

The Relationship Between Work Commitment and Organizational Citizenship Behavior among Lawyers in the Private Sector

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ABSTRACT

Organizational Citizenship Behavior (OCB) is a behavior that extends beyond the functions and behaviors formally required of workers in an organization. Such behavior is indispensable, because of its contribution to better organizational performance.

The model presented in this study examines OCB of lawyers employed in the private sector in Israel, while relying on a continuous series of studies related to workers' commitment attitudes. The findings show that the commitment model contributes to explained variance in OCB. Specifically, affective organizational commitment and OCB are significantly related, as are career commitment and OCB. The empirical and theoretical implications of these findings are discussed.

Introduction

Highly committed members are likely to be willing to contribute much effort on behalf of the organization. Strong attachment of the individual to an organization enables better adaptation capabilities and higher responsiveness to changes in customer demands (Sanchez, Kraus, White, & Williams, 1999; Paul & Ebadi, 1989). To adapt to environment constraints, executives try to promote employees' behavior that demonstrates identification with and commitment to the organization, behaviors that will ensure better and more dedicated efforts from their workers (Spector, 1986). In many organizations, the employees constitute a major factor that influences the efficiency and professional functioning of the organization (Becker & Martin, 1995). Hence, to function successfully, each organization is interested in promoting employees who are committed to it and to the organization and its goals (Ashforth & Lee, 1990).

Nowadays, when the rate of turnover among organizations is high and still increasing (Carson, Carson, Roe, Birkenmeier, & Phillips, 1999), it is important that managers succeed in creating an environment of commitment in order to reduce the possibility of turnover in their particular company (Gunz, 2002). The commitment on the managers' part need not take the form solely of financial rewards but can include forms of "caring", e.g., subsidies in healthcare, informal get-togethers with employees, and similar indications that the company has the workers' welfare at heart (Reichman & Sterling, 2002).

The research literature suggests various strategies for checking employees' quality, mostly based on assessing the efficiency of the employees and their contribution to the organization's performance usually gauged by standard measures such as profitability and economic effectiveness (Ferris, Judge, Rowland & Fitzgibbons, 1994). At the worker's level, this means high output and greater commitment to his/her job and to the organization. Other strategies examine informal aspects of employees' relationship with their work and organization, by measuring attitudes and behaviors (Brass & Burkhardt, 1993). Still other theories have suggested including dimensions that extend beyond the formal role of the worker (Katz, 1964). These include his/her contributing to the organization and to other employees, for example, helping a new employee to feel part of the organization, supporting organizational tasks, and preserving the organization's resources (Brief & Motowidlo, 1986). Later this informal strategy was defined and termed Organizational Citizenship Behavior (OCB). This phrase serves to describe and examine employees' informal behaviors in an organization, namely those that are not directly identified with formal job functions (Smith, Organ & Near, 1983). Currently, the reward plans of many public corporations do not include an estimation of OCB behaviors; in many private organizations there is more support for OCB (Christina, 2001).

Several definitions have been proposed to explain the meaning of the term OCB. In general, as stated, OCB reflects employees' behaviors that are beyond their formal job definition and are not required by the regular reward system (Organ, 1988). Such behavior supports the organization's goals. OCB was also found to apply to an employee's attitude toward other members of the organization (Becker, 1992). It can involve caring for others in the organization, even at the worker's own expense, for instance, relinquishing certain job benefits to prevent redundancies (Puffer, 1987). Expressed as employees' readiness to contribute beyond the formal demands of the job, OCB helps the work teams and the social systems operating within the organization (Bateman & Organ, 1983). It creates a positive atmosphere, encouraging others to continue to devote personal resources to the organization as an informal contribution. All this is perceived as an organizational behavior that has a positive impact on the organization (Organ, 1990). As is known, this literature dates back to Becker's (1960) concept of accepting authority; this requires that the overall policy be for the good of the organization. In addition, the worker is expected to show greater flexibility and cooperation within the organization (Goulet & Frank, 2002; O'Reilly & Chatman, 1986). In addition to the above, Organizational Citizenship Behavior leads to greater freedom of operation among the employees themselves, as they assist each other. Such behaviors must also influence the degree of the organization's flexibility within its environment, a capacity that is necessary if the organization is to fulfill its tasks in a dynamic environment. An example of higher OCB, indicating a worker's greater flexibility and willingness to work beyond the formal limits of his/her job (Christina, 2001) is his/her readiness to volunteer for team activity even though this is not specified in his/her formal work contract.

