (Tanova & Nadiri, 2005). Organizational training refers to systematic activities to develop and improve employees' skills, knowledge and behaviors to enable them to perform job-related duties, accomplish specific tasks and meet the quality requirements of HR for the future.

Training and development adept to significant changes. According to (Adamson & Caple, 1996), training deals with the systematic approach that includes the various applications of processes, techniques to an order of wide variety of activities and skills. Training is defined as a valuable learning in any profession by researchers. Since the workforce who is well-trained is the key to competitiveness, every organization must develop human resources with training and education of employees (Khayyat.R.A, 1998).

Training is also very important in developing positive impact between the employee and management relationship (Kallegerg & Moody, 1994). Organizations invest in training

in order to achieve their objectives (Antonacopoulou, 2000). Training satisfaction is one of the antecedents of organizational commitment that shows considerably positive relationship with the organizational commitment (Liu, Chiu, & Fellows, 2007). With a clear sense of direction, training and development plans of individuals can be supportive for the organizational objectives. In retaining the professional employees, training is very important (Stassen & Templer, 2005). According to (Baalen & Hoogendoorn, 1998), the training effectiveness can be enhanced by training methods when the focus is to integrate the practical work. The main purpose of training and development is to provide skills, attitudes and knowledge to the workforce that are necessary in performing the tasks effectives.

2.2   Work-Life Balance Programs

A work-life balance is how one is able to balance work demands with personal and family needs (Schermerhorn, et al., 2003). Work life balance is mentioned as a broad concept that involves setting the right priorities between "work" (career and ambition) on one side and "life" (happiness, leisure, family, and spiritual development) on the other (Singh & Khanna, 2011). Work-life balance has been referred as the maintenance of right balance between working hours, psychological and emotional involvement in the work and family and satisfaction derived from the work and family roles on part of the employees. Work-life balance practices are stated as established operational and practical settings, as well as official and informal procedures, that support employees to effortlessly cope the conflicting domains of work and personal lives. The practice of work-life balance brings an optimistic outlook and conducts amongst workers due to the direct advantage received from the policies availed.

Work-life balance programs aid workers in dealing with their personal and family life in an improved manner, providing a boost to their behaviors and attitudes like organizational affection. Investments upon the wellbeing of employees are likely to result in gainful returns in the long run. Moreover, maintaining healthy and rewarding living standards can be preserved through work-life balance which will ultimately result in better performance levels on part of the employees.

The importance of work life balance programs within an organization can increase employee commitment and loyalty. According to (Lazar, Heidi, & Hochheiser, 2010), the benefits of the work life balance program are:

1) For corporate organizations: reducing absenteeism and delays, increasing productivity, employee commitment and loyalty, increasing customer retention, and decreasing employee turnover;

2) For employees: increasing job satisfaction, increasing job security, increasing control over work life environment, decreasing job stress level, increasing physical and mental health.

2.3   Empowerment Practices

The word of empowerment mentions to the criteria what is create to enhance the ratio of autonomy and self-determination in staff. Empowerment denotes that employees show accountable and self-determined manners and operate on their own power and decision. Empowerment as an action represent both to the process of self-empowerment and to professional support of staff, which able them to conquer their feel of inability and lack of efficacy, and to identify and use their resources. A management workout of sharing data, awards, and authority along the staffs that they can get invention and make decisions for finding solving issues and modify service and efficiency. Empowerment is relying on the opinion what staff can obtain expertise, resources, power, chances, Inspiring, and also maintaining responsibility for results of their operations.

Empowerment is defined as the opportunities a person has for power, choice, autonomy and responsibility. Empowerment has been described as a construct that ties personal competencies and abilities that provide opportunities for choice and autonomy in demonstrating those competencies (Rappaport & Zimmerman, 1988). Empowerment can be defined as freedom or ability to make decisions and commitment. Although employee empowerments vary across studies, a commonality across studies is that it is a multi-dimensional concept that has positive and negative effect on organizational outcomes.

Psychological empowerment represents employee perception of being empowered at work (Kanungo & Conger, 1988). Empowerment is the process of enabling individuals to adopt new behaviors which can translate into their desired business objectives. Empowerment practices denote to the criteria that making traditional decision-making

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authority down throughout the organization hierarchy. Psychological empowerment increases employee sense of personal control which in turn results in positive managerial and organizational outcomes.

2.4   Organizational Commitment

Organizational commitment is viewed as the relative strength with which employees identify and involve themselves with a specific organization. Commitment of the organization is the degree to which employees of an organization identify themselves with it. Organizational commitment hence relates to attachment, belief in the organizational values, and demonstrated desire and the desire to remain at the organization even under changing conditions. Organizational commitment is viewed as a subjective measure that illustrates the perceptions employees hold in regard to how they identify and involve with their current employer organization and their manifested desire to remain with this organization. Committed employees demonstrates the tendency to perform their job well, eventually with an ultimate improvement on the overall performance of the organization (Lamba & Choudhary, 2013).

Organizational commitment is the individuals' attitudes toward organizational values and objectives. It shows a force, which bounds the individual to stay in an organization and try to achieve organizational goals with a sense of belonging (Allen & Meyer, 1990). Commitment of the organization closely share similar elements with other aspects relating to the organization such as organizational loyalty, work group commitment, workplace supervision, job, career and union (Meyer & Allen, 1991). The desired level of commitment mostly emanates from the fruitful and positive interactions between an employee and the employer organization Employees with commit to their employer upon evaluation indicate positive relations through such aspects as good job attendance records, effective and willingness to adhere to corporation policies, as well as, low turnovers. Combined, these aspects contribute indicate satisfaction of the employees and go long way in contributing to employee retention.

2.4.1   Affective Commitment

According to (Allen & Meyer, 1990), affective commitment is the emotional attachment and involvement of employees in the organization. Affective commitment has

been linked to positive work-related behaviors like organizational citizenship behavior. Affective commitment is linked with the wish of the employee to stay in the organization due to multiple reasons perceived by the employees themselves. Affective commitment is positively associated with organizational citizenship behaviors and negatively with turnover cognitions. One important thing in affective commitment is the concentration on the employee where the employee is attempting to link his goals with the goals of the organization which is also known as goal congruence. Affective committed employees have emotional linkage, identification, as well as involvement with their current organization.

It is a psychological attachment developed by employees to their organization. Employees with affective commitment commit to the organization not only physically but also emotionally. Affective commitment can be happened when employees commit themselves to the organization because they want and have personally chosen to do so, not because circumstances are forcing them to do so and they just have to. Such a form of commitment, directly coming from employees own willingness and choice to commit, is quit indispensable and profound for the building of lasting and productive relationships between the employees and their employer. Employees having high levels of affective commitment stay at an organization purely out of their choice, and not because it is mandatory as may be prescribed by organizational policies for them to do so.

2.4.2   Continuance Commitment

Continuance commitment occurs when an employee remains in organization because they have fear of loss. Employees commit with continuance commitment when they have lack of alternatives or the costs associated with leaving such as lost income are high (Allen & Meyer, 1990). It appears when an employee has an inability to transfer skills and education to another organization. Continuance commitment is focused on the analysis of the gains and losses that are associated with the turnover. It is logical to assume that this restriction of options can effect employees to choose to stay in organization. An individual perceives the leaving of an organization as very costly, which can deprive him of the relations he or she had in the organization. Employees with continuance commitment consider that leaving the organization has too much costs which include social costs with the decrease the loyalty of the person and the high cost of getting a new job.

Employees who have strong commitment continuance to their organization stay at it because they see the need and benefit to do so. Continuance commitment further entails an awareness by the employees of personal investments that they have made, investments that may include good work relations established between employees and their employer, career investment, benefits relating to their year of retirement, and acquired job skills at the organization as well as their years they have devoted to serve the organization.

2.4.3 Normative Commitment

Normative commitment is defined as a feeling of obligation to continue employment (Allen & Meyer, 1990). The employees feel the moral of obligation to stay in the organization because they feel that the organization has spent a lot of the resources in the grooming and teaching of the employees. Which has put a liability on the employee to work for the organization in the course of achievement of its objective. The employees perceive themselves as owe the organization to be loyal and work in achievement of the organizational objectives (Batt & Valcour, 2003).

According to (Allen & Meyer, 1990), employees with normative commitment feel that they ought to remain with the organization. In terms of normative dimension, the employees stay because they should do so or it is the proper thing to do. Moral reason is the fundamental of organizational members' commitment (Iverson & Buttigieg, 1999). The sense of responsibility for being a member of can be reflected in normative commitment. Normative commitment occurs when employees have the feeling that the organization treats them well and therefore they behave the same to the organization (Herscovitch & Meyer, 2002). Employees with normative commitment conceive that it is morally right to stay in the organization without taking into account of how much status enhancement or satisfaction the organization provides them over the years. (Allen & Meyer, 1990).

2.5 Social Exchange Theory

Social exchange theory is one of the theoretical foundations which carters to address various organizational process and aspects (Blau, 1964). Social exchange theory emphasizes on inter-reliant transactions which result in high potential relationship. It provides an underlying conception for various organizational phenomenon such as psychological contracts, leadership, organizational justice and other factors. Among other

theories, social exchange theory provides a base for organizational citizenship behavior to explain employee organization exchange relationship. Social exchange theory states that exchange relationship exists among individuals and an employee reciprocate in terms of its perception and performance with respect to treatment and information received from organization. Similarly, when employees of an organization feel that their organization is involved in their wellbeing and socially responsible activities, then the returns from employees could be their positive attitudes and extra role behaviors.

