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EXPLAINING THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT, JOB INVOLVEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG EMPLOYEES OF KHUZESTAN GAS COMPANY

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ABSTRACT
The purpose of this study is to explain the relationship between variables of organizational commitment, job involvement and organizational citizenship behavior. The study population included 1276 employees of the gas company in Khuzestan province, and 296 subjects were selected according to Cochran formula. To collect data, questionnaires of OCB Podsakoff *et al.,* (1990), organizational commitment of Allen and Meyer (2010), job involvement of Edward Zuchil Patrick (1984) were used. To analyze the data, Lisrel 8.80 and spss16 were used and results of structural equations and Pearson correlation coefficients indicated that there is significant relationship between organizational commitment and job involvement, between job involvement and organizational citizenship behavior and between organizational commitment and organizational citizenship behavior.

Keywords: *Organizational Commitment, Job Involvement and Organizational Citizenship Behavior*

INTRODUCTION
People in the organizations have various attitudes that affect their behavior in the organization, among them job involvement is the newest one to enter organizational behavior. Owens considers job involvement as the degree or the extent, to which a person is cognitively engaged in his profession, represents him by it, he is interested in it and it brought honor and prestige to him (Owens, 1986). In fact, in the job involvement, job represents a person and he does his job in terms of components such as respect, loyalty and acceptance of conformity and willingness to exert effort to achieve goals and in other words the individual actually spends his time with his job (Abbasi, 1998). But occupational commitment helps individuals to identify themselves with the organization and its goals and wishes to be a member of the organization (Miller, 2003). On the other hand, Studies show that, have considered the job commitment and job involvement associated with organizational factors, especially organizational organizational citizenship behavior. In other words, employees who have a healthy working environment can progress by applying all their power, in order to have greater efficiency and a better working environment (Gonzalez and Grazzo, 2006). On the other hand the organizational citizenship behavior is affected on employees' willingness to do things beyond their roles in the organization so that both the individual and the organization benefit from this practice.

The present study attempts to examine the relationship between organizational commitment and organizational citizenship behavior and the role of the intermediary variable of job involvement are considered too.

Research Literature
Organizational Commitment
Organizational commitment is one of the job attitudes that affect important behaviors such as turnover and absenteeism (Robbins, 2010). In Steeres' opinion commitment can be caused by personal factors such as age and years of service or by the organizational features such as the freedom of employees in decision making and job security (Soleimani and Haghiri, 2011). Organizational commitment is real power to

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individuals consider themselves committed to the organizations and the organization representing them (Arnold, 2005) and it helps individuals to understand their identity in accordance with the organization and its goals and wishes to be a member of the organization (Miller, 2003).

According to Meyer and Allen commitment can be classified in three dimensions:

1- Affective commitment: it arises in situations where because of the emotional attachment a person is willing to continue its work in the organization.

2- Continuance commitment: according to this component, because the person needs the salary and benefits of the organization, s/he continues to work in the organization.

3- Normative commitment: this commitment originates from the values of the person who works in the organization, that is the person believes that he owes his workplace (Meyer and Allen, 1991).

Soleimani and Haghiri (2011) suggest that Porter *et al.,* consider organizational commitment including three factors:

1- Believing in the organization's goals and values 2- tendency to more efforts in the organization 3.tendency to try to stay in organization

Organizational Citizenship Behavior

The term OCB for the first time was used in 1983 by Organ and his colleagues although people like Katz and Kahn considered it before them by applying the distinction between the role performance and innovative and spontaneous behaviors in the seventies and eighties AD and before them Chester Barnard considered it by explaining tendency to cooperation in 1938. Podsakoff *et al.,* (2000) believes organizational citizenship behavior is a behavior that is voluntary and has not been designed directly by the formal reward systems in organizations, but despite it improves the effectiveness and efficiency of organizational performance (Appelbaum, 2004). The proposed definition shows that OCB should be a voluntarily behavior not a predetermined duty and not a part of the official duties of the person and it is a behavior that is not rewarded directly or through formal organizational structure is not appreciated. A behavior beyond what is formally is organized for personnel that are important to the success of the organization and organizational performance (Senobari, 2008).