In sum, to perform optimally and to meet its own goals the organization has to apply assessment methods that cover such informal behaviors (Sosik, 2001). Due to the great

importance of OCB among an organization's employees, studies in the last few years have focused on evaluating the dimensions of the factors that create desirable (i.e., required by the company) OCB and the implications of OCB for the organization's functioning (Hodson, 2002; O'Reilly & Chatman, 1986). According to these studies, organizational commitment is not necessarily viewed as an actual behavior but as employees' psychological perception of their place within the organization (Meyer, Irving, & Allen, 1998). Such a perception is reflected in the employee's degree of loyalty to the organization. If the company succeeds in creating feelings of loyalty and commitment in most of the workers, there is a greater probability that it will meet its goals, and enhance its overall performance. Consequently, researchers have suggested that a high degree of organizational loyalty may fit the definitions of OCB. According to this assumption, a worker who is highly committed to the organization and who believes in its organization's values and goals demonstrates a high level of OCB (Mowday, Porter & Steers, 1982). A strong link between OCB and a high degree of organizational loyalty therefore can therefore be demonstrated (Hodson, 2002).

Despite the great importance of OCB in the organization, general models integrating work attitudes, their development, and their influence on the existence of OCB are lacking (Williams & Anderson, 1991). As a rule studies on OCB deal with the identification of discrete and specific variables related to it. To date few studies have measured the degree of OCB as part of a comprehensive model of job attitudes (Christina, 2001). To the best of our knowledge, very few studies have examined OCB within the private sector, and even fewer among lawyers; we think, therefore, that this research will add a meaningful aspect to the field of OCB (McLean & Andrew, 2000; Tepper & Taylor, 2003).

Finally, an integrative examination of the factors influencing OCB may contribute to the development of systematic methods for both assessing and motivating employees' contribution to the organization. Next the paper will discuss the importance of multiple commitments to the work and to the organization, and the relationship between the commitment to OCB (Bolino, Turnley, & Bloodgood, 2002).

This paper uses a pre-existing integrative model, and examines its variables and their influence on OCB (Randall & Cote, 1991). This model is based on five universal forms of work commitment, constituting the basis of Morrow's important work which first appeared in 1983. Since then, many studies have shown that these five attitudes strongly influence a large part of work outcomes (McLean & Andrew, 2000). Based on this existing commitment model, this study maps the commitments leading to the creation of high OCB in employees, and explains the relationship between the existing model and OCB (Organ & Paine, 1999). In conclusion, we propose a revised model of factors influencing OCB. This model characterizes the cultural context of the private sector of lawyers in Israel (Hodson, 2002; (Organ, 1990).

Various approaches to understanding OCB suggest that this variable is multi-dimensional (Abrams, Ando & Hinkle, 1998). In general, OCB has been described as consisting of two major directions. One is a behavior directed to the members of the

organization, for example, supporting and assisting another team member, or helping a new worker (Organ & Paine, 1999). This direction has been referred to as “OCB Altruism.” The second type of behavior is directed toward the organization as a whole, i.e., treating it as an extension of one’s own possessions. Examples of this would include a very high work ethic beyond the formal expectations, very few absences from work (Williams & Anderson, 1991). This direction of responsible citizenship behavior toward the organization as a whole has been termed “OCB Compliance” (Organ, 1990).

These two behavioral directions could help employees gain added recognition, since it is easily identified by organization administrators; however, as mentioned, many administrators currently have no authority to control, supervise, or reward such behaviors (Cohen & Vigoda, 1997). On the other hand, more recent research has indicated that although OCB is not a formal requirement of the job, it is very influential on work attitudes and therefore it is an element which is receiving more and more consideration (Coyle-Shapiro, 2002). This study chose to consider both OCB components. That is, the dependent variable in the current study is composed of two parts: OCB directed to other employees in the organization – OCB Altruism, and OCB directed to the organization in general -- OCB Compliance. As mentioned earlier, the Randall and Cote model is based on Morrow's, as we shall now see.

Five universal forms of work commitment: Factors that influence OCB

In her book, Morrow (1993) shaped five major commitments that, in her view, influence each other. She maintains that at the end of this influence path are the job results. The five meaningful commitments are: Protestant work ethic, Career commitment, Job involvement, Continuance, and Affective commitment (Morrow, 1983; Morrow & McElroy, 1986).