Social exchange is defined as voluntary actions of individuals that are motivated by the returns they are expected to bring from others, as well as social exchange from relationships (Blau, 1964). Social exchange theory explains how individual feels about a relationship with another person based on the perceptions of: 1) the balance between what we put into the relationship and what we get from it; 2) the kind of relationship we deserve; and 3) the chances of having a better relationship with someone else. The relationship between employees and the organization can be explained with the use of social exchange theory (Van Dyne & Ang, 1998).

Social exchange theory has been used to explain the various phenomena and processes that occur in organizations, including OCBs (Van Dyne & Ang, 1998). Social exchange approach has been utilized by employers to maintain a long-term relationship with employees. Moreover, organizations employ social exchange approach to show their concern employees' well-being and career development and expect the concern and commitment to be reciprocated. From the social exchange perspective, if an employee is treated   with respect, he or she becomes more likely to engage in OCBs (Cho & Johanson, 2008). Researchers also found that the context of coworkers' social exchange (Ilies, Nahrgang, & Morgeson, 2007).

2.6 Organizational Citizenship Behavior

Employee behaviors that are not required as part of the job description but are engaged in to achieve organizationally relevant objectives have been studied for a long time. Chester Barnard conceived of these behaviors as willingness of persons to contribute efforts to the cooperative system (Barnard, 1938). Organizational citizenship behavior has been defined as innovative and spontaneous behaviors (Katz, 1964). It is noted that this conduct is not part of the required job duties but is nevertheless desirable for the

organization as a whole, for instance, individual initiative, or voluntarily taking extra responsibility. Dennis Organ and his colleagues coined the term Organizational Citizenship Behavior, or OCB to prefer to these behaviors. OCB is defined 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 (Organ, 1988).

Some early researchers, such as Bateman and Organ (1983) and Smith et al. (1983), defined OCB as distinct from in-role job performance, but relevant to organizational functioning. However, Graham (1991) argued that this had the unintended consequence of finding an often times changing distinction between in-role and extra-role behaviors, as it varied across persons, jobs and organizations. A review of previous literature showed that organizational citizenship behavior consists of the following key elements: a behavior that is not part of an individual job description, a discretionary behavior. The following Table (2.1) summarized the prominent dimensions of OCB.

Table (2.1) Dimensions of OCB

Katz (1964)	Smith, Organ, Near (1983)	Graham (1991)	Williams and Anderson (1991)	Podsakoff, MacKenzie, Paine and Bachrach (2000)
Cooperating with others	Altruism	In-role behaviors	OCB directed towards individuals (OCB-I)	Helping behavior
Protecting the organization	Generalized Compliance	Organizationally relevant extra-role behaviors	OCB directed towards the organization (OCB-O)	Organizational compliance
Volunteering constructive ideas		Organizational participation		Loyalty
Self-training				Sportsmanship
Maintaining a favorable attitude toward the company				Individual initiative
				Civic virtue
				Self-development

Source: Qureshi (2015)

A discretionary behavior is a behavior which neither will have direct reward nor it will be recognized in the formal structure of the organization, however it is the behavior which has great deal of importance for the performance and operational success of organization. OCB is an energizing and active process in which employees enact discretionary effort that promotes effectiveness of an organization (Borman & Motowidlo, 1997). Organizational citizenship behavior is an expression of identification and involvement in the entire workplace and not just one's defined work role (Seibert, Silver, & Randolph, 2004). The definition reveals that OCB is a matter of personal choice.

The OCB literature has not only used various terms to label specific behaviors as OCB but has also used various taxonomies. A number of researchers have identified several dimensions of OCB, some prominent dimensions have been summarized as Table (2.1). More recently, the meta-analysis of OCB research identified about 30 different behaviors, which have been referred to as OCB in the literature (Podsakoff, Whiting, Podsakoff, & Blume, 2009). They organized these behaviors into seven themes or dimensions. In their study, they also noted the similarity between their seven dimensions and Katz's (1964) original five dimensions of innovative and spontaneous behavior. Organ (1988) identified five key dimensions of organizational citizenship behaviors which are altruism, sportsmanship, conscientiousness, civic virtue and courtesy. Thus, even though the labels applied to the citizenship behaviors may be different, the same behaviors captured by both Katz (1964) and Smith et al. (1983) are reflected in the seven dimensions more recently described by Podsakoff et al. (2000).

In order to study the suitability of various scales to measure OCB in InyaLand Co., Ltd, the dimensions of OCB proposed by Williams and Anderson (1991) is used for this study. Williams and Anderson (1991) suggested two broad categories of organizational citizenship behavior: OCB-O and OCB-I in their study.

OCB-O – Organizational citizenship behavior at organizational level (OCB-O) benefits the organization in general such as providing prior information in case of not being able to attend work or following the informal rules. The framework of OCB-O includes conscientiousness, sportsmanship and civic virtue dimensions of Organ's (1988) framework.

OCB-I – Organizational citizenship behavior at individual level (OCB-I) refers to OCBs that direct primarily to individual employees within the organization which has long term

benefits for an organization like helping others voluntarily. The framework of OCB-I includes altruism and courtesy dimensions of Organ's (1988) framework.

2.7   Previous Studies

Tastan and Serikkan (2013) examined the relationship between psychological empowerment (personal development, self-determination, initiation, substantial impact and competency) and found a significant influence on voluntary behaviors among academic staff in universities in Istanbul. Drawing from social exchange theory, Tastan and Serikkan (2013) explain that empowerment can result in high quality exchange resulting in employees engaging in OCB. Organ (1998) observed that empowered employees feel obligated to honor their obligation by reciprocating in OCB. This argument is further supported by Kanter (1977)'s theory of psychological empowerment that employees who feel a sense of empowerment are likely to take active orientation beyond and above the call of duty.

According to Organ, et al. (2006), the increase in OCB is influenced by internal factors that come from within the employees themselves namely organizational commitment. Research conducted by Danendra and Mujiati (2016) proves that organizational commitment has a positive and significant impact on OCB. Positive and significant influence means that if employees have a commitment to the organization, the OCB of the company will increase. The same research results are proved by Utami, et al (2016); Anam and Sunaryo (2017); found organizational commitment results have a significant effect on OCB. When employees have committed in the organization, it will be light in doing OCB behaviors.

Numerous studies have explored the organizational citizenship behavior. Previous literatures showed an increasing trend of researches on the relationship between organizational commitment and organizational citizenship behavior. In the study of (Pradhan, Jena, & Kumari, 2016), the authors examined the effect of work-life balance on organizational citizenship behavior with the role of organizational commitment. Figure 2.1 shows the model of Pradhan, Jena & Kumari's study.

Figure (2.1) Effect of Work-Life Balance on Organizational Citizenship Behavior: Role of Organizational Commitment

Work-Life Balance	Organizational Commitment	Organizational Citizenship Behavior
1. Social Need 2. Personal Need 3. Time Management 4. Team Work 5. Compensation and Benefits 6. Work	1. Affective Commitment 2. Continuance Commitment 3. Normative Commitment	1. Altruism 2. Conscientiousness 3. Courtesy 4. Civic Virtue 5. Sportsmanship
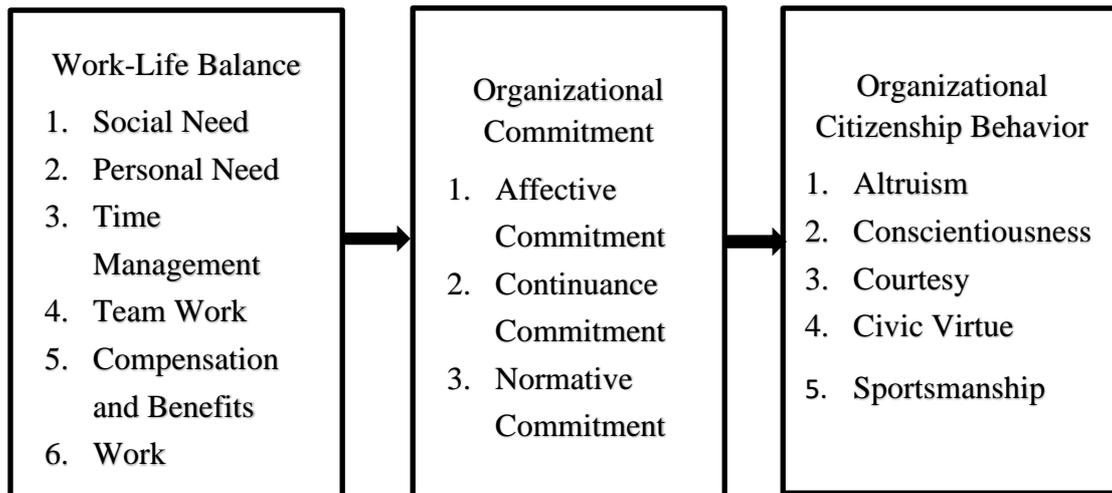
Source: Pradhan, Jena, & Kumari (2016)

According to Figure 2.2, Pradhan, Jena & Kumari (2016) studied the effect of work-life balance on organizational citizenship behavior: role of organizational commitment among employees in manufacturing public sector industries of eastern Indian subcontinent. The study employed a quantitative research design using questionnaires to collect data from 206 employees who were working as full-time employees and executives in their present organizations. Work-life balance was measured using 36 items developed by Pareek and Joshi (2010). Organizational commitment scale is measured the three-dimensional commitment dimensions proposed by Allen and Meyer (1990). Organizational citizenship behavior scale consisting of 24 items was primarily based on the conceptual work of Organ (1988) and was developed by Podsakoff et al., (1990). The study found a significant and positive correlation between organizational commitment and organizational citizenship behavior.

