



The Relationship of Employee Commitment and Organizational Citizenship Behavior in GSK

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ABSTRACT

Organizational Citizenship Behavior (OCB) has become a major determinant of organizational effectiveness since it involves discretionary behavior that extends beyond the formal expectations of a job. In knowledge-intensive and competitive firms like GlaxoSmithKline (GSK), the disposition of employees to exhibit commitment and perform OCB has a direct bearing on performance, efficiency, and organizational culture. This research explores the link between OCB and employee commitment in GSK Pakistan, with job satisfaction as another determining factor. Data were gathered by using structured questionnaires administered to 60 employees, among whom 45 responses were found to be valid. Reliability analysis found high internal consistency (Cronbach's alpha = 0.859). Correlation analysis and regression analysis found that there existed a positive significant link between employee commitment, job satisfaction, and OCB. Findings indicate that committed and content employees are likely to exhibit higher levels of behaviors that increase organizational effectiveness, cooperation, and long-term competitiveness. The study concludes with a focus on the managerial implications of enhancing employee commitment and developing OCB in GSK and other such organizations.

Keywords : Relationship, Employee Commitment, Behavior

INTRODUCTION

Background of Study

In the modern corporate environment, the success of an organization is not solely determined by formal roles, responsibilities, or technical expertise. Instead, intangible factors such as employee attitudes, commitment, and discretionary behavior play a pivotal role in shaping organizational performance. Organizational Citizenship Behavior (OCB), first introduced by Organ (1988), is defined as voluntary behavior that is not formally rewarded but contributes significantly to the overall functioning of an organization. Similarly, employee commitment, a psychological state reflecting employees' emotional attachment, involvement, and loyalty to the organization (Meyer & Allen, 1991), has been recognized as a vital determinant of organizational outcomes.

GSK, a global leader in pharmaceuticals, healthcare, and consumer goods, represents an environment where employees' dedication and beyond-the-call-of-duty behaviors directly influence innovation, efficiency, and reputation. In dynamic industries such as healthcare, fostering OCB is critical, particularly when employees are committed to organizational goals and satisfied with their roles.

Problem Statement



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Although existing research highlights a positive link between commitment and OCB, organizations in developing contexts such as Pakistan often struggle with high turnover, lack of motivation, and insufficient engagement among employees. GSK Pakistan, despite being a multinational entity, faces challenges in maintaining employee loyalty and harnessing OCB for sustainable performance. This study addresses these concerns by investigating how employee commitment and job satisfaction predict OCB within GSK.

Research Objectives

To examine the relationship between employee commitment and organizational citizenship behavior in GSK.

To investigate the mediating role of job satisfaction in fostering OCB.

To provide recommendations for enhancing employee commitment and OCB to strengthen organizational performance.

Research Questions

Does employee commitment positively influence OCB at GSK?

How does job satisfaction contribute to employees' discretionary behaviors?

What strategies can GSK adopt to strengthen employee commitment and OCB?

Significance of Study

The study is significant for both academics and practitioners. For GSK's management, the findings provide actionable insights into designing human resource practices that foster commitment and OCB. For scholars, the research contributes to organizational behavior literature by offering empirical evidence from Pakistan's pharmaceutical sector.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

OCB represents actions that are not explicitly recognized by formal reward systems but enhance organizational efficiency (Organ, 1988; Organ, 2005). Dimensions of OCB include altruism, conscientiousness, courtesy, sportsmanship, and civic virtue (Podsakoff et al., 2000). Research indicates that OCB contributes to improved teamwork, reduced conflicts, and increased adaptability in organizations (Smith, 1983; Walz & Niehoff, 1996).

Employee Commitment

Employee commitment reflects the psychological attachment employees have to their organization. Meyer and Allen (1991) identified three components: affective commitment (emotional attachment), continuance commitment (cost of leaving), and normative commitment (sense of obligation). Studies suggest that committed employees exhibit higher loyalty, reduced turnover, and greater willingness to engage in OCB (Khan & Aleem, 2014; Awan & Tahir, 2022).



Job Satisfaction and OCB

Job satisfaction has been identified as a strong antecedent of OCB. Smith (1983) found that satisfied employees are more likely to engage in helping behaviors and discretionary tasks. Recent studies (Ahmed et al., 2023; Malik & Javed, 2021) confirm that satisfaction influences employees' willingness to engage in OCB by creating a positive work environment.