These five commitments can be divided into two major groups: The first group, Personal Commitments, examines commitments that influence employees’ job attitudes without relating to the particulars of the organization, and includes Protestant work ethic, (Mirels & Garret, 1971), Career commitment (Greenhaus, 1971), and Job involvement (Blau, 1985). The second group, that of Organizational Commitments, includes commitments that are influenced directly by the organization to which the worker belongs, and includes Continuance commitment and Affective commitment (Allen & Meyer, 1993).

Protestant work ethic is viewed in the literature as influenced by the individual’s personality structure and by the cultural environment (Morrow, 1983). A high Protestant work ethic emphasizes the value of work in and of itself and de-emphasizes other variables such as the particulars of the organization, time frames, and rewards (Blood, 1969; Furnham, 1990; Weber, 1958). An individual with a high Protestant work ethic believes that work is of highest value and that all other considerations derive from it (Greenberg, 1977, 1987; Mudrack, 1999).

Job involvement is the worker's commitment to his/her present job. It is not unlike the Protestant work ethic and can also be perceived as a major factor in work life. Job involvement, however, is influenced not only by personality structure but also by the worker's job history. Demographic data such as gender, seniority, education, and age were found to influence high job involvement (Morrow, 1993). This commitment is considered a basic and well-established characteristic in the worker and does not necessarily relate to other job-related concerns such as organizational satisfaction (Kanungo, 1982; Lodhal & Kejner, 1965).

Career commitment refers to one's investment in having and advancing a career, is influenced by demographic variables as well as job satisfaction (Greenhaus, 1971). Several studies show that career commitment is greatly influenced by external factors such as job variables and the employing organization. This variable thus appears to be associated with both the worker's personality traits and features of the organization and can fluctuate between the two sources of influence (Aryee, Chay, & Chew, 1994; Ellemers, Gilder, & Heuvel, 1998).

In terms of job performance, the most important commitment identified to date was termed Organizational commitment (Allen & Meyer, 1990). Research has indicated that this is not a stable element in the worker's life, and because it can change relatively quickly it is now being studied more widely (Randall, Fedor, & Longenecker, 1990). The concept of organizational commitment has been developed in three directions: beneficial organizational commitment (Dessler, 1999); continuance organizational commitment, based on rewards given by the organization to the worker; and affective organizational commitment, which concerns the worker's degree of affiliation with the organization's goals and values (Morrow, 1993; Mowday et al., 1982; Tansky, Gallagher, & Wetzel, 1997).

Morrow (1993) argued that only two of these three organizational commitments, affective and continuance, can be empirically processed and investigated because they seem to be universal, applying to a wide variety of professions. These two, therefore, were integrated into the models that relate commitment to work results (Iverson & Buttging, 1999).

Continuance organizational commitment rests on the Side-Bet theory of Becker (1960), namely employees always make cost-benefit considerations regarding their relation to the organization. Employees who feel that they are properly or even favorably rewarded for their investments in the organization will want to continue to invest (Allen & Meyer, 1996). But employees who feel that they invest more than they receive from the organization will invest less in the organization in the long run, in order to balance the investments with the rewards, until they opt to leave the organization (Somers, 1993).

Affective organizational commitment is influenced by the organization's goals and values (Randall et al., 1990) and consists of factors related to occupational history in the organization and to socio-demographic factors (Kirchmeyer, 1993; Mowday et al., 1982). Occupational history in the organization includes variables such as a challenging job, good relations with the people in charge, receiving feedback and evaluation of job performance, and the degree of creative freedom afforded by the job (Colarelli & Dean, 1987; Darden, Hampton, & Howel, 1989). Socio-demographic factors include variables such as age, gender, seniority, and education. The older the employee, the fewer the occupational alternatives before him/her; therefore, affective organizational commitment will be less. Women exhibit it less than men, but in both men and women a longer period of service has a positive influence on the degree of affective organizational commitment. In contrast, a high level of education reduces it (Lambert, 1999). Older employees have a greater sense to commitment to their employer because of the lower likelihood of alternative employment and having worked for the same employer for many years.

To summarize, an employee who shows high affective organizational commitment will choose to stay and contribute to the organization by virtue of his/her belief in the organization's values. A worker with high continuance organizational commitment will remain and contribute to the organization due to a feeling of specific profitability, which adequately corresponds to a certain occupational period (Somers & Birnbaum, 2000).

