# Consequences of Organizational Based Self-Esteem: Relationship with Intention to Leave, Organizational Commitment and Organizational Citizenship Behaviour (OCB)

## Dr.Hari Om Gupta

Astt.Professor,
Department of Psychology,B.R.D. PG. College,
Deoria.

**Abstract**

For any organizations, their employees constitute one of the most important resources, to achieve the very purpose for which the organizations come into existence. Those organizations which does not take care of their employees, very soon run into failure. The present research work was done to study this very aspect of employees' i.e. Organization Based Self-Esteem. Organization Based Self-Esteem is very important person related a variable which effects the employees' intention to leave, organizational commitment and organizational citizenship behaviour. The study was done on 250 employees of public and private organizations (125 from each). For measuring Organization Based Self-Esteem, Intention to Leave Organizational Commitment and Organizational Citizenship Behaviour (OCB), standard scales were used. Results showed that Organization Based Self-Esteem are significantly correlated with Intention to Leave, Organizational Commitment and Organizational Citizenship Behaviour (OCB).

## Introduction

An organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationship between the different activities and the members, and subdivides and assigns roles. In other words, one can say that employees are affected by the organizational management and

employees in turn affect the functioning and performance of organization. Perceived Organizational Support (POS), Job Satisfaction are the two out of many factors that influence the organizational commitment and organizational citizenship behaviour. The literature reviews of these factors are following:

**Organizational Based Self-Esteem:**

Pierce et al., developed a specific construct of self esteem, organization-based self-esteem (OBSE), which is defined as "the degree to which organizational members believe that they can satisfy their needs by participating in roles within the context of an organization" (1989: 625). This new construct has recently been investigated in the organizational context, and has been reported to be a significant predictor for some important organizational phenomena. For example, OBSE has been shown to be positively related to job-related affect and job performance (Gardner and Pierce, 1998), job satisfaction (Wei and Albright, 1998), organizational commitment (Tang and Gilbert, 1994; Wei and Albright, 1998), organizational citizenship behaviour and need for achievement (Tang and Gilbert, 1994). It is also reported that OBSE has a negative relation with intention to leave (Wei and Albright, 1998). Moreover, Hui and Lee (2000) study shows that OBSE acts as a buffer against organizational uncertainty (job insecurity and anticipation of organizational change). However, despite its predictive usefulness in the organizational context and the increasing interest it has aroused, most research has searched for correlates of OBSE, especially in terms of several 247 Reg. No. 694/2009-10 Impact Factor: 6.375 Anukriti (An International Peer Reviewed Refereed Research Journal), Vol. 13, No. 8, August 2023 ISSN : 2250-1193 desirable organizational outcomes such as organizational commitment and organizational citizenship behaviour. Self-esteem is a person"s overall evaluation, reflecting what he/she thinks of himself/ herself as an individual. It expresses an attitude of approval or disapproval, and indicates the extent of the individual"s beliefs about himself/herself concerning his/her capability, significance, success and worth.1 Brockner (1988) argues that people are motivated to preserve positive self- esteem, i.e. people desire to think, feel and behave in ways that either increase or protect their feelings of personal worth. This is because, as Baumeister (1995) points out, a sense of self-worth is one of the pillars supporting a meaningful life regardless of cultural differences. Pierce and his colleagues (1989) extended the scope of self-esteem with a suggestion that employees "work-related attitudes and behaviour are strongly relevant to the beliefs about themselves that are formed from their roles within the context of an organization. As a concept for reflecting these personal beliefs, they introduced organization-based self-esteem (OBSE). OBSE, i.e. the self-perceived value individuals have of themselves within a specific organizational context, reflects the extent to which their need for self-esteem is

fulfilled by performing organizational roles. Individuals whose OBSE is high believe that they are important, meaningful and worthwhile within their employing organization. Thus, the organization is important to them because it is a core component of their self-worth and identity (Van Dyne et al., 2000). In the context of a dynamic organization, as found in high-tech firms, OBSE can be developed by managers, specifically in workers' perceptions of the fulfillment of obligations in the work arrangement. Furthermore, OBSE has been found to influence workers' ratings of organizational citizenship behaviour.