Theoretical Underpinnings

Social Exchange Theory (Blau, 1964): Employees reciprocate organizational support through discretionary behaviors such as OCB.

Human Capital Theory (Becker, 1964): Investing in employee satisfaction and commitment enhances organizational returns.

Self-Determination Theory (Deci & Ryan, 2000): Intrinsic motivation, shaped by satisfaction and commitment, leads to voluntary behaviors like OCB.

Theoretical Framework

The study draws on **Social Exchange Theory** to explain how employees reciprocate organizational support through OCB. When employees are committed and satisfied, they feel obliged to “give back” to the organization through loyalty, collaboration, and discretionary behaviors.

Conceptual Framework

Independent Variables: Employee Commitment, Job Satisfaction

Dependent Variable: Organizational Citizenship Behavior (OCB)

The framework suggests that higher employee commitment and job satisfaction lead to stronger OCB.

METHODOLOGY

Research Design

A quantitative, cross-sectional survey design was employed.

Population and Sampling

The target population consisted of GSK employees in Pakistan. A convenience sampling method was adopted. Out of 60 distributed questionnaires, 45 valid responses were analyzed.

Research Instrument

The survey included validated scales on organizational commitment (Meyer & Allen, 1991), job satisfaction (Smith, 1983), and OCB (Organ, 1988). Reliability testing confirmed strong internal consistency (Cronbach's $\alpha = 0.859$).



Data Collection

Questionnaires were administered via email. Responses were coded and analyzed using SPSS.

Data Analysis Techniques

Descriptive statistics, correlation analysis, and regression analysis were conducted to test hypotheses.

Data Analysis and Results

Reliability Analysis

Cronbach's alpha of 0.859 confirmed strong reliability of the instrument, indicating consistency in responses.

Descriptive Statistics

Majority of respondents (46.7%) were between 20–30 years.

51.1% were male, 48.9% female.

Educational qualifications ranged from Bachelor's to Post-Doctoral, with a majority holding Bachelor's/Master's degrees.

Work experience was distributed across 1–5 years (53.3%) and above 11 years (22.2%).

Correlation Analysis

Strong positive correlations were found between:

Organizational Commitment and OCB ($r = 0.637, p < 0.01$)

Job Satisfaction and OCB ($r = 0.623, p < 0.01$)

Organizational Commitment and Job Satisfaction ($r = 0.542, p < 0.01$)

Regression Analysis

Regression results revealed that both employee commitment ($\beta = 0.424, p < 0.01$) and job satisfaction ($\beta = 0.393, p < 0.01$) significantly predicted OCB. Together, they explained a substantial variance in OCB.

Hypothesis Testing

H1 (OCB is related to employee commitment): Accepted

H2 (Job satisfaction influences OCB): Accepted



DISCUSSION

The results demonstrate that employees who are more committed to GSK exhibit higher levels of OCB, consistent with findings by Organ (2005) and Awan & Tahir (2022). Similarly, job satisfaction was found to positively influence OCB, aligning with Smith's (1983) early work and contemporary studies (Ahmed et al., 2023). These findings suggest that GSK can enhance organizational performance by fostering both commitment and satisfaction.

CONCLUSION

This study concludes that employee commitment and job satisfaction significantly influence OCB at GSK. Committed and satisfied employees are more likely to demonstrate altruism, conscientiousness, and civic virtue, which in turn contribute to organizational success. All hypotheses were supported, confirming the critical role of employee attitudes in shaping discretionary behavior.

Implications

For HR Practices: GSK should design policies that strengthen employee commitment, such as career development programs and recognition systems.

For Managers: Encouraging participatory decision-making and fair treatment will enhance satisfaction and OCB.

For Policy Makers: The findings can inform training initiatives and employee engagement strategies in Pakistan's corporate sector.

RECOMMENDATIONS

Provide fair rewards and recognition to enhance commitment.

Establish transparent policies to increase perceptions of justice.

Offer professional development programs to improve satisfaction and loyalty.

Encourage team-based tasks that foster collaboration and altruistic OCB.

Limitations

The study was limited to a small sample size ($n = 45$) and conducted only in GSK's Pakistan office. Future studies should include multiple organizations and larger samples for greater generalizability.

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