Organizational Citizenship Behavior Dimensions

**Table 1: Dimensions of organizational citizenship Behavior**

Row	OCB dimensions	Presenter	Reference
1	1.Relief Behavior 2.Chivalry 3.Organizational commitment 4.Organizational obedience 5.Individual initiative 6.Civic virtue 7.Self Improvement	Podsakoff *et al.,* (2000)	Podsakoff *et al.,* (2000)
2	1.Relief Behavior 2.Chivalry 3.Individual initiative 4.social costume 5.Organizational commitment 6.Self satisfaction 7.Personal development	Podsakoff (2000)	Castro *et al.,* (2004)
3	1.Chivalry 2.Social costume 3.Altruism 4.Consciousness	Netemeyer (1997)	Castro *et al.,* (2004)
4	1.Effective and active assistance 2.Avoiding behavior that may hurt partners, organizations and individuals	Livia Markoczy (2004)	Vigoda (2000)
5	1.Persisting with enthusiasm and extra effort 2.Volunteering 3.help to perform work activities and working with others 4.supporting institutional rules and practices 5.supporting and defending organizational objectives	Borman *et al.,* (2001)	Borman *et al.,* (2001)
6	1.Social manner 2.Consciousness 3.Altruism 4.Work harmony 5.Supporting organizational resources	Fareh *et al.,* (1997)	Markoczy (2004)
7	1. Social manner 2. Consciousness 3.Altruism 4.Chivalry 5.Courtesy	Organ (1983)	Markoczy and Xin (2004)

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The results of the literature suggest that different dimensions have been expressed for organizational citizenship and a number of them are mentioned in the table above.

Job Involvement

Job involvement can be defined as the involvement of people in their work. Persons, who are engaged in their work, are known and motivated by it. They tend to work harder and more efficient than others and it is more probable for them to achieve results that customers and the organization seek. Employees with job involvement means that they are good at using their job skills and their abilities, their jobs are challenges and they are considered personal achievement for employees (Roux, 2010).
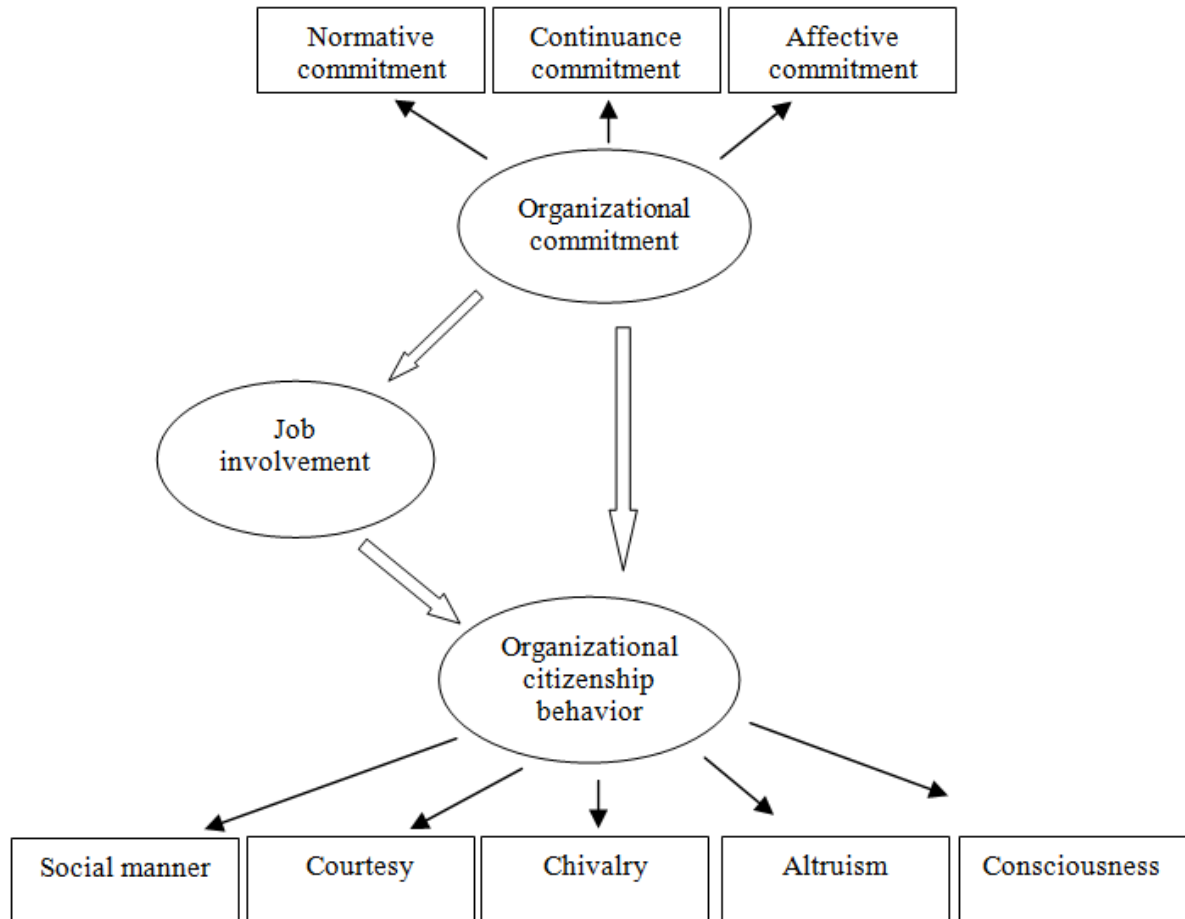
Figure 1: Conceptual model of research

