

Impact of HR Practices on Organizational Citizenship Behavior and Mediating Effect of Organizational Commitment in NGOs of Pakistan

¹Asim Mukhtar, ¹Muhammad Adnan Sial, ²Ali Imran and ³Syed Mukhtar Ahmed Jilani

¹Air University, E9 Sector, Islamabad, Pakistan

²Pakistan Institute of Technology for Minerals and

Advanced Engineering Materials, PCSIR, Lahore, Pakistan

³Visiting Faculty, International Islamic University, Islamabad, Pakistan

Abstract: Researchers have been studying different employee behaviors that are important for enhancing success and effectiveness of an organization. Earlier studies show that HR practices have positive relationship with organizational commitment and organizational citizenship behavior. They found Organizational citizenship behavior to be of critical importance, which, in turn, is deeply affected by various HR practices. The objective of this study was to examine impact of selected HR practices i.e. Training and Development, Recognition and Empowerment on organizational citizenship behavior and its importance in Pakistani NGOs. Mediating role of Organizational Commitment was also studied. Data was collected from 131 respondents of various NGOs working in Pakistan. The study revealed that empowerment and training and development practices have significant while recognition practices have non-significant relationship with organizational commitment. Organizational commitment has, in turn, significantly positive relationship with organizational citizenship behavior. The results suggest that selected HR practices i.e. empowerment and training and development enhance organizational citizenship behavior, strongly mediated by organizational commitment.

Key words: Empowerment • Recognition • Training and development • NGOs

INTRODUCTION

Researchers have been studying organizational citizenship behavior from past many years [1]. Organizational citizenship behavior has been described as individual behavior that endorses the objectives of the organization by leading to its social and psychological environment [2, 3] Organ [4] is one of the early researchers of organizational citizenship behavior. According to Organ [4] the organizational citizenship behavior is a type of behaviors that cannot be described formally in the job description of the employee but this type of employee behavior plays important role in organization effectiveness and performance. There are certain types of behaviors of employees which has more effect on organizational performance than others [5]. The type of behaviors which are desired by an organization from an employee but not mentioned in any type of contract and employee cannot be bound for the certain types of behaviors but these types of behaviors help in augmenting organizational performance [6].

Organizational Citizenship Behavior refers to different types of behaviors which are not asked for or described in job description [7].

Nowadays, easy excess to knowledge and awareness has created extreme competition between organizations. In these circumstances organizations have to keep abreast with the ongoing change in order to protect their competitive advantage. For this purpose, high commitment is required from employees [8]. Organizational commitment is principally related with organizational citizenship behavior [9]. Human resource practices have strong impact on enhanced organizational citizenship behaviors. Many researchers have studied the influence of HR practices on different type of employee behaviors. In past, researchers have evaluated the impact of human resource practices on organizational performance and the effect of HR practices on employee behavioral outcomes such as efficiency, productivity, employee satisfaction, customer satisfaction and employee commitment towards organization, which result in high organization performance [10]. If the work performance of the

employees is recognized by their supervisors then employee will incline to do more than what is officially required from them [11]. Empowerment is providing the employees a sense of ownership and control over their jobs [12, 13]. Earlier researches have established that organizational commitment enhances consequently as the work empowerment perception increase [14]. Organizational learning is alleviated by the empowerment which eventually increases the level of commitment [15]. Having clear understanding of organizational objectives, training and development plans for the individual can prove success largely in favor of organization [16]. Various researchers suggested that training and development is significantly associated to organizational commitment [17].

The purpose of the study is to examine the status of organizational citizenship behavior in Pakistani NGO Sector. The rationale of this study is to analyze the organizational citizenship behavior. This study will also examine the relationship of HR practices (Training and development, empowerment and recognition practices) and organizational commitment on organizational citizenship behavior. This study will show why recognition, empowerment, training and development practices and organizational commitment is important to improve organizational citizenship behavior and organizational effectiveness. This study will highlight the factors which have greater influence on organizational citizenship behaviors and will be helpful for organizations to establish how to develop these types of employee behaviors.