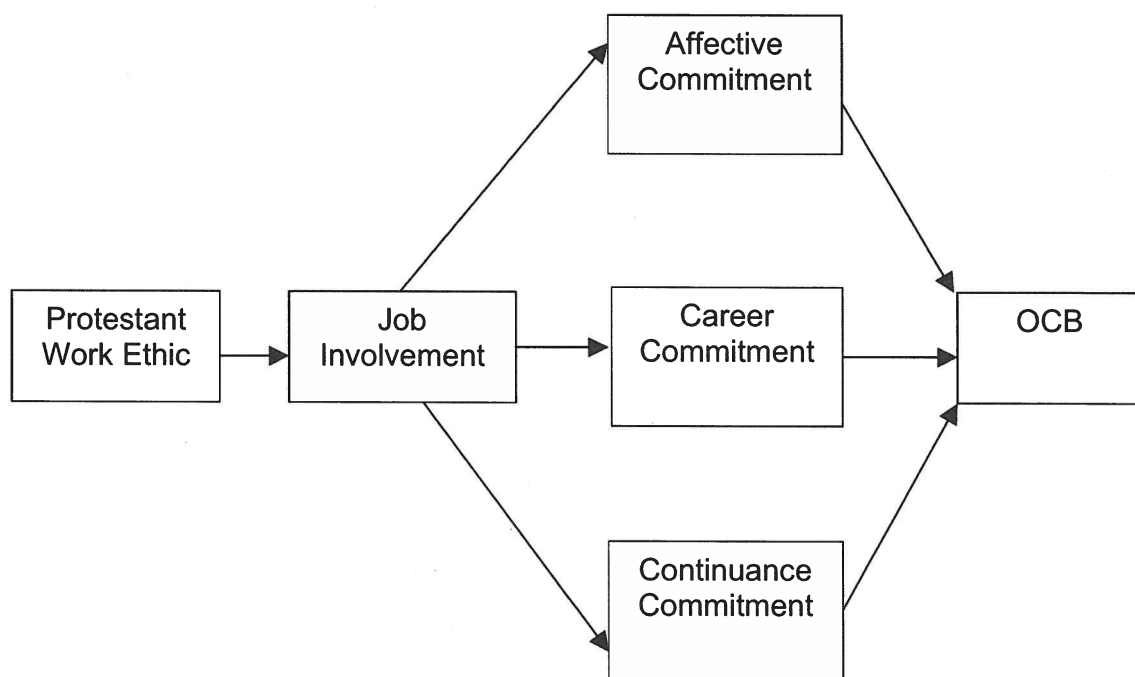
The Research Model

Morrow's model was first introduced in 1983, but was investigated by Randall and Cote only in 1991. The model proposed by the latter two authors deals with the same five commitments: Protestant Work Ethic, Affective and Continuance Organizational Commitments, Career Commitment, and Job Involvement. Both models recognize these as the most basic elements in work commitment. They also agree that the element least likely to change in the worker is the Protestant Work Ethic, hence it is placed first in both models (Furnham, 1990).

However, after their research in which they agree with Morrow's findings, Randall and Cote's study presents a model structured differently from hers. According to their study, the model changes direction: Protestant work ethic influences job involvement, which in turn influences the three variables of affective, continuance, and career commitments. Given that the Protestant work ethic is a relatively stable variable for the worker, whereas the three commitments it influences are more changeable, it was conceivable, according to Randall and Cote, that these variables were mediated by the variable of job involvement. It was, in fact, reasonable to suggest that a property as basic and rooted in the worker as the Protestant work ethic would lead employees to invest in the job and demonstrate high job involvement (Lodhal & Kejner, 1965). Cohen (1999; 2000) conducted an empirical analysis comparing the models of Morrow and of Randall and Cote, and found a different structure of these five universal forms that influence work results. In the current study, therefore, we chose to draw on the structure of the commitment model suggested by Randall and Cote (1991). Figure 1 presents the

research model. It hypothesizes that job involvement mediates the relationship between Protestant Work Ethic and three forms of work commitment: continuance, affective and career commitment, which, in turn, affect organizational citizenship behavior (Philip, Podsakoff, MacKenzie, & Daniel, 2000).