Job involvement becomes more complete when employees have positive feelings towards their jobs, they find their work meaningful, they consider its capacity to control and operate, and they are hopeful about their job future (Mir-Mohammadi, 2012). Triggers of job involvement include job resources, superior job resources, and personal resources. Job resources such as social support from colleagues and superiors, a variety of skills, independence in work and educational opportunities are positively correlated with job involvement. Superior career resources, according to the theory of conservation of resources, people seek the things that are valuable to them. Personal resources are positive self-assessment related to the people to understand their ability to control and influence of their environment (Bakker and Demerouti, 2008)

Employees with high job involvement are more pleasant with their jobs and dropout rates and absenteeism are lower among them (Mahdad, 2008). Job involvement is related to personal characteristics and the nature of the work tasks and it increases social factors such as teamwork, participation in decision-making, the extent to which employees support the organization's goals and it promotes a sense

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of accomplishment and progress in jobs and the level of job involvement (Zare *et al.,* 2010). Based on the research literature and the above-mentioned materials, the research conceptual model of this study is as follows:

The Research Hypotheses
1. There is a significant relationship between organizational commitment and job involvement.
2. There is a significant relationship between job involvement and organizational citizenship behavior.
3. There is a significant relationship between organizational commitment and organizational citizenship behavior.

MATERIALS AND METHODS
In terms of research implementation, this study is a descriptive – correlation study. Because this study assesses the current situation, and describe the current state, studies the properties and it has studied the relationship between the variables. This research is a correlation matrix or a covariance analysis in which structural equation modeling was used.

The population consisted of 1276 employees of the gas company in Khuzestan which 296 samples were selected on the basis of Cochran formula. To collect data, questionnaires of OCB Podsakoff *et al.,* (1990), organizational commitment of Allen and Meyer (2010), job involvement Edwards (1984) were used. The questionnaires were scored according to the Likert scale except job involvement questionnaire in which the grading is based on a scale of 4 degrees that is in positive questions (1, 2, 3, 4, 5, 6, 7, 8, 9, 12, 15, 20) grade 3 , 2, 1, 0 are given to completely disagree, disagree, agree and strongly agree, respectively, and negative questions (10, 11, 13, 14, 16, 17, 18, 19) are in reverse order, that is scores of 0, 1, 2, 3 are given to the choices completely disagree, disagree, agree, strongly agree, respectively. To data inferential analysis Lisrel software and in inferential statistics, structural equation modeling method was used.

Table 2: Characteristics of the study questionnaire

| Questionnaire	Organizational commitment	Job Involvement	Organizational citizenship behavior
dimensions	Affective commitment, Continuance commitment, Normative commitment		Altruism, conscientious, Chivalry, courtesy, social manners
Cronbach's alpha coefficient	%77	%87	%88
Ranking Options	Highly disagree, slightly disagree, no idea, slightly agree, highly agree	Totally disagree, disagree, agree, strongly agree	Very low, low, medium, high, very high

Data Analysis
Before examining the hypotheses, it is necessary to consider the correlation between latent variables. Table 3 shows the results of analyzing the relationship correlation between the number of latent variables related directly and significantly (P <0.05) with each other.