Organisational Citizenship Behavior: According to Organ [18] organisational citizenship behavior is an employee's desire to go above and beyond the recommended roles which he/she has been allocated. These extra role behaviors are believed to be a factor to the servicing and advancement of the social and mental perspective which can handle endeavor efficiency in the organization. An organizational citizenship behavior is generally described by the extra work load that is produced by the employees [19]. Organisational citizenship behavior generally determine the employees' desire to give up their effort and work together with the company in order to add to the, employee satisfaction, client support, organisational effectiveness and quality. An enhanced organisational citizenship behavior represents the employees' convenience and desire to experience changes for the effective rendering of novel methods of management [20]. High levels of

organisational citizenship behavior show employees' true readiness to be involved in the organization. Conversely, lack of willingness to exhibit citizenship behaviors may be a clear indication of employee withdrawal from the organization [21, 22]. Many researchers have firm belief that organization performance will increase when more employee demonstrate organisational citizenship behavior [23]. There is significant correlation between organizational citizenship behavior and performance of the employees [24].

Training and Development Practices: Employee training is an organized way of learning to improve individuals, teams and organizational performance [25], whereas development is a ongoing procedure of enhancing the capacity of individuals, teams and organizational performance [26] and considered to be the most significant among HR practices [27]. Specially, Ahmad [28] has shown that support for training, environmental benefits of training and motivation for learning are all considerably associated with all components of organisational citizenship behaviors. Training performs an important part for the progression of relationship between employee and management [29].

Training and development is one of the key antecedents of organizational commitment that demonstrates significantly positive association with the organizational commitment [30]. This indicates the need for companies in to create encouraging environment for employee learning. In the same way, Dockel [17] reveal significant positive association between TandD and OCB and this connection has been completely mediated by built-in commitment. The intrinsic motivation was also found to rational the connection between TandD and Organisational commitment. The control shows an optimistic association for those with elevated intrinsic motivation. There is a probability that intrinsic motivation is a leading aspect that raises organization citizenship behavior like a display of employee's satisfaction [31].

H1: Training and Development practices have significant relationship with organizational commitment.

Empowerment Practices: According to Greer and Melvin [32] empowerment is a process whereby workers enhance their competencies to take charge of their own development and determine the solutions of their own problems. Empowering the employees mean decentralizing the process of decision making, hence allowing employees to involve themselves in the process of

decision making, resolving problems units and work teams. Empowerment was led to modifying knowledge factors (evaluation of tasks) which in turn led to employee motivation. Agarwal and Ferratt [33] have indicated that companies are now investing in employee empowerment for helping them in function of decision making and work. By using such methods workers believe that the organization bestow value to them and then workers present responsibility towards company. The past research present commitment to the organization is the casual factor of organisational citizenship behavior and has substantial effect organisational citizenship behavior [34] Empowering workers also results in creating believe in for their managers [35]. Empowerment has also a positive association with employee satisfaction. Boglera and Somech [36] have empirically established a considerable effect of empowerment practices on organisational citizenship behavior. Empowerment includes commitment of employee and level of participation [37]. Empowerment was conceived of an individual locus of control, accessibility of information and self-esteem [38]. Empowerment has a significant positive impact on employee's organizational commitment [39].

H2: Empowerment practices have significant relationship with the organizational commitment.

Recognition Practices: Employee recognition is the one of the component which drives the human behavior and it is one the source of motivation of the employees [40, 41]. A significant aspect of employee's commitment drives from the recognition they get from their supervisors for a well done job and feel that organization give them importance and they play significant role in organization effectiveness [33, 42]. Recognition practices talk about non monetary means (e.g., prolonged holidays, cricket match tickets, note of thanks) by which an organization tangibly indicates its gratitude of excellent work and accomplishments. These methods also involved those initiatives made by the organization to employee recommendations properly and provide them with frequent feedback. Poor benefits and recognition can cause burnout and an appropriate recognition is important for employee commitment. When organization gives recognition to employees, they feel and required to show greater intensity of loyalty with the organization [43].

