

The Mediating Effect of Organizational Commitment in the Organizational Culture, Leadership and Organizational Justice Relationship with Organizational Citizenship Behavior: A Study of Academicians in Private Higher Learning Institutions in Malaysia.

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Abstract

Organ (1988) defined organization citizenship behavior (OCB) as the individual's behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. There has been numerous studies performed on organizational citizenship behavior and antecedents of this behavior were explored since this behavior contributes to the effective functioning of an organization. The positive contribution of OCB to organizational performance is widely accepted by literature (Podsakoff and MacKenzie, 1994,1997 ; Podsakoff et al., 2000).). Indeed this behaviors have been described by the service literature as being essential for achieving superior returns. There has been a significant correlation in literature between the relationships of organizational culture, leadership style and organizational justice. This research intends to further explore whether the relationship among all this constructs .Organizational commitment is a mediator and the research intends to explore its role in encouraging the exhibition of organizational citizenship behavior among academicians in private universities in Malaysia. The relevant hypotheses have been developed and further testing on its relationship will be conducted in order to investigate its impact on organizational citizenship behavior to investigate as to whether the independent variables are able to encourage the exhibition of citizenship behavior. This study will provide guidelines to help universities to further understand how to encourage organization citizenship behavior among academicians.

Key Words: Organization Citizenship Behavior, Organizational Commitment, Leadership style, Organization Culture and Organization Justice

1. Introduction

Organ (1988), organization citizenship behavior (OCB) have a variety of forms including altruism, courtesy, sportsmanship, civic virtue and conscientiousness. According to Chompoukum, (2004) since organization citizenship behaviors are less likely to be formally rewarded than are required job behaviors, they are presumably performed by intrinsic motivation mechanism. The intrinsic rewarding properties of OCB's may be especially salient and important for teachers, who are acknowledged for having high stress jobs with low extrinsic rewards. When citizenship behavior is exhibited by employees, managers can decrease cost by developing control mechanisms to monitor their subordinates. OCBs are still primarily viewed as behaviours that are generally discretionary, and less likely to be formally or explicitly rewarded in an organization (Podsakoff et al.,2000). Erturk(2006) reported academics perform the task of teaching that is a complicated activity requiring professional reasoning.

They are viewed as professionals since they have spent a considerable amount of time to master the fundamentals of teaching. Macfarlane (2007) highlighted that most universities do not place academic citizenship as an important criteria for promotion based on an interview conducted in his study among academicians and it highlighted a voiced concern that what really mattered in such promotion decisions were contributions to research through publications and to obtain grant funding and very few universities provide an explicit 'weighting' for service or academic citizenship contributions.

2. Literature Review

2.1 Organization Citizenship Behavior

Organ (1988) defined organization citizenship behavior (OCB) as the individual's behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. Organ then proceeded to define what he meant by discretionary, as the behavior that is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization. Discretionary behavior being rather a matter of choice, its omission is not necessarily recognized and rewarded by the organization. OCB links performance and job satisfaction in a meaningful way (Organ, 1988; Moorman , 1991)(Organ 1988; Moorman 1991).

According to Organ (1988), OCBs have a variety of forms , including altruism, courtesy, sportsmanship, civic virtue and conscientiousness. Altruism means that employees help others with organizationally relevant tasks. Courtesy means that they treat others with respect. Sportsmanship implies that employees have a positive attitude and are willing to tolerate less than ideal circumstances without complaining. Civic virtue means that employees responsibly participate in, and are concerned about, the welfare of the company. Conscientiousness is discretionary behavior that goes well beyond minimum role requirement of the organization, such as making phone calls to take care of business from home. Cohen and Vigoda (2000) highlighted the importance of OCBs for virtually all forms of organizations and noted that OCBs improve organizational effectiveness through a multitude of ways. William et al (2002) found that organization justice components have strong positive effects on OCB. The positive contribution of OCB to organizational performance is widely accepted by literature (Podsakoff and MacKenzie, 1994, 1997; Podsakoff et al.,2000). These important contributions to organizational success, it is critical for organizations to understand how and why employees engage in OCBs.