In a study involving a Chinese company, Chan and Snape (2012) found that employees saw the organization and the union as distinct sources of commitment and OCB. The study also revealed that the antecedents of organizational citizenship behavior were positively related to perceived organizational support, while the antecedents of union citizenship behaviors were largely perceived union support. Chinese society has been classified as a collectivist culture and Chan and Snape (2012) suggest the high level union citizenship behaviors are exhibited by those employees who do not easily submit to authority.

2.8   Conceptual Framework of the Study

According to the results from the prior research, the following conceptual framework is developed for this study. The conceptual framework of this study shows how organizational commitment effect on organizational citizenship behavior. The dependent variable, organizational citizenship behavior is inclined by the intervening variable, organizational commitment and the independent variables are training and development opportunities, work-life balance policies and empowerment practices. The conceptual framework of this study is shown in the Figure 2.2 below:

Figure (2.2) Conceptual Framework of the Study
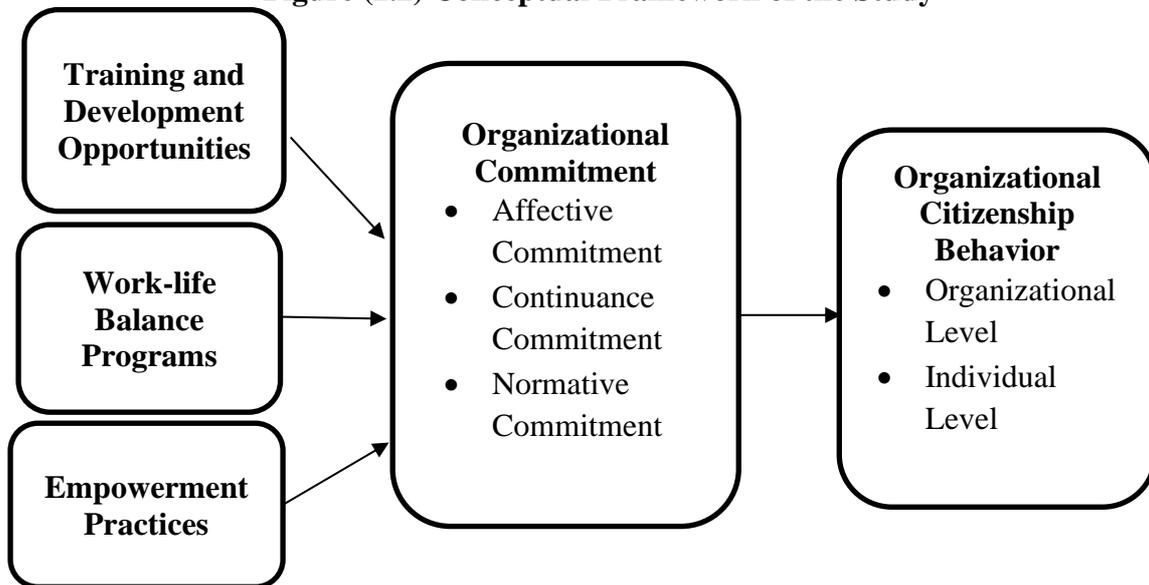
Source: Own Compilation (2019)

In this framework, tri-dimensional theory is used to measure organizational commitment which includes affective organizational commitment, continuance organizational commitment and normative organizational commitment. Factors which are used to measure organizational citizenship behavior are organizational citizenship behavior at organization level (OCB-O) and organizational citizenship behavior at individual level (OCB-I). This framework can describe how organizational commitment can effect organizational citizenship behaviors among employees of InyaLand Co., Ltd.

CHAPTER 3

PROFILE AND ORGANIZATIONAL COMMITENT OF EMPLOYEES IN INYALAND CO., LTD

Firstly, the profile of InyaLand Co., Ltd is presented in this chapter. Then, the research design, the reliability test and the demographic profile of the respondents are presented. Finally, based on the questionnaire result, the descriptive explanation of the organizational commitment of employees in InyaLand Co., Ltd are discussed in the last section of this chapter.

3.1   Profile of InyaLand Co., Ltd

InyaLand Co., Ltd have become one of the leading IT companies in Myanmar with technology consulting, systems integration, outsourced managed support, hardware/software distribution and rapidly growing cloud capabilities. The company was founded in June 15, 2011 by a Myanmar duo of practical idealists from the United States and Myanmar. In humble beginning, InyaLand has been striving on its entrepreneurial startup journey, stretching itself over the years and working to bring along committed and inspired team members for their aspirational and challenging ride, inspired by organizations like Amazon, Khan Academy, Tesla and SpaceX.

As one of the leading IT companies in Myanmar, InyaLand is super-focused on helping its partners and clients to achieve accelerated technology innovation for their work. By connecting partners and clients with technologies, resources and support services via their innovation community, they aim to serve as a tech catalyst in transforming Myanmar. Particularly, InyaLand helps its partners and clients win as tech-enable organizations. Over the years, their technology consulting, systems integration, outsourced managed support, hardware/software distribution and cloud services have expanded to include such as: strategic business technology consulting, enterprise data center planning, design, implementation and operations, enterprise systems infrastructure planning, design and implementation, servers, storage, virtualization and cloud data center, client systems and printing, enterprise network infrastructure planning, design and deployment, wired and wireless LANs and WANs, next generation network security, unified communications

solutions (IP PBX and video conferencing), video surveillance management and analytics solutions, cloud services, including email, productivity and collaboration tools, POS, ERP, CRM, call center and project management applications, library cataloging, management and content repository solutions, outsourced business technology and IT support services, class professional technology support and service center.

In order to provide partners with world-class business technology consulting advice, we utilize the services from Gartner, the world's leading information technology research and advisory company with more than 1,500 research analysts and consultants, as its first Myanmar client. Through various hardware, software, cloud and service *offerings curated via world-leading technology partners, InyaLand support innovation community partners and clients and help them achieve tech-enable success.*

InyaLand partners with world-leading technology firms to distribute and/or offer best in class products and services to their systems integration and retail partners as well as some select clients. And, InyaLand is actively working on bringing in their own value-added solutions for their partners and end user clients. In about 7 years, InyaLand has achieved some of the firsts in Myanmar ICT industry. InyaLand is the first to bring cloud networking via Meraki in 2011and to market security firewalls via Palo Alto Networks in early 2012. It is the first to introduce Dell DEM Solutions capabilities in mid-2012 and to bring market-changing networking products from Ubiquiti Networks as the local distributor in late 2012.

InyaLand is the first to introduce OCLC, worldwide, member-driven library cooperative, to Myanmar libraries in late 2012 and to introduce IP PBX products from Digium and Grandstream Networks in 2013. The first to bring back Hewlett Packard (now HP Inc. and Hewlett Packard Enterprise) to Myanmar in the 21st century as the local distributor in 2013. InyaLand is the first to become Hewlett Packard Enterprise Authorized 24x7 Service Center in early 2014 and to organize the Aster Conference Asia, the open source Asterisk conference in Asia, in mid-2014. The first to build and operate the UNDP-funded Data Center in Myanmar for all three houses of Hluttaw (Myanmar Parliament) from late 2015 and onwards. InyaLand is the first to develop in-house entrepreneurial trainees and associates program in 2016 and the first to become the local distributor for Microsoft software and cloud products in early 2017.

The mission of InyaLand is to accelerate societal transformation for sustainable development by catalyzing and harnessing technology innovations in information, learning, finance and AI with love and metta in Myanmar. The core values of InyaLand guide how employees behave and make decisions. The value creation of InyaLand is to improving the clients' business performance, creating long-term, win-win relationships and focusing on execution excellence. InyaLand develops a "can do" attitude, attracts and develops the best talent for the business and stretches its people. InyaLand inspires trust by taking responsibility, acting ethically and demonstrating the highest level of sincerity. Contributing to overall effectiveness, morale, and productivity of the team and approaching situations with partnership in mind is also the core values of InyaLand Co., Ltd.