H3: Recognition practices have significant relationship with organisational commitment.

Organisational Commitment: From last three decades the idea of organisational commitment is emergent [44]. Employee commitment towards organization correlates positively if there are possibilities to work on demanding tasks [45]. Employees entrust more optimistically to the change happening at the place of work only when they sense the role autonomy [46]. According to O'Reilly and Chatman, [47] the effects of organisational commitment differ accordingly devolve on the degree of association of an individual. In service sector quality of the services depend upon the organizational commitment of the employees [48].

Organizational commitment is comprised of three distinct significant aspects: affective commitment, continuance commitment and normative commitment [49]. Affective commitment corresponds to an individual's personal connection to and recognition with the organization leading to a strong faith in the organization's goals and principles. Continuance commitment is created as a propensity to practice constant lines of action based on the employee's recognition of the "expenses" associated with stopping the activity. Normative commitment indicates that individuals display behaviors completely because they believe it is the correct and ethical. Employees who are committed to the organization have positive effect on the organization effectiveness [31]. Support must be rendered for increasing the organisational commitment [50]. Organizations must augment the organizational commitment for the retention of the employees [51]. Previous studies demonstrate that organisational commitment is the prognostic of OCB because it significantly impacts OCB [39].

H4: Organisational commitment has significant relationship with organizational citizenship behavior.

Methodology: The population for this study was non government organization employees. This research focused on all employees of different ranks in NGO sector of Pakistan. The aim of this study was to analyze the impact of human resources three practices on organisational commitment and the impact of organisational commitment on OCB. Sample size for this study was 131 respondents working in different NGOs in Pakistan. Convenience sampling was used to select the respondents to minimize any chances of discrimination i.e. gender, age, religion or size of organization.

Table 1: Demographics Statistics (N = 131)

		Frequency	Percentage
Gender	Male	88	67.2
	Female	43	32.8
Age	20-30	30	22.9
	31-40	51	38.9
	41-50	35	26.7
	51 and Above	15	11.5
Marital Status	Married	93	71
	Unmarried	38	29
Qualification	Bachelors	24	18.3
	Masters	74	56.5
	MPhil	20	15.3
	PhD	13	9.9
Experience	Less than 1 yrs	19	14.5
	1-2 yrs	26	19.8
	2-3yrs	32	24.4
	More than 3 years	54	41.2

Data was collected through adapted questionnaire. Questionnaire was comprised of two sections first section includes the demographic variable i.e., age, gender, qualification etc. and the second section was comprised of five parts namely OCB, TandD EMP, REC, OC. Podsakoff [52] developed the 19 item scale to measure the organization citizenship behavior. For measuring the recognition and empowerment practices 14 and 9 item scale respectively was used which were developed by Tremblay, Rondeau and Lemelin [53]. Rogg [10] developed the 6 item scale to measure the training and development practices. To measure the affective

organizational commitment 5 item scaled was used which was developed by Meyer and Allen [49]. To analyze the hypotheses SPSS was used, correlation and regression tests were carried out on data.

Data Analysis and Results: Table 1 illustrates that 67.2 % of the respondents were male while 32.8% were female. The overall culture of Pakistan is male dominant; it is therefore, high percentage of male workers exists in this sector. Table 1 shows that 38.9 % of the respondents belong to the age group of 31-40 years. However, respondents of the age group of 51 and above 11.5 % of the total respondents. The 71% of the respondents were married and remaining 29 % were unmarried. Table also shows that 56.5 % of the respondents were master degree holder. Table 1 also shows that 41.2% of the respondents were having working experience more than 41.2 %.

Means, standard deviations and inter-correlations of the study variables is represented through Table 2. It is worth noting that there is positive and significant relationship of recognition practices, empowerment practices and training and development practices with organizational citizenship behavior, at $p = 0.01$. It is also noted that there is positive and significant relationship between organizational commitment and organizational citizenship behavior at $p = 0.05$. The reliability of the scale was measured through cronbach's alpha and for each of the variable it was greater than .60 which is acceptable as studied by Nunnally [54].