2.2 Organization Culture

Schein (1992) defined organization culture as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive , think and feel in relation to those problems. Lee Huey Yiing and Kamarul Zaman (2009) reported that bureaucratic, innovative and supportive cultures have significant moderating effects on the relationship between participative and supportive leadership behaviours and organization commitment. The study provided significant contributions that supportive culture increases the commitment level among employees and results showed a relationship between organization culture and leadership style. Carmeli (2005) stated there is a relationship between organization culture and withdrawal intentions and behavior. When an employee shows or has intentions of such behavior it will affect the functioning or productivity of the organization. The study concluded that employees withdrawal behavior and intentions are partly by products of organizational culture .

2.3 Leadership Style

Lo, Ramayah and Hui (2006) emphasized in their study that the relationship between leader and members of the organization played a significant role in terms of motivating employees to perform citizenship behavior . Bhal (2006) stated that procedural interactional justice mediated the relationship between leader-member relations (LMX) and citizenship behavior and in this study it was indicated that impact of differential treatment can be neutralized if leaders practiced fair procedures and interpersonal processes. Walumba (2008) investigated the impact of contingent reward transaction leader (CRT). Walumba (2008) defined Contingent Reward Transaction (CRT) leader behavior as a leader behavior emphasizing clarifying role and task requirements and providing followers with material or psychological/rewards in his literature review. The results further highlighted in this study that when employees perceive their leader as being fair which is shown in terms of the reward behavior, employees are more inclined to be satisfied with supervisor and will remain committed to the organization and display citizenship behavior.

Lapierre and Hackett (2007) supported the argument that an inherent trait of conscientiousness in employees tends to display citizenship behavior naturally as a method of returning a favour to the supervisor in terms of displaying a positive behavior because of the high quality relationship that they have with their supervisor or leader. Rafferty and Griffin (2004) suggested in their study the correlation between transformational leadership and commitment which leaves a question as to whether further exploration of this dimension of study will contribute to OCB.

2.4 Organization Justice

Organization justice was defined by Greenberg (1990) as a concept that expressed employee's perceptions about the extent to which they were treated fairly, in organizations and how such perceptions influenced organizational outcomes such as commitment and satisfaction. Organ (1988) stated that distributive justice is arguments on status, seniority, production, effort, needs and determination of payment. Employee perceives and forms perceptions on how they are treated in an organization. Another element derived from organizational justice is the element of trust gained by employees when they perceive that they are treated fairly by their supervisor (Zainuba, 2002) which further improves their relationship with their supervisor and encourages them to display citizenship behavior. Even though numerous journals have indicated that procedural justice tends to take a more active role in terms of perceiving fairness but in this study interactional justice influenced an employee's intention to perform citizenship behavior and it brought in a new perspective that fair treatment predicts citizenship behavior compared to fair rewards (Zainuba, 2002).