Table 3: Correlations between study variables

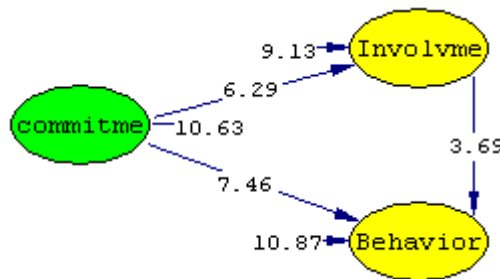| Variable	Organizational commitment	Job involvement	Organizational citizenship behavior
Organizational Commitment(C)	1		
Job Involvement (N)	0.77	1	
Organizational citizenship behavior (OCB)	0.60	0.56	1

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The Structural Model Test
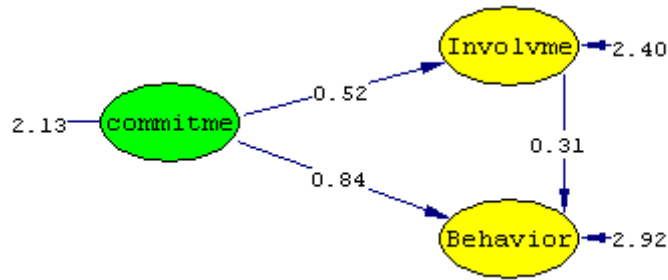
Figure 2: Structural model of commitment, involvement and organizational citizenship behavior in standard mode

In this study, confirmatory factor analysis for path analysis and the measurements test was used to confirm the structural model for the study.


Figure 3: Structural model of commitment, involvement and organizational citizenship behavior in significance

Table 4: Results of the review of goodness of fit

AGFI	GFI	RMSEA	P-VALUE	DF	CHI--SQUARE
0.90	0.91	0.075	0.000	402	709.26

Results of goodness of fit indices of the structural model in the table below indicate the model is fit. Because the amount less than 0.08> RMSEA indicate acceptable fitness of the structural model. The values of CFI, GFI, AGFI, NFI, NNFI are all higher than 0.9.
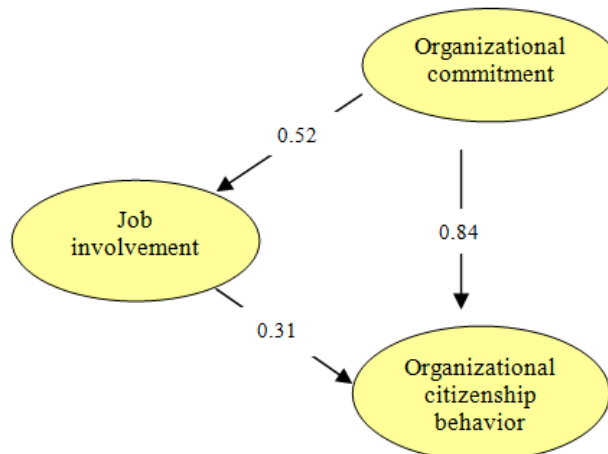
Figure 4: The model based on research findings

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Table 5: The results of significance coefficients and direct relationship

Path	Abbr	t-value	β
Organizational commitment ---- Organizational citizenship behavior	C ---- OCB	5.37	0.43
Organizational commitment ---- Job involvement	C --- N	6.29	0.52
Job involvement ---- Organizational citizenship behavior	N---- OCB	3.69	0.31

RESULTS AND DISCUSSION

The First Hypothesis
As shown in Table 3 and Figure 2 the correlation coefficient and standardized path coefficient between job involvement and organizational commitment are 0.77 and is 0.52 respectively. So the results show that the relationship between organizational climate and job involvement is statistically significant at the 95% level.

The Second Hypothesis
As shown in Table 3 and Figure 2 the correlation coefficient and standardized path coefficient between job involvement and organizational citizenship behavior is 0.31 and 0.56 respectively and it is statistically significant at the 95% level. It means in the office where the job involvement is in good standing the organizational citizenship behavior of employees will occur more. So the researcher's hypothesis based on the relationship between job involvement and organizational citizenship behavior is confirmed.

The Third Hypothesis
As shown in Table 3 and Figure 2 the correlation coefficient and standardized path coefficient between organizational citizenship behavior and organizational commitment are 0.60 and 0.84 respectively. So the results show that the relationship between organizational citizenship behavior and organizational commitment is statistically significant at the 95% level.