Table 2: Means, Standard Deviations, Reliabilities and Inter-Correlations of Studied Variables

	Mean	Std. Deviation	I	II	III	IV	V
I. Organizational Citizenship Behavior	3.34	.60	(.836)				
II. Recognition Practices	3.49	.60	.29(**)	(.793)			
III. Empowerment Practices	3.32	.69	.56(**)	.19(*)	(.721)		
IV. Training and Development Practices	3.56	.67	.26(**)	.19(*)	.35(**)	(.644)	
V. Organizational Commitment	3.55	.69	.21(*)	.13	.30(**)	.22(*)	(.795)

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Reliabilities are in parenthesis.

Table 3: Regression Analysis of Recognition Practices, Empowerment Practices, Training and Development Practices and Organizational Commitment (N=131)

Model	B	Std. Error	Beta	T
Constant	.80	.55	-	1.46
Recognition Practices	.18	.12	.124	1.50
Empowerment Practices	.32	.11	.253	2.91**
Training and Development	.26	.12	.196	2.25*

$R^2 = .17$, Adjusted $R^2 = .15$

$F = 8.919$, $df = 3, 127$, $p = .000$

* $p < 0.05$ and ** $p < 0.01$

Note: B= Un-standardized beta; SE= Standard error; $\hat{\beta}$ = Standardized beta.

Table 4: Regression Analysis (Organizational Commitment and Organizational Citizenship Behavior) (N=131)

Model	B	Std. Error	Beta	T
Constant	2.594	.202	-	12.853
Organization commitment	.216	.057	.317	3.795*

R²= .10, Adjusted R²=.09
 F=14.4, df= 1,129, p = .000

*p < 0.01

To test the hypotheses multiple regression analysis was conducted in which each of the outcomes was regressed on organizational commitment. As shown in Table 3, it is observed that about 17% of the variation in organizational commitment is accounted by HR practices (i.e. recognitions practices, empowerment practices and training and development practices) with $F(3, 127) = 8.919$ and $p < .001$. Beta values of empowerment practices = 2.91 at $p < 0.05$ and training and development = 2.25 at $p < 0.01$ shows that these practices are having significant relationship with organizational commitment. However, it was also learnt that there is no significant relationship between recognition practices and organizational commitment.

In order to find out the relationship between organizational commitment and organizational citizenship behavior regression analysis was done. Table 4 shows that $R^2 = .10$ which means that about 10% of the change in organizational citizenship behavior is caused by organizational commitment at $F(1, 129) = 14.4$ and $p = .000$. At Beta = .317 and $p = .000$ it is concluded that there is significant relationship between organizational commitment and organizational citizenship behavior.

DISCUSSION

The analysis of the hypothesis has shown that there is a significant relationship of empowerment and training and development practices on organisational commitment. It means in NGO sector if employees have empowerment in their work and have the powers to make decision about their work they will show more commitment towards their organization. The key point here is that NGOs of Pakistan are trying to enhance the sustainable empowerment among the community, so they feel their selves to be empowered in their work which will ultimately result in organization commitment. These test have also shown that employees of NGOs of Pakistan are well empowered. Empowerment plays a substantial part in enhancing the employee commitment towards the organization [55]. There is significant relationship in TandD with organisational commitment which is in line with the results

of [17]. TandD has an important role in enhancing the skills and capabilities of the employees to achieve the organization desired goals. Whereas through the analysis it was found out that there is no significant relationship between recognition and organisational commitment. The employees of NGOs of Pakistan feel that recognition do not play an important role in organisational commitment, this can be due to the nature of the work they are performing. They sense that recognition among and from the peoples and community is more important for their social work they are devoted to instead of work recognition from the organization. It can also be said that most of the studies on this construct has been carried out on different corporate and academic sectors. The study of Sial [56] shows a significant relationship of HR practices on organisational commitment. The point here to be discusses is that the study of Sial [56] has been carried out on academic sectors.