**FIGURE 1
THE RESEARCH MODEL**



Method

The study population consisted of 1100 lawyers working in private firms in Israel. The studied population was randomly chosen from the Israeli Lawyers' Index. Israeli Law has its origins in British Law, which is acknowledged as a guiding force among other countries, and is therefore comprehensible to lawyers all over the world. The material in this research is therefore applicable to lawyers in Israel and may be extended to other countries (Camarotto, 2000).

Questionnaires were sent to the sampled population by mail, and the return address was that of the research team at Haifa University. A total of 195 questionnaires were returned, which is approximately 17.8% of the questionnaires sent. Such a low response rate was probably due to the following causes. First, the Israeli Lawyers' Index had not been updated at the time the questionnaires were sent so only about 90% of the addresses found were accurate. Second, such a study population is generally less cooperative than that of other professions. I would suggest that this is because they are working more for themselves than for the good of the public. In addition, only 183 questionnaires of 195 were used due to missing values. The sample profile shows that 54.6% of the respondents were women. Average age of the responders was 34.4 years. Average time in the current organization was 5.9 years, while average time in the profession was 7.4 years. Of the responders, 71.7% were employees and 28.3% were partners or owners of the firm; 73.4% were married, and average monthly income was NIS 17,646 (S.D 19.515). The average firm, according to the responders, had 16 lawyers (S.D. 16.4).

Measuring the variables

Protestant work ethic has been described in the literature as belief in hard work that is not motivated by the desire for a suitable reward, satisfaction, or other benefits (Morrow, 1993). This variable is measured on a 19-item scale ($\alpha = 0.73$) developed by Mirels and Garrett (1971); a sample item is: "Our society will have fewer problems if people have less spare time". Job involvement is characterized in the literature as a worker's belief that his/her current job is the most important and most meaningful factor in his/her life; therefore, it is very important for the worker to invest most of his/her resources in it (Kanungo, 1982). The tool suggested for measuring the job involvement variable is Kanungo's (1982) 10-item scale ($\alpha=0.83$). A sample item is: "Most of my goals are associated with my job."

Organizational commitment: One element of this construct, namely continuance commitment, has been defined as "the extent to which employees feel committed to their organizations by virtue of the costs that they feel are associated with leaving" (Meyer, Irving, & Allen, 1998). The other element, affective commitment, is "positive feelings of identification with, attachment to, and involvement in, the work organization" (Meyer & Allen, 1984, p. 375). Employees with strong continuance commitment remain because they *need* to, and those with strong affective commitment remain because they *want* to (Allen & Meyer, 1990; 1996). The measures of organizational commitment used

for continuance commitment (eight items) ($\alpha = 0.81$) and for affective commitment (eight items) ($\alpha = 0.86$) were collected, assessed, and developed by Allen and Meyer (1990). A sample item of continuance commitment is: "It will be very hard for me to leave the organization now, even if I want to." A sample item of affective commitment is "I will be very happy to spend the rest of my career in this organization."

Career commitment has been defined as a worker's interest in furthering a professional career regardless of any particular organization or job (Blau, 1985). In the current study Blau's (1985) eight-item measure is used for this variable. The items are measured on a five-point scale from 1=greatly disagree to 5=greatly agree. ($\alpha = 0.86$). A sample item is "I definitely want to pursue and develop a career in the field of law."

Organizational Citizenship Behavior is defined as a worker's contribution to the organization beyond the formal commitment involved in the job (Smith et al., 1983). The scale used to examine this variable in the current study is that of Smith et al. (1983). It includes the two components of OCB and fourteen items. Each item is measured on a five-point from 1=greatly disagree to 5=greatly agree. ($\alpha = 0.75$). One sample item is: "I am punctual."

Data analyses

To test the research model as presented in Figure 1, path analysis was performed using LISREL VIII (Joreskog and Sorbom, 1993). To assess the fit of the research model in Figure 1, we used several goodness-of-fit indices, suggested in the Structural Equation Modeling (SEM) (see: Bentler and Bonnet, 1980; Joreskog and Sorbom, 1993; Kline, 1998) such as: Chi-Square statistic divided by the degree of freedom (χ^2/df), Relative Fit Index (RFI), Normed Fit Index (NFI), Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA). In addition, we assessed the Expected Cross-Validation Index (ECVI), 95 Percent Confidence Interval for ECVI, and ECVI for Saturated Model.