Suggestions
1- According to the second hypothesis regarding the impact of employees' commitment on their job involvement it is emphasized to strengthen affective, continuous and normative commitment in Khuzestan Gas Company.
2- It is suggested to Company executives that job involvement questionnaire items that have positive aspects should be strengthen and try to improve inventory items with negative aspects because they have been affective according to the results of job involvement on organizational citizenship behavior.
3- According to confirm the relationship between organizational citizenship behavior and organizational commitment it is suggested that managers to strengthen the social mores of organizational citizenship behavior, altruism, consciousness, generosity and courtesy in their efforts.

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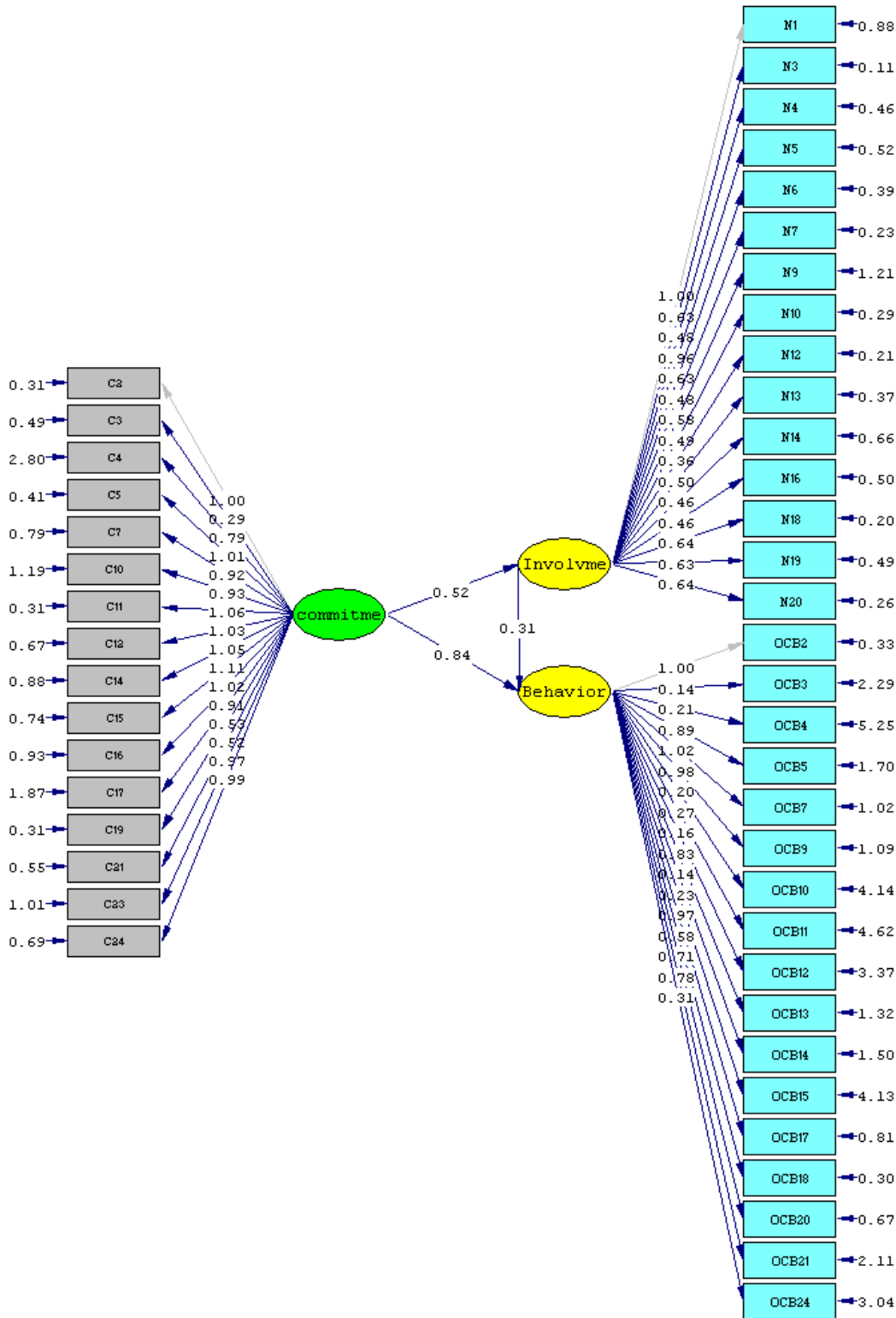
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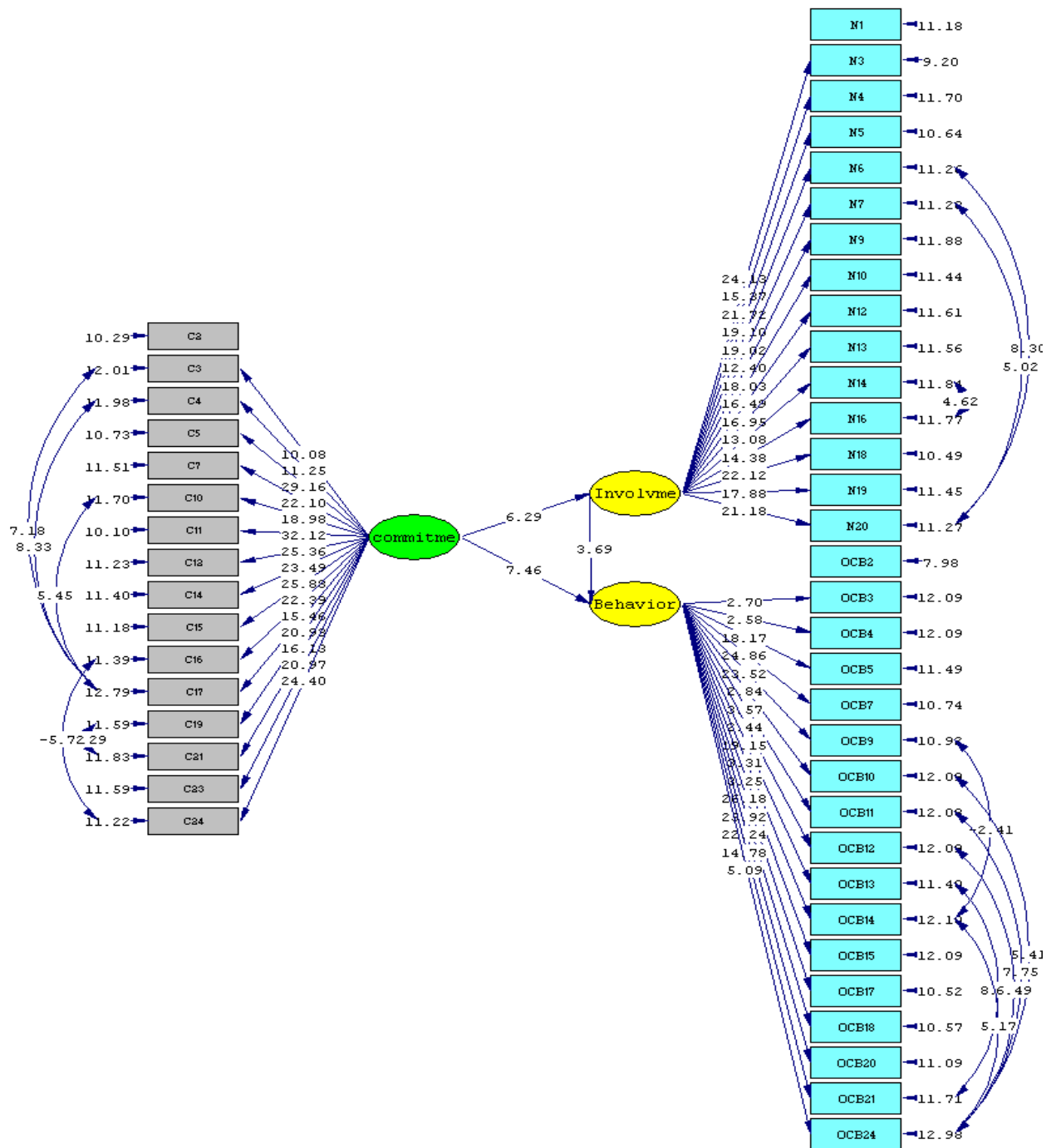
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Appendix:

Chi-Square=709.26, df=402, P-value=0.00000, RMSEA=0.075

Structural model of commitment, involvement and organizational citizenship behavior in standard mode

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Chi-Square=709.26, df=402, P-value=0.00000, RMSEA=0.075

Structural model of commitment, involvement and organizational citizenship behavior in significance