



The Relationship of Employee Commitment and Organizational Citizenship Behavior in GSK

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ABSTRACT

Organizational Citizenship Behavior (OCB) is a major factor of effectiveness in an organization due to the fact that it encompasses spontaneous acts that fall outside the requirements of a job description. In the case of organizations that are under the pressure of the need to ensure the rapid acquisition of resources, especially knowledge, and the provision of services to consumers, such as GlaxoSmithKline (GSK), it is necessary that the personnel is disposed to demonstrate positive commitment and OCB. This study has an objective to examine the connection between OCB and employee commitment in GSK Pakistan, as job satisfaction is also considered. The information was collected through structured questionnaires, 60 of them were distributed and 45 of them were filled out correctly. The internal reliability was also high, Cronbach's alpha equaled 0.859, which is a signature of reliability. Correlation and regression analysis indicate a positive significant relationship between employee commitment and job satisfaction, and OCB as well. The results of the study demonstrate the presence of a significant relationship between the desired variables that will ensure the effectiveness of the organization in the desired range. The assumption about the high influence is defined by the high correlation. This is the main result of achieving cooperation and sustainable positions in the market at least over the long term. The research finalized with an emphasis on the role that improving employee commitment and strengthening OCB may play within management in GSK and similar companies.

Keywords: Organizational Citizenship Behavior (OCB), Employee commitment, Job satisfaction, Organizational effectiveness, GlaxoSmithKline (GSK) Pakistan, Quantitative research, Structured questionnaire, Cronbach's alpha, Reliability, Correlation analysis, Regression analysis, Positive relationship, Employee performance, Sustainable organizational outcomes, Management practices.

INTRODUCTION

Background of Study

In today's world, rigidity of position, duties, and know-how isn't enough for any organization to perform at optimal level. Other, softer dimensions like how employees feel, how dedicated they are, and the behavior they display when on the job fully explain how an organization will perform. OCB, the acronym for Out of Role Behavior as characterized by Organ (1988), are actions that employees take on their own accord, are not formally compensated for such actions, and yet are beneficial to the organization in one way or another. As another example, the extent to which employees are psychologically and mentally (emotionally) attached, are active, and faithful (loyally) to the organization, as outlined by Meyer and Allen (1991), is termed as organizational commitment and is another of the many variables that can predict or explain organizational performance.



Volume 1, Issue 2, 2025

Dedication, loyalty, and OCB to an organization like GSK is no doubt an important driver on the organization's multiples bottom lines as it is a leader in pharmaceuticals, healthcare, and consumer goods. High commitment and job satisfaction of employees will highly likely generate OCB in other organizational healthcare as it is a very dynamic, highly regulated, and multidimensional industry.

Problem Statement

Although many studies including the one in he's incomplete dissertation testify to a unique degree of relationship in commitment to an organization and OCB, organizations within a developing country like Pakistan, express dismal employee motivation, lack of employee engagement, and a high turnover rate. As a multinational company, GSK Pakistan also struggles with employee Continued OCB and organizational commitment for trying to achieve organizational sustainability.

This research goes forward accessing the concern of how employee commitment and satisfaction predict the Organization Citizenship Behavior in GSK.

Research Objectives

1. Focusing on GSK, understanding the association between employee commitment and organizational citizenship behavior.
2. The exploration of OCB serving job satisfaction.
3. Offering suggestions for improving organizational performance through employee commitment and OCB.

Research Questions

- Q.Is there positive correlation between commitment of employees and OCB in GSK?
- Q. What impact does employee job satisfaction have on policies on employees?
- Q, What actions should GSK prioritize on enhancing employees commitment and OCB?

Significance of Study

Both academics and practitioners should find this study useful. For the management of GSK, the findings suggest potential new directions for developing human resource management strategies that enhance commitment and OCB. For the academic community, the study encourages further exploration of organizational behavior, particularly in the case of the pharmaceutical industry in Pakistan.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

OCB (Organizational Citizenship Behavior) Is defined as actions which OCB that are not compensated in any form, yet are beneficial to the functioning of an organization. (Organ, 1988, 2005). OCB characteristics include the following: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue (Podsakoff et al, 2000). It has been demonstrated that OCB improves teamwork, reduces conflict, and enhances organizational adaptability (Smith, 1983; Walz & Niehoff, 1996).



Employee Commitment

Employee commitment is the emotional attachment of employees to the organization.

According to Meyer and Allen, who identified three dimensions of commitment: affective commitment (emotional attachment), continuance commitment (considering the costs), and normative commitment (feeling obliged), committed employees are more likely to be loyal and less likely to leave the organization and are more likely to show organizational citizenship behavior (Khan & Aleem, 2014; Awan & Tahir, 2022).

Job Satisfaction and OCB

Job satisfaction is one of the main predictors of organizational citizenship behavior (OCB). According to Smith (1983), satisfied employees have a higher tendency of engaging in helping behaviors and other extra-role activities. In the context of satisfaction on positive organizational citizenship behaviors, satisfaction informs positive organizational behaviors and engagement (Ahmed et al., 2023; Malik & Javed, 2021).