Organisational commitment has shown positive and significant relationship with organisational citizenship behavior which is according to the earlier research of Foote [57] on the same construct. According to Foote [57] organisational citizenship behavior is the outcome of the organizational commitment. The organisational citizenship behavior can never be endured if the employees are not dedicated to the organization because this is true that if the employees are not committed to the organization how it is possible that employee put the additional effort which is in the best attention of the organization [58]. This study has shown that the employee's organisational citizenship behavior is only endured when there is the high employee commitment with organization.

Limitations and Suggestions: This was a cross sectional study and there is a dire need to conduct a study which may be the longitudinal in nature. To carry out this research data was collected only from Islamabad, federal capital, of Pakistan and it is suggested that a study may be conducted for which data should be collected from other cities of country. It is also suggested that a study may be conducted for studying the impact of other HR practices on OC and OCB.

CONCLUSIONS

A lot of studies have been conducted in many of the developed countries like America and UK through which the impact of different variables on organizational commitment and organizational citizenship behavior. There have been many studies conducted in Pakistan to analyze the impact of different constructs on organizational commitment and organizational citizenship behavior. This study was also an effort to find out the best suitable variable, which has significant relationship with OC. This study provides help for understanding the relationship between OC and OCB.

Pakistan is an under developed country and there is a large number of NGO's working in Pakistan, which are striving to improve the overall economical and social condition of the country and helping the government for solving many problems related to human resource development as well as health and living standard of the masses. This study helped us to understand that improving empowerment and training and development practices this sector can improve organisational commitment which will ultimately improve the OCB of the employees working in the nor government sector of Pakistan which will ultimately results in uplifting the economic situation of Pakistani community.

REFERENCES

1. Podsakoff, P.M., S.B. MacKenzie, J.B. Paine and D.G. Bachrach, 2000. Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26: 513-563.
2. Organ, D.W., 1997. Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10: 85-97.
3. Rotundo, M. and P.R. Sackett, 2002. The relative importance of task, citizenship and counterproductive performance to global ratings of job performance: A policy-capturing approach. *Journal of Applied Psychology*, 87: 66-80.
4. Organ, D.W., 1988. *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books / D. C. Heath and Company.
5. Koster, F. and K. Sanders, 2006. Organizational citizens or reciprocal relationships? An empirical comparison. *Personal Review*, 35(5): 519-537.
6. Turnipsee, D. and G. Murkison, 1996. Organization citizenship behaviour: an examination of the influence of the workplace. *Leadership and Organization Development Journal*, 17(2): 42-47.
7. Farh, J.L., C.B. Zhong and D.W. Organ, 2004. Organizational citizenship behavior in the People's Republic of China. *Organization Science*, 15(2): 241-253.
8. Lok, P. and J. Crawford, 2001. Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of managerial psychology*, 16(8): 594-613.
9. Gautam, T., R.V. Dick, U. Wagner, N. Upadhyay and A.J. Davis, 2004. Organizational citizenship behavior and organizational commitment in Nepal.
10. Rogg, K.L., D.B. Schmidt, C. Shull and N. Schmitt, 2001. Human resources practices, organizational climate and customer satisfaction. *Journal of Management*, 27: 431-449.
11. Paré, G., M. Tremblay and P. Lalonde, 2001. The role of organizational commitment and citizenship behaviors in understanding relations between human resources practices and turnover intentions of it personnel. *Cahier du GReSI*, pp: 01-07.
12. Bass, B.M., 1985. *Leadership and performance beyond expectations*. New York: Free Press.
13. Kouzes, J.M. and B.Z. Posner, 1988. *The leadership challenge: How to get extraordinary things done in organizations*. San Francisco: Jossey-Bass.
14. Liu, A.M.M., W.M. Chiu and R. Fellows, 2007. Enhancing commitment through work empowerment. *Engineering, Construction and Architectural Management*, 14(6): 568-580.
15. Bhatnagar, J., 2007. Predictors of organizational commitment in India: strategic HR roles, organizational learning capability and psychological empowerment. *The International Journal of Human Resource Management*, 18(10): 1782-1812.
16. Wilson, J.P. and S. Western, 2000. Performance appraisal: An obstacle to training and development. *Journal of European Industrial Training*, 24(7): 384-390.
17. Dockel, A., J.S. Basson and M. Coetzee, 2006. The effect of retention factors on organizational commitment: An investigation of high technology employees. *Journal of Human Resource Management*, 4(2): 20-28.