In InyaLand Co., Ltd, sales and marketing manager, business operations manager and technology operations manager report to the managing director of the company who leads the company. Managing director manages sales and marketing department, business operations department and technology operations department. Managers are responsible for decision making, regulating policies, supervising daily operations and managing their respective department staff. InyaLand Co., Ltd is well organized with professional IT technicians. The organizational structure of InyaLand Co., Ltd is shown in the Figure (3.1) below:

Figure (3.1) Organizational Structure of InyaLand Co., Ltd
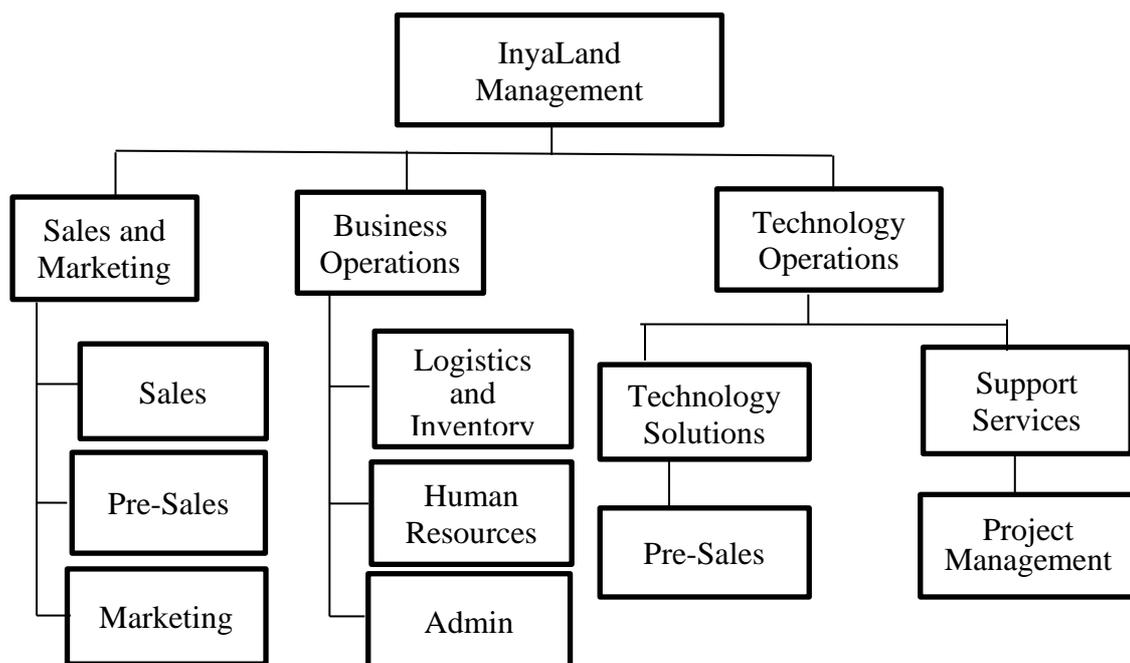
Source: InyaLand Co., Ltd (2019)

InyaLand Co., Ltd is organized with three main departments to undertake the functions well and smoothly. These departments are sales and marketing department, business operations department and technology operations department. Under the major departments, there are sub-sections which are managed by the supervisors. Sales and marketing department is responsible for estimating sales for a future period and advertising for sales. Moreover, this department listens to customer needs, tracks trends and monitor competition. Business operation department includes logistic and inventory, human resources and admin. Technology operations department is responsible for technology solutions and supporting service to customers. This department investigate and analyze business problems and then design information systems that provide a feasible solution, typically in response to requests from business or a customer.

3.2 Research Design

This study aims to explore the factors influencing on organizational commitment towards employees of InyaLand Co., Ltd and the effect of organizational commitment on the organizational citizenship behaviors of employees in InyaLand Co., Ltd. Analytical research method is used in this study and both primary and secondary data are used to achieve these objectives. Primary data is especially meant for making a survey by using structured questionnaire. To obtain the primary data, the simple random sampling method is used for the selection of respondents from different departments of InyaLand Co., Ltd and a total of 73 questionnaires are distributed among InyaLand employees and 65 employees' fully answered questionnaires are used for statistical analysis. Secondary data are obtained from text books, previous research papers and websites.

Training and development opportunities was adopted for five items which is developed by Rogg, Schmidt, Shull and Schmitt (2011). The study only focus on general opportunities of training and development provided by InyaLand Co., Ltd according to the nature of organization. Five items for work-life balance policies was adopted that is developed by the Pare´, Tremblay & Lalonde (2001). Five items for empowerment practices was adopted that is developed by the Tremblay, Rondeau and Lemelin (1997). Organizational commitment is accessed by using the tri-dimensional theory developed by Meyer and Allen (1997). Organizational citizenship behavior is measured by using the scale developed by Williams and Anderson (1991). It measures two dimensions of

organizational citizenship behavior which are OCB-O and OCB-I. The demographic questions concerning gender, age, marital status, job position, service year, educational level and monthly salary are also involved in the questionnaire. The respondents are requested to rate each statement on the five-point Likert scale depending on their level of agreement and disagreement to each statement (1 = Strongly Disagree to 5 = Strongly Agree).

Reliability Analysis

To test the consistency and reliability of the data collected for the study, reliability test is conducted for responses to items used in the study collected from 73 respondents. Table (3.2) shows the Cronbach's Alpha values and number of items of each variables.

Table (3.1) Reliability Analysis

Sr. No	Variables	No. of Items	Cronbach's Alpha
1	Training and Development Opportunities	5	0.88
2	Work-life Balance Policies	5	0.71
3	Empowerment Practices	5	0.85
4	Affective Organizational Commitment	5	0.84
5	Continuance Organizational Commitment	5	0.88
6	Normative Organizational Commitment	5	0.82
7	Organizational Citizenship Behavior – Organizational Level	5	0.86
8	Organizational Citizenship Behavior – Individual Level	5	0.87

Source: Survey Data (2019)

In research studies, Cronbach's Alpha is used to examine the reliability of the questionnaire. According to Zikmumd, et al., (2010), when reliability Cronbach's Alpha value is between 0.89 and 0.95 is considered as excellent value. When the alpha value is from 0.70 and 0.89 is considered as good reliability. When the alpha value is below 0.60 will be considered as poor reliability.

Cronbach's Alpha should be equal and bigger than 0.60 because it is said that the higher the Cronbach's Alpha, the more reliability scale has. Viz, Moss et al., (1998) supported that Cronbach's Alpha value above 0.6 is generally accepted. According to Table (3.2), the result of reliability analysis of variables shows that all items of each variable support the acceptable level of reliability test. Since all measured variables are higher than 0.6, all measured variables are acceptable and reliable.

3.3 Demographic Profile of Respondents

The demographic data includes gender, age, marital status, educational level, job position, monthly income and service year. The summarized data of demographic profile of the respondents, the 65 responded employees of InyaLand Co., Ltd are presented in the Table (3.1) below:

Table (3.2) Demographic Profile of Respondents

Demographic	Description	Frequency (*f*)	Percentage (%)
Gender	Male	39	60
	Female	26	40
Age	18 to 27 years	17	26
	28 to 37 years	39	60
	38 to 47 years	9	14
Marital Status	Single	44	68
	Married	21	32
Education	Undergraduate, Diploma or the equivalent	21	32
	Graduate	43	66
	Master Degree	1	2
Job Position	Staff	40	61
	Supervisor and above	22	34
	Manager and above	3	5
Service Year	Less than 1 year	11	17
	1 to 5 years	46	71
	6 to 10 years	8	12
Total		**65**	**100**

Source: Survey Data (2019)

As shown in Figure (3.1), there are 60% of male respondents and 40% of male respondents. The difference between the number of male and female employees is not big and it shows that InyaLand Co., Ltd has suitable job nature for both male and female employees. There are 60% of respondents in age group 28 to 37 years old, 26% of respondents in age group 18 to 27 years old, and only 14% of respondents are in age group of 38 to 47 years old. Most of the respondents are single and only 32% of respondents are married. It shows that the sample is dominantly single. The predominant education level is graduated which is 66% of the respondents. According to survey data, most of the respondents are staff level and above which is 61% of the respondents. The position of operational staff is 5% of the respondents and only 4.9% of respondents are the position of manager and above level.

3.4   Organizational Commitment of Employees

This section analyses organizational commitment of employees in Inya Land Co., Ltd. Organizational commitment is relying on tri-dimensional theory which includes three dimensions which are affective commitment, continuance commitment and normative commitment. The respondents are requested to rate each statement on the five point Likert scale depending on their level of agreement and disagreement to each statement (1 = Strongly Disagree to 5 = Strongly Agree). The results on the organizational commitment of employees in InyaLand Co., Ltd are discussed with respective mean value tables from Table (3.3) to Table (3.5) accordingly.

3.4.1   Affective Commitment

This section aims to examine the effective commitment of employees in Inya Land Co., Ltd. The survey questionnaire comprises of five items to measure the employees' affective commitment in the study. Table (3.3) illustrates that the mean scores for all the items that measure affective commitment of employees in Inya Land Co., Ltd are well above neutral. Most of the employees who stay with the organization feel like part of the family to organization since it has the highest mean score of 4.12. However, the mean score for item number one has the lowest mean score which means that most of the employees are not much happy to spend the rest of the career in InyaLand Co., Ltd. The mean scores of the employees' affective commitment are presented in Table (3.3) below:

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Table (3.3) Affective Commitment

Sr. No.	Description	Mean	SD
1.	Happy to spend the rest of career	3.52	0.68
2.	Enjoy discussing with outsiders	3.96	0.76
3.	Feel like part of family	4.12	0.77
4.	Feel emotionally attached	3.87	0.71
5.	Strong sense of belonging	3.96	0.67
Overall Mean		**3.88**	

Source: Survey Data (2019)

Table (3.3) illustrates that the overall mean score for affective commitment is also well above neutral which means that the employees in InyaLand Co., Ltd exhibit affective commitment to the organization. Employees in InyaLand Co., Ltd feel like part of family to the organization Employees have strong sense of belonging to the organization and enjoy discussing about the company with outsiders. However, employees are not much happy to spend the rest of career because of potential career development in the industry.