**Employee's Intention to Leave:**

Intention to leave a job refers to the intent or predisposition to leave the organization where one is presently employed (Rahim MA, Psenicka C, 1996). Although intention to leave does not necessarily mean actual employee turnover, intention has been found to be a strong predictor of quitting a job(Blau G, Boal K, 1989).In particular, intention to leave has been considered as a proximal antecedent since it captures employee's perceptions and evaluations of job alternatives (Asllen,Shore & Griffeth,2003; Mobley, Griffeth, Hand & Meglino,1979). Hom & Griffeth (1995) found positive relationship between role overload and voluntary turnover. Similarly, Mueller (1994) found association between work overload and voluntary turnover. Thus, intent to leave is an important outcome variable resulting from the perception of violation of norms of justice.

**Organizational Commitment:**

Porter Steers, Mowday and Bolian (1974) defined organizational commitment as the relative strength of an individual's identification and involvements with a particular organization.They have characterized it by three factors. These factors are, strong belief in the goals and values of the organization and acceptance of those organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization. A review of organizational commitment research literature by Meyer and Allen (1991), and corroborated by Dunham, Gruba and Castaneda (1994), identified three types of organizational commitment: affective, continuance and normative.Affective commitment is defined as employee emotional attachment to, identification with, and involvement in the organization and its goals.

Continuance commitment is defined as willingness to remain in an organization because of personal investment in the form of non-transferable investments such as close working relationships with co-workers, retirement investments and career investments, acquired job skills which are unique to a particular organization, years of employment in a particular organization, involvement in the community in which the employer is located, and other benefits that make it

too costly for one to leave and seek employment elsewhere. Normative commitment is induced by a feeling of obligation to remain with an organization. Such a feeling of obligation often results from what Wiener (1982) characterized as "generalized value of loyalty and duty." Common to all of the three types of commitment is the view that commitment is a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implication for the decision to continue or discontinue membership in the organization. Organizational commitment is associated with many important work attitudes and behaviours, such as job satisfaction and work performance (Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989; Mowday et.al., 1982).

**Organizational Citizenship Behaviour (OCB):**

Katz and Kahn (1966) defined it as sup-role behaviours that improved the effectiveness of the organization. In the words of Katz and Kahn (1966) this, "includes any gestures that lubricate the social machinery of the organization and do not directly adhere to the usual notion of task performance". The extra-role behaviours identified included helping other workers with work-related problems, accepting others into the work group without a fuss, either putting up with or minimizing interpersonal conflict in the organization, and protecting and conserving organizational resources. Katz and Kahn (1966) coined the term "citizenship" to represent the workers that displayed these extra-role behaviours. Citizenship behaviour is employee behaviour that is above and beyond the call of duty and is therefore discretionary and not rewarded in the context of an organization's formal reward structure. It is work behaviour that holds promise for long term organizational effectiveness and success. This behaviour is also referred to as prosocial organizational behaviour (Brief &Motowidlo, 1986), extra-role behaviour (Van Dyne & Cummings, 1990), organizational spontaneity (George & Brief, 1992), and even counter role behaviour (Staw& Boettger, 1990). Organ (1994) referred to a person who engages in OCB as a "good soldier".

Thus, on the basis of studies done on organizational commitment and Organizational Citizenship Behaviour(OCB) , it can be infer that it is an important organizational level variable influenced by a no. of factors like perceived organizational support and job satisfaction, employee level variables.

**Objective of the Study**

This research studies have been taken to address following objectives to study the relationship of Employees' Organization based Self-Esteem with the organizational level variables i.e. Intention to Leave, Organizational Commitment and Organizational Citizenship Behaviour (OCB)

**Hypotheses**

Employees' organization based Self-Esteem will be positively related to organizational citizenship behaviour.

Employees' organization based Self-Esteem will be positively related to organizational commitment.