Results

In general, the model was found to be stable and demonstrate significant relationships. Additionally, according to the model, three commitments directly influence OCB: Affective and Continuance commitments, which belong to the organizational sub-type, and Career commitment, which is considered a personal type of commitment. Of these three, the more significant influences on OCB were found to be exerted by Affective and Career commitments. These findings support the central proposition of the current study, which states that a high level of organizational commitments influences high OCB of employees.

Table 1 presents the results obtained from the scales as composed for this study. Means and standard deviations ranged from .493 to 1.273. The reliability of all the scales was fairly good, ranging from .62 to .86. Table 1 also demonstrates that most of

the variables were significantly related, thereby initially validating the research model, if not the causality or the direction of influence.

	Mean	S.D.	1	2	3	4	5	6
1. Career commitment	3.13	.873	(.79)					
2. Job involvement	3.85	1.22	.43**	(.86)				
3. Affective organizational commitment	4.75	1.24	.41**	.45**	(.70)			
4. Continuance organizational commitment	5.04	1.27	.27**	.05	.04	(.68)		
5. Protestant Work Ethic	3.53	.71	.19*	.34**	.20**	.05	(.62)	
6. OCB	3.82	.49	.30**	.16*	.28**	.13	.13	(.80)
= * significant at $p < .05$ = ** significant at $p < .01$								

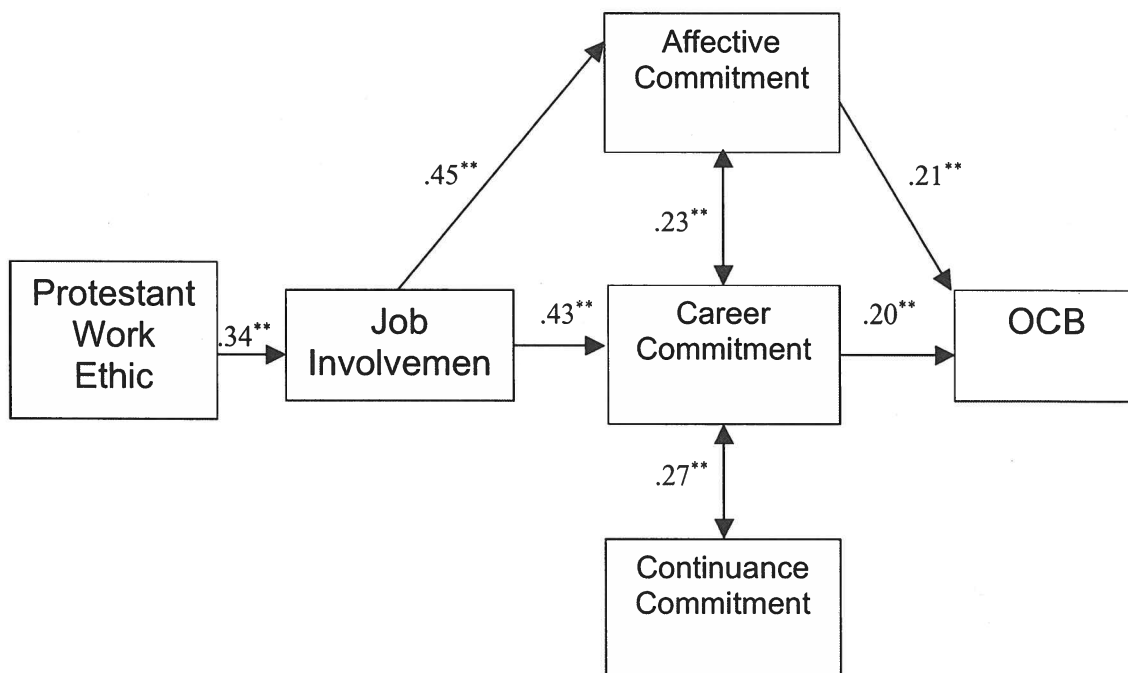
Protestant work ethic was found to be related to Career commitment ($r = .194$, $p < .05$), and Affective commitment ($r = .200$, $p < .001$). Job involvement proved significantly related to Affective commitment ($r = .407$, $p < .001$) and also related to Career commitment ($r = .505$, $p < .001$). No relation was found between Job involvement and Continuance commitment. Career commitment was found to be related to Affective commitment ($r = .415$, $p < .001$) as well as to Continuance commitment ($r = .276$, $p < .001$).