3.4.2 Continuance Commitment

The following Table (3.4) shows that continuance commitment of employees in InyaLand Co., Ltd with the survey questionnaire comprises of five items to measure employees' continuance commitment. The mean scores of the employees' continuance commitment are presented in Table (3.4) below:

Table (3.4) Continuance Commitment

Sr. No.	Description	Mean	SD
1.	Worry of quitting job without back up	3.68	0.75
2.	Hard to leave the organization	3.49	0.84
3.	Have disruption due to leaving organization immediately	3.21	0.73
4.	Desire to stay within organization as necessity	3.27	0.74
5.	Lack of options to leave the organization	3.08	0.66
Overall Mean		**3.35**	

Source: Survey Data (2019)

Table (3.4) illustrates that the mean scores for all the items that measure continuance commitment of employees in Inya Land Co., Ltd are well above neutral. Most of the employees are worrying of quitting the job without back up since it has the highest mean score of 3.68. The overall mean score for continuance commitment is also well above neutral which means that the employees in Inya Land Co., Ltd exhibit continuance commitment to the organization. Based on the results, most of the employees hesitate to leave current job without alternative options.

3.4.3 Normative Commitment

This section aims to examine the normative commitment of employees in InyaLand Co., Ltd. The survey questionnaire comprises of five items to measure the employees' normative commitment in the study. The mean scores of the employees' normative commitment which is one of the dimensions of organizational commitment are presented in Table (3.5) below:

Table (3.5) Normative Commitment

Sr. No.	Description	Mean	SD
1.	Feeling of obligation	3.79	0.83
2.	Value of remaining loyal	3.77	0.75
3.	Deserve loyalty	3.75	0.71
4.	Feel guilty to leave	3.74	0.77
5.	Feel owe great deal to organization	4.00	0.92
Overall Mean		**3.81**	

Source: Survey Data (2019)

As the data shows in Table (3.5), normative commitment of employees in Inya Land Co., Ltd, most respondents are highly agree with the item number five with mean value 4.00 means that employees in InyaLand Co., Ltd feel that they owe great deal to the organization. The overall mean scores for normative commitment is also well above neutral which means that employees in InyaLand Co., Ltd exhibit normative commitment to the organization.

CHAPTER 4

ANALYSIS ON ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

This chapter involves three main sections and covers finding and discussion of the study. The first section is about analyzing influencing factors on organizational commitment of employees in InyaLand Co., Ltd and the second sections is about organizational citizenship behavior of Inya Land Co., Ltd. Finally, this chapter discusses on the analysis on the effect of organizational commitment on organizational citizenship behavior of Inya Land Co., Ltd.

4.1 Analysis of Influencing Factors on Organizational Commitment of Employees

To explore the influencing factors on organizational commitment of Inya Land Co., Ltd, training and development opportunities, work-life balance programs and empowerment practices at work questionnaires are used. The questionnaire for training and development opportunities is developed by the Rogg, Schmidt, Shull and Schmitt (2001) and work-life balance programs is developed by the Paré, Tremblay & Lalonde (2001). Empowerment practices questionnaire is developed by the Tremblay, Rondeau and Lemelin (1997). The respondents are requested to rate each statement on the five-point Likert scale depending on their level of agreement and disagreement to each statement (1 = Strongly Disagree to 5 = Strongly Agree). The result on employee perception toward dimensions of influencing factors on organizational commitment are discussed with respective mean value tables from Table (4.1) to Table (4.3) accordingly.

4.1.1 Employee Perception on Training and Development Opportunities

This section aims to examine the employee perception on training and development opportunities at Inya Land Co., Ltd. The survey questionnaire comprises of five items to measure the training and development opportunities. The mean scores of the employee perception on the training and development opportunities are presented in Table (4.1) below:

Table (4.1) Employee Perception on Training and Development Opportunities

Sr. No.	Description	Mean	SD
1.	Provide job specific training	3.64	0.74
2.	Allocate sufficient time for training	3.70	0.61
3.	Apply training in organization	3.87	0.95
4.	Provide enough development opportunities	3.95	0.58
5.	Provide opportunities to promote professional development	3.66	0.75
	Overall Mean	**3.76**	

Source: Survey Data (2019)

Table (4.1) illustrates that the statement of "Providing enough development opportunities" has the mean score 3.95 which indicates that most of the respondents agree on this statement. There is high influenced by the effect of providing enough development opportunities in training and development opportunities to organizational commitment. The overall mean score of respondents resulted in concerning with training and development opportunities is well above neutral with mean score of 3.76.

4.1.2 Employee Perception on Work-Life Balance Programs

This section aims to examine the employee perception on work-life balance programs. The survey questionnaire comprises of five items to measure the work-life balance programs in the study. The mean scores of the employee perception on work-life balance programs are examined in Table (4.2) below:

Table (4.2) Employee Perception on Work-Life Balance Programs

Sr. No.	Description	Mean	SD
1.	Embracing flextime and efficient work programs	3.84	0.63
2.	Engaging in team-building activities	3.67	0.83
3.	Providing health programs	3.57	0.75
4.	Providing family support programs	3.79	0.85
5.	Having proper leave giving programs	4.15	0.76
	Overall Mean	**3.80**	

Source: Survey Data (2019)

Table (4.2) illustrates that the statement of "Having proper leave giving programs" has the mean score 4.15 which indicates that most of the respondents agree on this statement. There is high influencing by the effect of having proper leave giving programs in work-life balance programs to organizational commitment. The overall mean score of respondents resulted in concerning with work-life balance programs is well above neutral with mean score of 3.80.

4.1.3 Employee Perception on Empowerment Practices

This section aims to examine the employee perception on empowerment practices. The survey questionnaire comprises of five items to measure the empowerment practices in the study. The mean scores of the employee perception on empowerment practices are examined in Table (4.3) below:

Table (4.3) Employee Perception on Empowerment Practices

Sr. No.	Description	Mean	SD
1.	Allow to make independent decision	4.06	0.69
2.	Choose how to perform work	4.40	0.61
3.	Participate in decisions for the company	3.64	0.76
4.	Inspire to meet goals at work	3.92	0.68
5.	Give best effort at work	4.23	0.77
Overall Mean		**4.05**	

Source: Survey Data (2019)

According to Table (4.3), all of the items' mean scores are above neutral. The most preferred item is item number five with the highest mean score. It shows that employees in Inya Land Co., Ltd tend to give best effort at work for each day. However, the mean score for item number three shows lower mean scores. It means that employees in Inya Land Co., Ltd participate in the decision making for the company but just only at somewhat level.

4.1.4 Influencing Factors on Organizational Commitment of Employees

In this section, the influence of training and development opportunities, work-life balance programs and empowerment practices on organizational commitment is explored. Multiple regression analysis is used to test the impact of independent variable, training and

development opportunities, work-life balance programs and empowerment practices on dependent variable organizational commitment in InyaLand Co., Ltd.

(a)   Influencing Factors on Affective Commitment

To analyze the influence of training and development opportunities, work-life balance programs and empowerment practices on affective commitment, multiple regression analysis is conducted in the study. In this analysis, there are three independent variables: training and development opportunities, work-life balance programs and empowerment practices and one dependent variable: affective commitment. According to respondents' answers, the results are presented in Table (4.4) below:

Table (4.4) Influencing Factors on Affective Commitment

Model	Unstandardized Coefficients		t	Sig.	VIF
	B	**Std. Error**			
(constant)	1.265	.373	3.393	.000	
Training & Development Opportunities	.185*	.096	1.928	.057	1.434
Work-life Balance Programs	.017	.117	.143	.887	1.517
Empowerment Practices	.430***	.096	4.474	.000	1.125
R	.541				
R Square	.293				
Adjusted R Square	.267				
F-Value	11.339***				

Source: Survey Data (2019)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to the results shown in Table (4.4), the significant value of training and development opportunities is 0.057 which is significant at 10% level and significant value of empowerment practices is 0.000 which is significant at 1% level. Therefore, training and development opportunities and empowerment practices have significant relationship with affective commitment at 99% confidence interval. R is 0.541 which means that the level of

training and development opportunities, work-life balance programs and empowerment practices and the level of affective commitment reported by the respondents are correlated.

The model can only explain 26.7% (Adjusted R Square = 0.267) about the variance of dependent variable, affective commitment with independent variables, training and development opportunities, work-life balance programs and empowerment practices. The value of F test the overall significance of the model, came out highly significant at 1% level. From the results shown in the analysis, employees in InyaLand Co., Ltd exhibit affective organizational commitment when they are given training and development opportunities and empowerment practices.

Affective commitment is a form of commitment, directly coming from employees own willingness and choice to commit to the organization. Providing training and development opportunities can enhance employees' skills and the performance of employees so that employees in InyaLand Co.,Ltd tend to commit in affective commitment with their own willingness to stay at there. Empowerment is an action represent both to the process of self-empowerment and to professional support of staff which can lead the organization in effective ways and can gain affective commitment of employees.