18. Organ, D.W., 1990. The motivational basis of organizational citizenship behavior. in B. M. Staw and L. L. Cummings (eds.). *Research in Organizational Behavior*, 12: 43-72.
19. Schepman, S.B. and M.A. Zarate, 2008. The relationship between burnout, negative affectivity and organizational citizenship behavior for human services employees. *Proceedings of world academy of Science, Engineering and Technology*. 30: 1307-6884.
20. Jung, J.Y. and S. Hong, 2008. Organizational citizenship behaviour (OCB), TQM and performance at the maquiladora. *International Journal of Quality and Reliability Management*, 25(8): 793-808.
21. Shore, L.F., K. Barkdale and T. Shore, 1995. Managerial perceptions of employee commitment to the organization. *Academy of Management Journal*, 38(6): 1593-1615.
22. Chen, X.P., C. Hui and D.J. Seago, 1998. The role of organizational citizenship behavior in turnover: Conceptualization and preliminary tests of key hypotheses. *Journal of Applied Psychology*, 83(6): 922-931.
23. Yen, H. and B. Neihoff, 2004. Organizational citizenship behavior and organizational effectiveness: Finding relationship in Taiwanese banks. *Journal of Applied Social Psychology*, 34(8): 1617-1637.
24. Khazaei, K., A. Khalkhali and N. Eslami, 2011. Relationship between organizational citizenship behavior and performance of school teachers in west of Mazandaran Province. *World Applied Sciences Journal*, 3(2): 324-330.
25. Kraiger, K. and J.K. Ford, 2007. The expanding role of workplace training: themes and trends influencing training research and practice, in L. L. Koppes (ed.), *Historical Perspectives in Industrial and Organizational Psychology* (Mahwah, NJ: Lawrence Erlbaum Associates), pp: 281-309.
26. Garavan, T.N., 1997. Training, development, education and learning: Different or the same. *Journal of European Industrial Training*, 21(2): 39-50.
27. Boselie, P., G. Dietz and C. Boon, 2005. Commonalities and contradictions in HRM and performance research. *Human Resource Management*, 15(3): 67-94.
28. Ahmad, K.Z., 2011. The association between training and organisational citizenship behavior in the digital world. *Communications of the IBIMA*, pp: 1-17.
29. Kalleberg, A.L. and J.W. Moody, 1994. Human resource management and organizational performance. *American Behavioral Scientist*, 37: 948.
30. Liu, C.M., 2007. The early employment influences of sales representatives on the development of organizational commitment. *Employee Relations*, 29(1): 5-15.
31. Freund, A. and A. Carmeli, 2003. An empirical assessment: Reconstructed model for five universal forms of work commitment. *Journal of Managerial Psychology*, 18(7): 708-725.
32. Greer, M.P. and W.M. Melvin, 1994. Creating empowered schools: Lessons in change. *Journal of Educational Research*, 32(4): 38-52.
33. Agarwal, R. and Ferratt, T. W. (1999). Coping with labor scarcity in IT: Strategies and practices for effective recruitment and retention. Pinnaflex, Cincinnati, OH.
34. Liu, C.M., 2007. The early employment influences of sales representatives on the development of organizational commitment. *Employee Relations*, 29(1): 5-15.
35. Moye, M.J. and A.B. Henkin, 2006. Exploring associations between employee empowerment and interpersonal trust in managers. *Journal of Management Development*, 25(2): 101-117.
36. Boglera, R. and A. Smoech, 2004. Influence of teacher empowerment on teachers' organizational commitment, professional commitment and organizational citizenship behavior in schools. *Teaching and Teacher Education*, 20: 277-289.
37. Val, M.P.D. and B. Lloyd, 2003. Measuring empowerment. *Leadership and Organization Development Journal*, 24(2): 102-108.
38. Spreitzer, G.M., 1995. Psychological empowerment in the workplace: Dimensions, measurement and validation. *The Academy of Management Journal*, 38(5): 1442-1465.
39. Liu, Y., 2009. Perceived organizational support and expatriate organizational citizenship behavior: The mediating role of affective commitment towards the parent company. *Personnel Review*, 38(3): 307-319.
40. Guest, D.E., 1997. Human resource management and performance: a review and research agenda. *International Journal of Human Resource Management*, 8(3): 263-276.
41. Maslow, A., 1954. *Motivation and personality*. New York: Harper.