As for the relationship between commitments and OCB, findings showed that both Job involvement ($r = .168$, $p < .05$) and Career commitment ($r = .308$, $p < .001$) were related to OCB; a significant relation was found between Affective organizational commitment and OCB ($r = .287$, $p < .001$). These findings partly support the research model. They are similar to others regarding the connection between work commitments and OCB.

Table 2 Path coefficients for the research model				
Job involvement → Continuance organizational commitment	.050	Fit indexes for the models	Df	6
Job involvement → Affective organizational commitment	.454**		χ^2 ; p	2.561; .862
Job involvement → Career commitment	.435**		χ^2 /df	0.462
Continuance organizational commitment → OCB	.085		NFI	.984
Affective organizational commitment → OCB	.208**		CFI	1.0
Career commitment → OCB	.198**		RFI	.959
Affective organizational commitment ↔ Career commitment	.233**		ECVI	0.261
Career commitment ↔ Continuance organizational commitment	.272**		ECVI Saturated	0.246
Protestant Work Ethic → Job Involvement	.342**		ECVI Independence	.982

Table 2 shows the result of path comparison within the model. Only one relation here was found to be insignificant: that between Job involvement and Continuance commitment. Hence, the present study suggests another path structure, one that does not connect Job involvement with Continuance organizational commitment, but adds a relation between Career commitment and Continuance organizational commitment (Figure 2).

FIGURE 2
THE REVISED RESEARCH MODEL



As suggested in the literature on the structural equations model (SEM) (see: Kline, 1998), the following goodness-of-fit indices were performed: the Chi Square test (2; low and non-significant value recommended); the ratio of the model chi-square to degrees of freedom (2/df; recommended value < 3); the Relative Fit Index, the Comparative Fit Index, and the Normed Fit Index (RFI, NFI, and CFI, respectively; recommended value > .90); and root mean square error of approximation (RMSEA; recommended value \geq .05; \geq .08 acceptable). Our findings indicated that the research model had a very good fit with the data: $\chi^2=2.561$, $p=.862$; $\chi^2/df=0.426$. RFI=.959; NFI=.984; CFI=1.0; RMSEA=0.0; ECVI model=0.261; ECVI for saturated model=0.246; and ECVI for independence model=.982.

Discussion and conclusions

What kind of employees' behavior is desirable for an organization? How is such behavior expressed, and can it be influenced and directed? If it can, what are the factors that might influence this desired behavior? Is such desired behavior applicable only to certain job functions or can it be expected to extend beyond the formal job definition? What can be learned from the current findings about citizenship behavior of employees in an organization, and what can we learn from the factors influencing a worker's positive behavior? The current study helps address these questions, by mapping the factors that are meaningful to and directly influence such behavior.

The literature on organizational citizenship behavior of employees is vast and varied. It mostly tries to examine the essence of this behavior. To date the research literature has examined the reasons for the development of voluntary behavior in organizations, in an attempt to find the factors that might disrupt and inhibit the development of this behavior (VanYperen, Agnes, & Willering, 1999).

Generally, it would be interesting to find out whether the sort of OCB behavior described above is limited to lawyers; whether there are similarities in their attitudes and those of other self-employed professionals, such as architects and accountants; and, if there is any connection between their behavior and that of other employees, such as blue-collar workers (Fortney, 2000). Presumably, the more the elements that professions have in common, for example, higher education, work ethics, a long period of professional apprenticeship, the more similar will be the behavior of those working in such professions; this leads one to believe that generalizations, based on the conclusions, can be justified (Gunz, 2002).

In terms of theory, the current study continues to establish the approach common in organizational studies, according to which multiple commitments to an organization influence a variety of behaviors desired for the organization. However, in its practical implications, our study diverges from the mainstream in several ways. To the best of our knowledge, this is one of the few studies that examine OCB in the private sector in general, and in the lawyers' sector in particular, and perhaps the only study to examine such behaviors among professionals in the field of law (Reichman & Sterling, 2002). This study is also unique in that it offers a comprehensive view of the interrelations among numerous factors and identifies their effects on OCB. In fact, the relations found in the current study were statistically significant and stable throughout the research model. Significant relationships were found to exist among all five commitments examined, except for Protestant work ethic and OCB, Job involvement and Continuous organizational commitment, and Continuous organizational commitment and OCB.