Empowerment is the process of enabling individuals to adopt new behaviors that further their individual aspirations and those of their organizations. As individuals grow and achieve outcomes important to them, they also benefit the whole. At the same time, the organization serves as a resource to enable the individual to achieve these outcomes. This mutual accountability strengthens the commitment level of both the individual and the organization, enabling greater sustainability for the change initiative over the long term.

(b)   Influencing Factors on Continuance Commitment

In this study, the influence of training and development opportunities, work-life balance programs and empowerment practices on continuance commitment is explored. Multiple regression analysis is used to test the impact of independent variable, training and development opportunities, work-life balance programs and empowerment practices on dependent variable continuance commitment in InyaLand Co., Ltd are shown in the Table (4.5) below:

Table (4.5) Influencing Factors on Continuance Commitment

Model	Unstandardized Coefficients		t	Sig.	VIF
	B	Std. Error			
(constant)	1.177	.460	2.560	.000	
Training & Development Opportunities	.142*	.085	1.679	.096	1.434
Work-life Balance Programs	.270*	.144	1.882	.063	1.517
Empowerment Practices	.407***	.118	3.438	.001	1.125
R	.442				
R Square	.196				
Adjusted R Square	.166				
F Value	6.654***				

Source: Survey Data (2019)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to the survey results, the significant value of empowerment practices is 0.001 and is highly significant at 1% level so that empowerment practices has a significant relationship with continuance commitment at 99% confidence interval. The significant value of training and development opportunities and work-life balance programs are 0.096 and 0.063 respectively which are significant at 10% level. Training and development opportunities and work-life balance programs have significant relationship with continuance commitment at 90% confidence interval. R is 0.442 which means that the level of training and development opportunities, work-life balance programs and empowerment practices and the level of continuance commitment reported by the respondents are correlated.

The model can only explain 16.6% (Adjusted R Square = 0.166) about the variance of dependent variable, continuance commitment with independent variables, training and development opportunities, work-life balance programs and empowerment practices. The

value of F test the overall significance of the model, came out highly significant at 1% level. From the results shown in the analysis, employees in InyaLand Co., Ltd exhibit continuance organizational commitment when InyaLand Co.,Ltd allows empowerment practices.

According to survey result, all the factors have influence on continuance commitment. Continuance commitment relates to how much employees feel the need to stay at organization. It occurs when employees weigh up the pros and cons of leaving the organization. Providing training and development opportunities, work-life balance programs and empowerment practices can be the advantages for employees to stay at InyaLand Co., Ltd. Employees feel committed to the virtue of costs that they feel are associated with leaving.

(c)   Influencing Factors on Normative Commitment

In this study, the influence of training and development opportunities, work-life balance programs and empowerment practices on normative commitment is explored. Multiple regression analysis is used to test the impact of independent variable, training and development opportunities, work-life balance programs and empowerment practices on dependent variable normative commitment in InyaLand Co., Ltd are shown in the Table (4.6).

The model can only explain 27.5% (Adjusted R Square = 0.275) about the variance of dependent variable, normative commitment with independent variables, training and development opportunities, work-life balance programs and empowerment practices. The value of F test the overall significance of the model, came out highly significant at 1% level. According to respondent's answers, the results are presented in Table (4.6) below:

Table (4.6) Influencing Factors on Normative Commitment

Model	Unstandardized Coefficients		t	Sig.	VIF
	B	Std. Error			
(constant)	2.450	.508	4.822	.000	
Training & Development Opportunities	.336***	.124	2.699	.008	1.434
Work-life Balance Programs	.194**	.095	2.046	.032	1.517
Empowerment Practices	.152	.133	1.143	.256	1.125
R	.548				
R Square	.301				
Adjusted R Square	.275				
F Value	11.745***				

Source: Survey Data (2019)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to the survey results, the significant values of training and development opportunities and work-life balance programs are 0.008 and 0.032 respectively which are significant at 1% level and 5% level accordingly. Therefore, training and development opportunities and work-life balance programs have significant relationship with normative commitment at 99% confidence interval and 95% confidence level respectively. As shown in Table (4.6), R is 0.548 which means that the level of training and development opportunities, work-life balance programs and empowerment practices and the level of normative commitment reported by the respondents are correlated.

Good training and development opportunities help organization retains the right people and grow profits. A training program presents an opportunity to instill the needed skills in the employees. Similarly, a development program helps to expand the knowledge base of all employees. Balanced employees tend to feel more motivated and less stressed out at work, which thereby increase commitment to organization and reduces the number

of conflicts among workers and management. When employees are provided with training and development opportunities and work-life balance programs, they feel that they need to remain with the organization. Employees think that their organization deserves their loyalty and feel that they owe great deal to their organization.

4.2   Analysis of Effect of Organizational Commitment on Organizational Citizenship Behavior

In this section, the effect of organizational commitment on organizational citizenship behavior is explored. Multiple regression analysis is used to test the effect of independent variable, organizational commitment on dependent variable organizational citizenship behavior in InyaLand Co., Ltd.

4.2.1 Organizational Citizenship Behavior of Employees

Organizational citizenship behavior is defined as individual behavior that is discretionary not directly or explicitly recognized by the formal reward system, and in the aggregate, promotes the efficient and effective functioning of the organization. This study measures two dimensions of organizational citizenship behavior which are OCB-O and OCB-I. The respondents are requested to rate each statement on five-point Likert scale depending on their level of agreement and disagreement to each statement (1 = Strongly Disagree to 5 = Strongly Agree). The results on the organizational citizenship behavior of employees in InyaLand Co., Ltd are discussed with respective mean value tables from Table (4.7) to Table (4.8) accordingly.

(a)   Organizational Level

This section aims to examine the organizational citizenship behavior - organizational level of employees in InyaLand Co., Ltd. The survey questionnaire comprises of five items to measure the employees' OCB-O level in the study. The mean scores of the employees' organizational citizenship behavior – organizational level are presented in Table (4.7) below:

Table (4.7) Organizational Level

Sr. No.	Description	Mean	SD
1.	Advance notice when unable to go to work	3.87	0.98
2.	Attendance beyond the norm	3.74	0.96
3.	Protecting company's property	4.09	0.89
4.	Saying good things about company to outsiders	4.19	0.89
5.	Obeying company rules and regulations even alone	3.98	0.78
Overall Mean		**3.97**	

Source: Survey Data (2019)

Table (4.7) illustrates that the mean values that measure organizational citizenship behavior – organizational level of employees in InyaLand Co., Ltd are well above neutral and have high mean scores. According to the results, 'saying good things about company to outsiders' statement has the highest mean value of 4.19 but "attendance beyond the norm" statement has the lowest mean value of 3.74. The result shows that employees in InyaLand Co., Ltd usually say good things about company when talking with outsiders.

(b)   Individual Level

This section aims to examine the organizational citizenship behavior individual level of employees in InyaLand Co., Ltd. The survey questionnaire comprises of five items to measure the employees' OCB-I level in the study. The mean scores of the employees' organizational citizenship behavior – individual level are presented in Table (4.8) below:

Table (4.8) Individual Level

Sr. No.	Description	Mean	SD
1.	Helping coworkers who had too much to do	4.08	0.83
2.	Volunteering coworkers to become productive	3.88	0.85
3.	Volunteering for extra work assignments	3.83	0.87
4.	No abuse on the rights of others	3.97	0.97
5.	Avoidance of creating problems for coworkers	4.18	0.89
Overall Mean		**3.99**	

Source: Survey Data (2019)

Table (4.8) illustrates that the mean values that measure organizational citizenship behavior – individual level of employees in InyaLand Co., Ltd are well above neutral and have high mean scores. According to the results, 'avoidance of creating problems for coworkers' statement has the highest mean value of 4.18 but "volunteering for extra work assignments" statement has the lowest mean value of 3.83. The result shows that employees in InyaLand Co., Ltd avoid creating problems for coworkers which indicates that they have good intentions to co-workers and avoid to bother colleagues. The result shows that employees are not much willing to volunteer for extra work assignments which is because they also have designated work assignments and do not want to give additional time for extra assignments.

4.2.2 The Effect of Organizational Commitment on Organizational Citizenship Behavior - Organizational Level

In this study, linear regression analysis is used to analyze the effect of organizational commitment on organizational citizenship behavior of InyaLand Co., Ltd. According to the regression analysis, results of the effect of organizational commitment on organizational citizenship behavior in InyaLand Co., Ltd are shown in the Table (4.9).