Employees' organization based Self-Esteem will be negatively related to employees' intention to leave.

**Methods**

**Sample**

The present study will be based on a sample of 250 employees. The sample will include employees from both sectors i.e. public and private. Data will be collected through questionnaire method.

**Measures**

Organization based Self-Esteem:

It was measured with the scale developed by Pierce et.al, (1989). The short Hindi version of the original scale was used. The alpha co-efficient of the scale was found to be 0.91.

An example of the item:

In the organization, I am taken seriously.

Employee's Intention to Leave: was measured with the scale developed by Rahim MA, Psenicka C, 1996. The scale has 5 items.

An example of the item:

Sometimes I feel that by next year I wil join another organization.

Organizational Citizenship Behaviour (OCB): It was measured using the sixteen items scale developed by Bettercourt et.al, (2000).

An example of the item:

I always say good things about my organization to others.

Organizational Commitment:. It was measured using the scale developed by Cook & Wall (1980).

An example of the item:

I feel myself to be part of this organization.

**Results**

Table 1: Showing the correlation of person related variables i.e. Organization based Self-Esteem with the organizational level variables i.e. Intention to Leave, Organizational Citizenship Behaviour (OCB) and Organizational Commitment (For Total Sample= 250).

| | Intention to leave | Organizational Citizenship Behaviour(OCB) | Organizational Commitment |
|---|---|---|---|
| Organization based Self-Esteem | -0.69** | 0.72** | 0.54** |

**p<0.01

## Discussion

This research has been done with the objective of understanding that how does in any organization, the person related variables like Organization based Self-Esteem influences the organizatio0nal level variables like Intention to Leave, Organizational Citizenship Behaviour (OCB) and Organizational Commitment. The obtained result supported our hypothesis that, the person related variables like Organization based Self-Esteem will influence the organizatio0nal level variables like Organizational Citizenship Behaviour (OCB) and Organizational Commitment.

Employees' organization based self-esteem reflects an assessment of personal adequacy and worthiness as an organization member. Thus, employees with high organization based self-esteem ( OBSE) have come to believe that they are important, meaningful, worthwhile within their employing organization. On the other hand employees with ow organization based self-esteem ( OBSE) have come to believe that they are important, meaningful, worthwhile within their employing organization. So, employees with high OBSE are more likely to have positive attitudes towards the organization, which finally leads to low intention to leave the organization, high involvement in proactive behaviour and organizational commitment. Studies done on organization based self-esteem have fond that it is positively to organizational citizenship behaviour and organizational commitment (Tang & Gilbert, 1994) and negatively related to intention to leave the organization (Wel & Albright, 1998). Van Dyne, Vande Walle, Kostova, Latham & Cummings, 2000) have also found high correlation between organization based self-esteem and organizational citizenship behaviour.

An employee forming of global belief about the extent to which an organization values their contribution and cares about their well being has been termed as perceived organizational support which results in high OBSE. And, in the present research, it was found to be positively related with organizational citizenship behaviour (OCB) and organizational commitment. So employees with high level of perceived organizational support are more likely to have positive attitudes and behaviours towards the organizations, which finally lead to high involvement in pro social

behaviour and also high level of organizational commitment. Studies done on Perceived Organizational Support have found that it is related with OCB and organizational commitment( Wayne, Shore, Boomer, and Tetrick, 2002; Pack,2005).Finding by Cardona et.al (2004) also demonstrated that employees reporting its higher level had stronger attachment to the organization, which then led to the increased Organizational Citizenship Behaviour.

The obtained result also showed that job satisfaction resulting in high OBSE was positively related with Organizational Citizenship Behaviour (OCB) and Organizational Commitment. Since job satisfaction has been defined as a pleasurable or positive emotional state resulting from the appraisal of one's job experience, therefore it is expected that employees with high level of job satisfaction are more likely to have positive attitudes and behaviours towards the organization, which finally leads to high involvement in pro social behaviour, and also high level of organizational commitment. LePine, Erez, and Jhonson (2002) found significant correlation between job satisfaction and organizational citizenship behaviour. Study done by Samuel O. Salami (2008) has found that job satisfaction and organizational commitment are positively related. The same result has been obtained by Freund (2005) and Chiu-Yuch (2000).