Non-obligatory contributions to the organization such as OCB seem to reflect organizational commitments grounded in values and goals, and the desire to promote these, rather than in concepts of personal benefit. Both the lack of a significant relationship between Continuous organizational commitment and OCB, and the prominent and significant relation found between Affective organizational commitment

and OCB indicate that non-obligatory contributions are not the result of an expectation for a reward, financial or otherwise. Rather, according to the current study, they are anchored in and based on solid and positive attitudes to the organization as a whole. The lack of correlation between the Protestant work ethic and OCB can most likely be explained by the fact that other mediating factors, such as Job involvement, intervene. Finally, the insignificant relationship between Job involvement and Continuous organizational commitment further substantiates the idea that OCB, which stems from job involvement, is not a reflection of what the worker personally stands to gain but of his/her ethical involvement in the job (Gunz, 2002). This is, employees exhibit citizenship behaviors when they are involved in a job that is valued. OCB is less likely to be displayed because of either high sacrifice or low alternatives, the two dimensions of continuance organizational commitment.

The aim of this study was to examine the relations between employees' positive attitudes toward work, that is, their organization-oriented commitments, and citizenship behavior in the organization. The findings support the assumption that a worker's positive attitude to the organization and belief in the values and goals that the organization represents are directly related to his/her desired citizenship behavior. The second variable found to be highly correlated with OCB was Career commitment. As noted, Affective commitment belongs to the organizational sub-group of commitments, while Career commitment is considered a personally grounded commitment that functions irrespective of the individual's particular organizational affiliation; the combination of both personal and organizational commitments seems to promote OCB. The limitations of these findings will be discussed at the end of the paper.

Earlier we mentioned the two directions of Organizational Citizenship Behavior: OCB Altruism and OCB Compliance. Interestingly, our model proved unstable when the dimensions of only one of these behavioral types were applied. Both types of OCB must be considered if we wish to understand the factors that influence this behavior. This duality, as well as that of the personal and organizational commitments that inform OCB, are particularly interesting in the context of the private sector. Perhaps we ought not be surprised that even in the private sector, where career and personal motives are allegedly stronger than their correlates in the public sector, behaviors that extend beyond the formal duties of the job are necessarily altruistic in part. As such, they are motivated by a combination of personal and organizational concerns.

The outcome of OCB for the organization includes more efficient work, better job performance, and a desire to stay and invest human resources in the organization (Tansky et al., 1997). This study, therefore, supports the approach that suggests that organizational-type commitments have meaningful influences on employees in organizations. In light of these findings, organizations that wish to encourage employee OCB can address specific employee concerns, such as those encompassed in the organizational commitments. For example, from a managerial perspective issues of Career commitment might include ensuring that the organization's promotion policy is stated publicly, streamlined, and updated to reflect the latest professional developments, while Affective commitment issues might include employee participation

in various organizational committees and teams. Such implications may be particularly meaningful in small, private sector organizations, where employees' OCB contribution typically goes a long way. To substantiate these implications, additional models should be developed.

Our study focused on law firms with a varying number of employees. We found that these employees demonstrated organizational commitment and positive Organizational Citizenship Behavior unrelated to the organization's structure or size. That is, the phenomena discussed here are valid for organizations of various sizes.

From a practical point of view, it is recommended that managers in private firms strengthen affective organizational commitment among their workers in order to enhance their OCB. As mentioned in this study and many others, it is very important for the firm that its workers show a high level of OCB because there are undefined areas in which organization needs employees who are willing, for instance, to be engaged in helping behaviors. Organizations which exhibit high citizenship behaviors are likely to perform better (see Podsakoff & MacKenzie, 1997).

Certain limitations are evident in the current study, so certain reservations exist regarding its implications. First, the study examined how general work attitudes, mediated by organizational commitments, influence Organizational Citizenship Behavior (Sobel 1993). However, this is only one possible direction of influence. While this direction has been partly substantiated in other studies too, the influence may work in other directions as well: we may find that Organizational Citizenship Behavior is affected by additional factors and, in turn, influences some of the worker's commitments to the organization. Additionally, it is important to examine whether the current study's findings, which show a path of reciprocal influences in a clear direction, are also applicable in the context of other organizations and sectors.

To further this field, future research can look into other work outcomes such as job performance, withdrawal intentions, or job satisfaction, in law firms and in the private sector generally.

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