As the results of Table (4.9), this model can only explain 40% (Adjusted R Square is 0.400) about the variance of dependent variable, organizational citizenship behavior – organizational level with independent variables, affective commitment, continuance commitment and normative commitment. R is 0.649 which means that the level of affective commitment, continuance commitment and normative commitment and organizational citizenship behavior – organizational level reported by the respondents are correlated. F-value (the overall significant of the model) is highly significant at 1% level. According to the regression analysis, the results of the effect of organizational commitment on organizational citizenship behavior – organizational level of employees in InyaLand Co., Ltd are shown in the Table (4.9) below:

Table (4.9) Effect of Organizational Commitment on Organizational Citizenship Behavior – Organizational Level

Model	Unstandardized Coefficients		t	Sig.	VIF
	B	Std. Error			
(constant)	1.782	.344	5.185	.000	
Affective Commitment	.131	.128	1.023	.309	1.844
Continuance Commitment	-.151	.107	-1.416	.160	1.707
Normative Commitment	.668***	.108	6.177	.000	1.574
R	.649				
R Square	.421				
Adjusted R Square	.400				
F Value	19.9***				

Source: Survey Data (2019)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As the results of Table (4.9), normative commitment has effect on organizational citizenship behavior – organizational level. Employees in InyaLand Co., Ltd tend to feel obligation to the company so that they are willing to protect company's property. Moreover, they value loyalty and believe that InyaLand Co., Ltd deserve their loyalty, employees tend to say good things about the company when they are talking with outsiders. Furthermore, they want to follow rules and regulations of the company since they value to remain loyal to the organization.

Based on the analysis, employees who are committed to the organization tend to have organizational citizenship behavior – organizational level. Increasing of organizational commitment will be followed by the increasing of organizational citizenship behavior. By stimulating organizational commitment effectively, employees' psychological bond to the organization becomes stronger and incurs strong encouragement to indicate the more organizational citizenship behavior.

Normative commitment builds upon duties and values and the degree to which an employee stays in an organization out of a sense of obligation. Normative commitment comes from a sense of moral duty and the value system of an individual. Normative

commitment is higher in organizations like InyaLand Co., Ltd that value loyalty and systematically communicate the fact to employees with proper training and development opportunities, work-life balance programs and empowerment practices.

4.2.3 The Effect of Organizational Commitment on Organizational Citizenship Behavior - Individual Level

In this study, linear regression analysis is used to analyze the effect of organizational commitment on organizational citizenship behavior of InyaLand Co., Ltd. According to the regression analysis, results of the effect of organizational commitment on organizational citizenship behavior- individual level in InyaLand Co., Ltd are shown in the Table (4.10).

As the results of Table (4.10), this model can only explain 12.2% (Adjusted R Square is 0.122) about the variance of dependent variable, organizational citizenship behavior – individual level with independent variables, affective commitment, continuance commitment and normative commitment. R is 0.392 which means that the level of affective commitment, continuance commitment and normative commitment and organizational citizenship behavior – organizational level reported by the respondents are correlated. F-value (the overall significant of the model) is highly significant at 1% level.

According to the Table (4.10), normative commitment has effect on organizational citizenship behavior – individual level. Employees in InyaLand Co., Ltd feel owe great deal to the organization, they are willing to help coworkers who had too much to do and volunteer for extra work assignments. Moreover, they think that InyaLand Co., Ltd deserve their loyalty, they avoid to create problems of coworkers and avoid to abuse the rights of others. According to the regression analysis, the results of the effect of organizational commitment on organizational citizenship behavior – individual level of employees in InyaLand Co., Ltd are shown in the Table (4.10) below:

Table (4.10) Effect of Organizational Commitment on Organizational Citizenship Behavior – Individual Level

Model	Unstandardized Coefficients		t	Sig.	VIF
	B	**Std. Error**			
(constant)	2.635	.409	6.439	.000	
Affective Commitment	.100	.153	.655	.514	1.844
Continuance Commitment	-.038	.127	-.301	.764	1.707
Normative Commitment	.359***	.129	.103	.007	1.574
R	.392				
R Square	.153				
Adjusted R Square	.122				
F Value	4.948***				

Source: Survey Data (2019)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

Normative commitment develops as a result of beliefs that are internalized through socialization processes, both familial and cultural. The voluntary nature of normative organizations almost guarantees that once people join the group, as members they will participate in the group's activities. That is so because besides desiring to see the group reach its goal, members of a normative organization very likely wants to help with the effort to the best of their ability.

Normative commitment is the level of commitment where an employee feels obligated to stay in the organization and staying in the organization is the right thing to do. This sense of obligation can stem from the moral, ethical, because the organization spent time and money for employees. Normative commitment of employees impact on the employees' organization citizenship behavior in the way that employees in InyaLand avoid creating problems to co-workers and refuse to abuse the rights of colleagues.

CHAPTER 5

CONCLUSION

In this chapter, the results of the analysis are presented to satisfy the objectives of the study. The purpose of the study is to analyze the influencing factors on organizational commitment and to examine the effect of organizational commitment on organizational citizenship behavior at InyaLand Co., Ltd. This chapter consists of three sections which are findings and discussions, suggestions and recommendations and needs for further research.

5.1   Findings and Discussions

This study was conducted to analyze the influencing factors on organizational commitment and the effect of organizational commitment on organizational citizenship behavior at InyaLand Co., Ltd. There are three main factors included in the influencing factors of organizational commitment in this study which are training and development opportunities, work-life balance programs and empowerment practices.

According to the findings, training and development opportunities and empowerment practices have significant impact on affective commitment. The results point out that employees show their strong emotional attachment to the organization and to the work they do when they have opportunities for training and development. Furthermore, the results reveal that employees become more accountable, knowing that organization has confidence in their ability to perform when organization empower them. Since empowering employees and providing training and development opportunities can enhance employees' skills and knowledge, employees believe that they can gain career development when they stay at InyaLand Co., Ltd.

The other finding is that training and development opportunities, work-life balance and empowerment practices have significant impact on continuance commitment. Continuance commitment occurs when employees feel that they need to stay at the company, because the loss they would experience by leaving it is greater than the benefit they might gain in a new role. Allowing employees to choose how to perform their work and to make independent decisions, employees at InyaLand Co., Ltd tend to stay at the organization rather than moving to another organization.

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Another finding reveal that training and development opportunities and work-life balance programs have significant impact on normative commitment. Employees feel that they should remain with organization because it has provided opportunities for their training. Furthermore, InyaLand Co., Ltd has proper leave giving programs and embrace flexible working hours, employees feel obligation for the company for the benefits provided. Therefore, they feel motivated to add value for the organization more than moving to another organization.

With relation to organizational citizenship behavior, it was found that normative commitment has the positive relationship and significant impact on OCB-O and OCB-I. Employees tend to have normative commitment since they feel they owe great deal to the organization. The results reveal that employees at InyaLand Co., Ltd say good things about company when they are talking with outsiders and protect company's property because of their commitment to the organization. Furthermore, they help coworkers who have a lot of workloads and avoid to create problems for coworkers.

5.2   Suggestions and Recommendations

Based on the findings discussed in above, recommendations would be given for the employees and the management of the organization to improve organizational commitment in order to enhance organizational citizenship behavior at InyaLand Co., Ltd. The suggestions will be in relation to factors influencing on organization and effect of organizational commitment on organizational citizenship behavior through the literature review and the feedback of the questionnaires.

The study suggests that InyaLand Co., Ltd should provide job specific training to employees and opportunities to promote professional development. Organization needs to arrange brainstorming groups or mentorship programs to help employees connect with each other. Bouncing suggestions around the office will inspire employees to be passionate in their work, encouraging personal and professional growth for everyone.

In order to gain organizational commitment, InyaLand Co., Ltd should emphasize to improve work-life balance programs. A good work-life balance can enable employees to feel more in control of their working life and lead to improvements in employee health and well-being. Moreover, it can lead to greater employee loyalty, commitment and

motivation. A happier, less stressed workforce can bring productivity and increase engagement and commitment levels.

InyaLand management should empower employees to step up, make their own decisions and pave their own path to success so that they can create a better workplace culture. Empowered employees are loyal, committed and potentially more productive. When organization delegate decisions to employees, it gives them an opportunity to grow their skills and take on greater challenges which can gain confidence that their achievements will be recognized.

InyaLand management should improve organizational commitment of employees by building a strong teamwork culture which facilitates a healthy work environment. Organization should communicate clear goals and expectations the employees. When employees feel a sense of ownership tends to stay longer with an organization. Organization need to know the art of delegating tasks to function efficiently. Committed and engaged employees are an asset to any organization. It is important to value people who show dedication and commitment towards the organization.

5.3   Needs for Further Research

This research is only emphasized on InyaLand Co., Ltd in Yangon. The study data is collected only from employees of InyaLand Co., Ltd in Yangon so that this research cannot represent the whole IT Company of organizational commitment and organizational citizenship behavior. Therefore, to comprehend organizational commitment and organizational citizenship behavior of employees in other IT companies, further research should be conducted. Among several factors influencing on organizational commitment, this study only focuses on three factors such as training and development opportunities, work-life balance programs and empowerment practices. Thus further research will be necessary to understand the effect of other factors such as compensation and employment security. This restricts generalization of findings. Further research should be conducted using a larger sample to present more concrete analysis of data.

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APPENDIX A
Survey Questionnaire

The following survey questionnaire aims to analyze influencing factors on organizational commitment and to examine the effect of organizational commitment on organizational citizenship behavior of InyaLand Co., Ltd in Yangon. The data obtained from this survey will be used only to write a master's thesis to submit in Yangon University of Economics. I would like to appreciate for your precious time to complete this survey.