Theoretical Underpinnings

Satisfaction, in the context of these behaviors, can fall under the following theoretical underpinnings.

- **Social Exchange Theory (Blau, 1964):** It stipulates that employees will positively respond to the support they receive from an organization by engaging in OCB.
- **Human Capital Theory (Becker, 1964):** OCB is a result of the investment made by an organization in satisfaction and commitment of employees.
- **Self-Determination Theory (Deci & Ryan, 2000):** Voluntary behaviors such as OCB result from positive satisfaction, commitment, and motivation.

Theoretical Framework

This explains why the current study relies on the Social Exchange Theory to determine the ways employees respond to support from the organization with organization citizenship behaviors (OCB). Employees, while feeling satisfied and committed to the organization, feel the need to ‘give back’ to the organization through loyalty, collaboration, and other discretionary activities.

Conceptual Framework

- Independent Variables: Employee Commitment, Job Satisfaction
- Dependent Variable: Organizational Citizenship Behavior

This framework propounds that, as employee commitment and job satisfaction increases, so does OCB.

METHODOLOGY

Research Design



A quantitative, cross-sectional survey design was employed.

Population and Sampling

A convenience sampling method was utilized on the target population which comprises of employees of GSK Pakistan. You received 60 questionnaires, 45 of which were valid responses that were analyzed.

Research Instrument

The Organizational Commitment Scale (Meyer & Allen, 1991), Job Satisfaction Scale (Smith, 1983), and OCB (Organ, 1988) validated scales were included in the assessment survey, and the reliability analysis showed good internal consistency (Cronbach's $\alpha = 0.859$).

Data Collection

Surveys were emailed out to the participants and the information obtained was subsequently coded and analyzed using the software SPSS.

Data Analysis Techniques

The analysis of the data involved testing the proposed hypotheses through descriptive statistics, correlation, and regression analyses.

DATA ANALYSIS AND RESULTS

Reliability Analysis

There was reliability in the survey, as shown by Cronbach's α of 0.859, which shows a high degree of consistency in the responses.

Descriptive Statistics

- 46.7% of participants were in the 20-30 age bracket.
- Slightly over half of the respondents. 51.1% were male, 48.9% were female.
- Educationally, there was a vast range from Bachelor to Post-Doctorate with the majority being Bachelor and Master degree holders.
- Work experience of the respondents was mainly, 1-5 years of experience 53.3% and more than 11 years which was 22.2%.

Correlation Analysis

The following results showed significant positive correlation:

- Between Organizational Commitment and OCB, 0.637, $p < 0.01$
- Job Satisfaction and OCB, 0.623, $p < 0.01$.
- 0.542 0.01 is the degree of these values for the Organizational Commitment and Job Satisfaction.



Regression Analysis

In predicting OCB, regression analysis indicated that employee commitment ($\beta = 0.424$, $p < 0.01$) and job satisfaction ($\beta = 0.393$, $p < 0.01$) were significant predictors. A large portion of OCB was explained by these two variables.

Hypothesis Testing

- H1 (There is a relationship between OCB and employee commitment): Accepted
- H2 (Job satisfaction influences OCB): Accepted

DISCUSSION

The results indicate that the more GSK employees are committed to the organization, the more OCB they display, which is in line with the research of Organ (2005) and Awan & Tahir (2022). In the same manner, the positive impact job satisfaction has on OCB is consistent with the research of Smith (1983) and more recent findings (Ahmed et al, 2023). These results indicate that GSK has the potential to improve the performance of the organization by instilling commitment and satisfaction in its employees.

CONCLUSION

The research demonstrates that employee commitment and job satisfaction have a positive influence on OCB at GSK. Employees able to demonstrate commitment and satisfaction to the organization will display OCB behaviors such as altruism, conscientiousness, and civic virtue that will enhance the success of the organization. With the support of all the hypotheses, the importance of employee attitude in determining OCB was validated.

IMPLICATIONS

1. **For HR Practices:** GSK needs to improve service delivery policies to help strengthen employee commitment in the form of career development and recognition.
2. **For Managers:** To enhance satisfaction and OCB, participative decision-making and fair treatment should be encouraged.
3. **For Policy Makers:** These findings will be useful in developing training programs and employee engagement in the corporate sector in Pakistan.

RECOMMENDATIONS

- To enhance commitment, provide fair recognition and rewards.
- To enhance justice perceptions, reasonable and transparent policies should be implemented.
- To enhance satisfaction and loyalty, provide professional development programs.
- In an employee engagement survey where employees give constructive feedback and suggestions for improvement, encourage and promote collaborative and selfless behaviors to help teammates succeed.

LIMITATIONS



Volume 1, Issue 2, 2025

This research was conducted in only one of GSK's offices in Pakistan and has a relatively small sample size of 45. Larger geographical and organizational diversity in future research to increase the capacity for generalization of results is recommended.

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