42. Gomolski, B., 2000. Management Update: Tips to Identify Successful Candidates for Telecommuting. Inside Gartner Group, June 7.
43. Maslach, C., W.B. Schaufelli and M.P. Leiter, 2001. Job burnout. *Annual Review of Psychology*, 52: 397-422.
44. Putterill, M.S. and T.C. Rohrer, 1995. A causal model of employee commitment in a manufacturing setting. *International Journal of Manpower*, 16(5/6): 56-69.
45. Chew, J. and C.C.A. Chan, 2008. Human resource practices, organizational commitment and intention to stay. *International Journal of Manpower*, 29(6): 503-522.
46. Parish, J.T., S. Cadwallader and P. Busch, 2008. Want to, need to, ought to: Employee commitment to organizational change. *Journal of Organizational Change Management*, 21(1): 32-52.
47. Reilly, O., C.A. Chatman and Jennifer, 1986. Organizational commitment and psychological attachment: The effects of compliance, identification and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(3): 492-499.
48. Irfan, S.M., M. Mohsin and I. Yousaf, 2009. Achieving service quality through its valuable human resources: An empirical study of banking sector of Pakistan. *World Applied Sciences Journal*, 7(10): 1222-1230.
49. Meyer, J.P. and N.J. Allen, 1990. The measurement and antecedent of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1): 1-18.
50. Aube, C., V. Rousseau and E.M. Morin, 2007. Perceived organizational support and organizational commitment: The moderating effect of locus of control and work autonomy. *Journal of Managerial Psychology*, 22(5): 479-495.
51. Stallworth, S.H., 2003. Mentoring, organizational commitment and intentions to leave public accounting. *Managerial Auditing Journal*, 18(5): 405-418.
52. Podsakoff, P.M., S.B. MacKenzie, R.H. Moorman and R. Fetter, 1990. Transformational leader behavior and their effects on followers' trust in leader, satisfaction and organizational citizenship behaviors. *Leadership Quarterly*, pp: 107-142.
53. Tremblay, M., A. Rondeau and M. Lemelin, 1997. La mise en oeuvre de pratiques innovatrices de GRH a-t-elle une influence sur la mobilization. GRH face à crise: GRH en crise?, Presses HEC, pp: 97-109.
54. Nunnally, J.C., 1978. *Psychometric Theory*. New York, NY: McGraw-Hill.
55. Lee, Y.K., F.H. Nam, D.H. Park and K.A. Lee, 2006. What factors influence customer-oriented prosocial behavior of customer-contact employees. *Journal of Services Marketing*, 20(4): 251-264.
56. Sial, M.A., S.M.A. Jilani, R. Imran and A. Zaheer, 2011. Effect of Human Resource Practices on Organizational Commitment in Pakistani Universities. *World Applied Sciences Journal*, 15(6): 793-798.
57. Foote, D.A., S.J. Seipel, N.B. Johnson and M.K. Duffy, (2005). Employee commitment and organizational policies. *Management Decision*, 43(2): 203-219.
58. Noor, A., 2009. Examining Organizational Citizenship Behavior as the Outcome of Organizational Commitment: A Study of Universities Teachers of Pakistan. *Proceedings 2nd CBR, Lahore Pakistan November 14.*