SECTION A: DEMOGRAPHIC FACTORS

1. Gender
   - ☐ Male
   - ☐ Female
2. Age
   - ☐ 18-27 years
   - ☐ 28-37 years
   - ☐ 38-47 years
   - ☐ 48 years and above
3. Marital Status
   - ☐ Single
   - ☐ Married
4. Education
   - ☐ Undergraduate, Diploma or the equivalent
   - ☐ Graduate
   - ☐ Master Degree
5. Job Title
   - ☐ Staff
   - ☐ Supervisor and above
   - ☐ Manager and above
6. How long have you been in this organization?
   - ☐ Less than 1 year
   - ☐ 1 year – 5 years
   - ☐ 6 years – 10 years

Instruction: Please choose one of the following numbers on each line according to the index.

Index: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree

Please indicate the extent to which you agree to the following statement by ticking (√) the appropriate response.

SECTION B

Training and Development Opportunities

1	This company is providing me with job specific training.	1	2	3	4	5
2	Sufficient time is allocated for product and solution training.	1	2	3	4	5
3	I can apply the training I receive, in this organization	1	2	3	4	5
4	There are enough development opportunities for me in this organization.	1	2	3	4	5
5	I have the opportunity to be involved in activities that promote my professional development.	1	2	3	4	5

Work Life Balance

1	Embrace flextime and efficient work programs	1	2	3	4	5
2	Engage in team-building activities	1	2	3	4	5
3	Provide health programs	1	2	3	4	5
4	Provide family support programs	1	2	3	4	5
5	Proper leave giving programs	1	2	3	4	5

Empowerment Practices

1	My position allows me to make independent decision	1	2	3	4	5
2	I choose how to perform my work	1	2	3	4	5
3	I participate in the decisions for the company	1	2	3	4	5
4	I am inspired to meet my goals at work	1	2	3	4	5
5	I am determined to give my best effort at work each day	1	2	3	4	5

SECTION C: ORGANIZATIONAL COMMITMENT

Affective Organizational Commitment

1	I would be happy to spend the rest of my career with this organization.	1	2	3	4	5
2	I enjoy discussing my organization with people outside it.	1	2	3	4	5
3	I do feel like 'part of the family' at this organization.	1	2	3	4	5
4	I do feel like 'emotionally attached' to this organization.	1	2	3	4	5
5	I do feel a strong sense of belonging to this organization.	1	2	3	4	5

Continuance Organizational Commitment

1	I am afraid of what might happen if I quit my job without having another one lined up.	1	2	3	4	5
2	It would be very hard for me to leave this organization right now, even if I wanted to.	1	2	3	4	5
3	Too much in my life would be disrupted if I decided to leave this organization.	1	2	3	4	5
4	Right now, staying with this organization is a matter of necessity as much as desire.	1	2	3	4	5
5	I feel that I have too few options to consider leaving this organization.	1	2	3	4	5

Normative Organizational Commitment

		1	2	3	4	5
1	I am obliged to my current organization and the people in it I will not leave organization for this reason	1	2	3	4	5
2	I was taught to believe in the value of remaining loyal to one organization	1	2	3	4	5
3	The organization deserves my loyalty and I should therefore stay	1	2	3	4	5
4	I feel the organization owes me for my input and effort and I therefore do not feel ready to leave	1	2	3	4	5
5	I feel it is not right to leave the company right now because I feel that I owe great deal to my organization	1	2	3	4	5

SECTION D: ORGANIZATIOANL CITIZENSHIP BEHAVIOR

OCB-O

		1	2	3	4	5
1	I will give advanced notice if I cannot come to work.	1	2	3	4	5
2	My attendance at work is above the required level.	1	2	3	4	5
3	I protect our company's property.	1	2	3	4	5
4	I say good things about our company when talking with outsiders.	1	2	3	4	5
5	I obey company rules and regulations even when no one is watching.	1	2	3	4	5

OCB-I

		1	2	3	4	5
1	I help my coworkers when their workload is heavy.	1	2	3	4	5
2	I often try to help fellow employees so they will become more productive.	1	2	3	4	5
3	I frequently volunteer to do things without being asked when at work.	1	2	3	4	5
4	I do not abuse the rights of others.	1	2	3	4	5
5	I try to avoid creating problems for co-workers.	1	2	3	4	5

APPENDIX B

SATISTICAL OUTPUTS

(1) **Influencing Factors on Affective Commitment**

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Satistics			Durbin Watson
					R Square Change	F Change	Sig. F Change	
1	.541[a]	.293	.267	.56853	.293	11.339	.000	1.885

a. Predictors: (Constant), Training and Development Opportunities Mean, Work-Life Balance Programs Mean, Empowerment Practices Mean

b. Dependent Variable: Affective Commitment Mean

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.995	3	3.665	11.339	.000[b]
	Residual	26.504	82	.323		
	Total	37.500	85			

a. Dependent Variable: Affective Commitment Mean

b. Predictors: (Constant), Training and Development Opportunities Mean, Work-Life Balance Programs Mean, Empowerment Practices Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statictcs	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.265	.373		3.393	.000		
	TDOMean	.185	.096	.214	1.928	.057	.698	1.434
	WLBPMean	.017	.117	.016	.143	.887	.659	1.517
	EPMean	.430	.096	.441	4.474	.000	.889	1.125

a. Dependent Variable: Affective Commitment Mean

(2)   Influencing Factors on Continuance Commitment

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Satistics			Durbin Watson
					R Square Change	F Change	Sig. F Change	
1	.442[a]	.196	.166	.70106	.196	6.654	.000	1.985

a. Predictors: (Constant), Training and Development Opportunities Mean, Work-Life Balance Programs Mean, Empowerment Practices Mean

b. Dependent Variable: Continuance Commitment Mean

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.812	3	3.271	6.654	.000[b]
	Residual	40.302	82	.491		
	Total	50.113	85			

a. Dependent Variable: Continuance Commitment Mean

b. Predictors: (Constant), Training and Development Opportunities Mean, Work-Life Balance Programs Mean, Empowerment Practices Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statictcs	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.177	.460		2.560	.000		
	TDOMean	.142	.085	.221	1.679	.096	.698	1.434
	WLBPMean	.270	.144	.230	1.882	.063	.659	1.517
	EPMean	.407	.118	.361	3.438	.001	.889	1.125

    a.   Dependent Variable: Continuance Commitment Mean

(3)   Influencing Factors on Normative Commitment

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Satistics			Durbin Watson
					R Square Change	F Change	Sig. F Change	
1	.548[a]	.301	.275	.61978	.301	11.745	.000	1.772

    a.   Predictors: (Constant), Training and Development Opportunities Mean, Work-Life Balance Programs Mean, Empowerment Practices Mean

    b.   Dependent Variable: Normative Commitment Mean

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.535	3	4.512	11.745	.000[b]
	Residual	31.498	82	.384		
	Total	45.033	85			

    a.   Dependent Variable: Normative Commitment Mean

    b.   Predictors: (Constant), Training and Development Opportunities Mean, Work-Life Balance Programs Mean, Empowerment Practices Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statictcs	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.450	.508		4.822	.000		
	TDOMean	.336	.124	.349	2.699	0.08	.698	1.434
	WLBPMean	.194	.095	.299	2.046	.043	.659	1.517
	EPMean	.152	.133	.098	1.143	.256	.889	1.125

a. Dependent Variable: Normative Commitment Mean

(4) **Effect of Organizational Commitment on Organizational Citizenship Behavior – Organizational Level**

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Satistics			Durbin Watson
					R Square Change	F Change	Sig. F Change	
1	.649[a]	.421	.400	.57873	.421	19.900	.000	2.064

a. Predictors: (Constant), Affective Commitment Mean, Continuance Commitment Mean, Normative Commitment Mean

b. Dependent Variable: Organizational Citizenship Behavior – Organizational Level

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.995	3	6.665	19.900	.000[b]
	Residual	27.464	82	.335		
	Total	47.459	85			

a. Dependent Variable: Organizational Citizenship Behavior – Organizational Level

b. Predictors: (Constant), Affective Commitment Mean, Continuance Commitment Mean, Normative Commitment Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statictcs	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.782	.344		5.185	.000		
	AOCMean	.131	.128	.117	1.023	.309	.542	1.844
	COCMean	-.151	.107	-.155	-1.416	.160	.586	1.707
	NOCMean	.668	.108	.651	6.177	.000	.635	1.574

   a. Dependent Variable: Organizational Citizenship Behavior – Organizational Level

(5)   **Effect of Organizational Commitment on Organizational Citizenship Behavior – Individual Level**

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Satistics			Durbin Watson
					R Square Change	F Change	Sig. F Change	
1	.392[a]	.153	.122	.68911	.153	4.948	.003	2.244

   a. Predictors: (Constant), Affective Commitment Mean, Continuance Commitment Mean, Normative Commitment Mean

   b. Dependent Variable: Organizational Citizenship Behavior – Individual Level

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.049	3	2.350	4.948	.003[b]
	Residual	38.939	82	.475		
	Total	45.989	85			

    a. Dependent Variable: Organizational Citizenship Behavior – Individual Level

    b. Predictors: (Constant), Affective Commitment Mean, Continuance Commitment Mean, Normative Commitment Mean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statictcs	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.635	.409		6.439	.000		
	AOCMean	-.100	.153	.090	.655	.514	.542	1.844
	COCMean	-.038	.127	-.040	-.301	7.64	.586	1.707
	NOCMean	.359	.129	.355	2.787	.007	.653	1.574

    a. Dependent Variable: Organizational Citizenship Behavior – Individual Level