Thus it is clear from this study that person related variables should be handled properly since have lasting impact on organizational level variables.

**References**

- Brief, A. P., &Motowidlo, S. J.( 1986). Prosocial organizational behaviours. Academy of Management Review, 11: 710-725.

- Dunham, Randall B., Gruba, Jean A. & Castaneda, M. B. (1994). Organizational commitment: The utility of an integrative definition. Journal of Applied Psychology, 79(3), 370-380.

- Eisenberger, R., Huntington, R., Hutchison, S., and Sowa, D. (1986). Perceived organizational support. Journal of Applied Psychology,71,500-507.

- Eisenberger, R., Fasolo, P., and Davis-La Mastro, V (1990). Perceived organizational support and employee diligence, commitment, and innovation. Journal of Applied Psychology,75, 51-59.

- Katz, D., & Kahn, R. L. (1966). The social psychology of organizations. New York: Wiley.

- Meyer, J. P., Paunonen, S., Gellatly, V., Goffin, I. R. & Jackson, D. N, 1989. Organizational Commitment and Job Performance: It is the nature of the commitments that count. Journal of Applied Psychology,74, 152-156.

- Meyer, J. P. and Allen, N. J. (1991). A three component conceptualization of organizational commitment. Human Resource Management Review, 1(1), 61-89.

- Meyer, J. P.., Stanley, D. J., Herscovitch,, L., &Topolnytsky, L.( 2002). "Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates, and consequences", Journal ofVocational Behaviour, Vol.61, pp.20-52.

- Mowday, R. T., Steers, R. M., & Porter, L. W.( 1979). The measurement of organizational commitment, Journal of Vocational Behaviour, 14, 224-247.

- Organ, D. W. (1997). Organizational Citizenship Behaviour: It's construct clean-up time. Human Performance. 10:85-97.

- Porter, L. W., Steers, R. M., Mowday, R. T and Bolian, P. V. (1974). Organizational Commitment, Job Satisfaction and turnover among Psychiatric technicians, Journal of Applied Psychology, 59,, 603-609.

- Rhodes, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. Journal of Applied Psychology,87, 698-714.

- Smith, C. A. Organ, D. W & Near, J. P. ( 1983). Organizational citizenship behavior: Its nature and antecedents. Journal of Applied Psychology,68, 653-666.

- Staw, B. M. & Boettger, R. D.( 1990). "Task Revision as a Form ofWork Performance", Academy of Management Journal, Vol.33 (3), pp.534-559.

- Tang, T. L., and P.R. Gilbert. "Organization based self-esteem among mental health workers: A replication and extension." Public Personnel Management 23(1994): 127-134.

- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analysis based on meta-analytic findings. Personnel Psychology, 46, 259-293.

- Van Dyne, L., & Cummings, L. L.( 1990). Extra-role behaviours: The need for construct and definitional clarity. Paper presented at the Annual meeting of the Academy of management, San Francisco. August.

- Wiener, Y. (1982). Commitment in organizations: A normative view. Academy of Management Review 7(3):418-428.

# THE RESEARCH DIALOGUE

## Certificate Of Publication

*This Certificate is proudly presented to*

### Dr.Hari Om Gupta

*for publication of research paper title*

**Consequences of Organizational Based Self-Esteem: Relationship with Intention to Leave, Organizational Commitment and Organizational Citizenship Behaviour (OCB)**

Published in 'The Research Dialogue' Peer-Reviewed / Refereed Research Journal and

E-ISSN: 2583-438X, Volume-03, Issue-02, Month July, Year-2024.

**Dr. Neeraj Yadav**
**Executive Chief Editor**

**Dr. Lohans Kumar Kalyani**
**Editor-in-chief**

**Note:** This E-Certificate is valid with published paper and the paper must be available online at www.theresearchdialogue.com

*INDEXED BY*