2.5 Organization Commitment

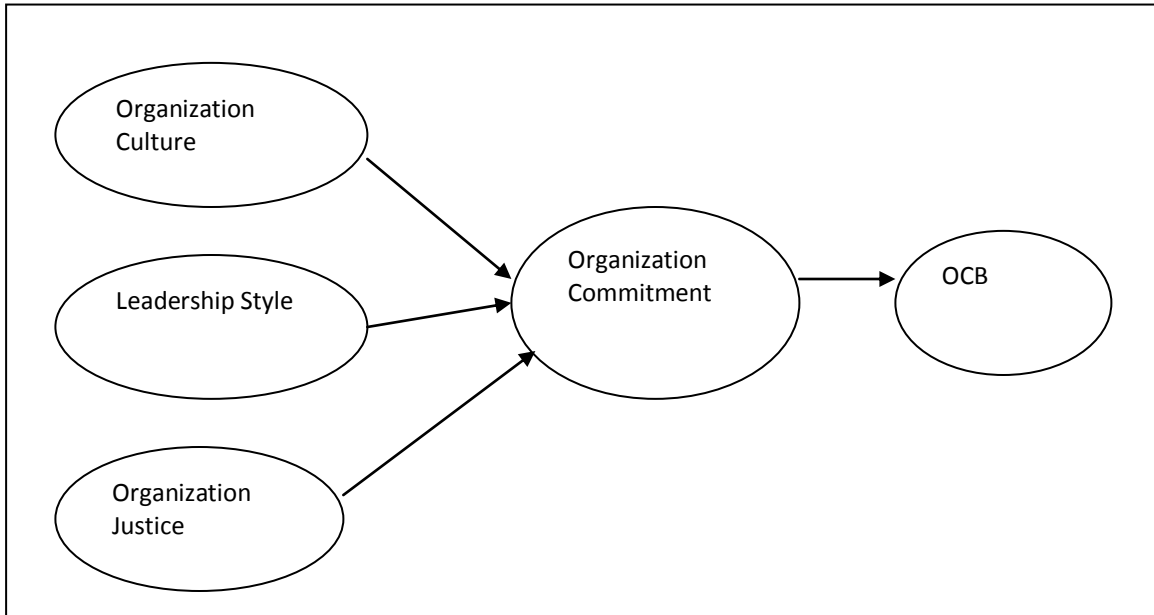
Meyer and Allen (1991) identified three distinct themes in defining commitment as 'affective', 'continuance' and 'normative' commitment. According to Meyer and Allen (1991) Three-Component Model of Commitment, employees can adopt to varying degrees these three forms of commitment. Allen and Meyer (1990) defined affective commitment as an employee's emotional attachment to, identification with and involvement in the organization. Normative commitment may be viewed as an employee's obligation to remain with the organization and in contrast to affective and continuance commitment it focuses on the 'right or moral thing to do' by concentrating on the obligation and/or moral attachment of employees that are produced through the socialization process-binding employees to the organization's goals and values (Allen and Meyer, 1990). Rickett (2002) reported a higher correlation between attitudinal commitment and performance through citizenship behavior and in role behaviour. Flinders and Rauter (2004) reported a significant difference of commitment between contingent and permanent teachers. The results suggested that permanent teachers showed more commitment and report stronger identification with the organization and organization citizenship behavior was found to be positively related to affective commitment and identification for the permanently employed teachers. Carmeli and Gefen (2004) found a significant relationship between commitment and work outcome in their studies specifically addressing the relationship between career commitment and affective commitment.

3. Research Model and Hypotheses

The focus of the present papers is to build a proposition to investigate the impact of organization culture, leadership style, organizational justice, organization commitment towards organization citizenship behavior. The available findings suggest that there could be a relationship between organization culture, leadership style and organizational justice so the following propositions are made

3.1 Propositions development

Figure 1



Silverthorne (2003) reported and found bureaucratic organization culture has the lowest level of organization commitment and innovative culture has middle level commitment and finally supportive culture showed higher level of organization commitment and further highlighted that if the employee has a good fit to the organization culture they will show higher level of job commitment. Lok & Crawford (2003) elaborated that individuals bring their personal values, attitude and beliefs to the workplace so their levels of commitment will be different. Their findings which was conducted comparing two samples which is Australian and Hong Kong samples revealed results that the Australian samples showed a higher tendency of innovative and supportive culture and also a higher level of job satisfaction and organization commitment.

- H1o : There is no relationship between organizational culture and organizational commitment
- H1a : There is a relationship between organizational culture and organizational commitment

Transformational leadership develops relationships with followers that go beyond pure economic and social exchange (Bass, 1985) and this provides an interesting area to investigate as to whether the style of leadership has an effect on organization commitment.

- H2o : There is no relationship between leadership style and organization commitment
- H2a : There is a relationship between leadership style and organization commitment

Klendauer and Deller (2007) found organization justice and commitment in corporate mergers where the samples comprised of middle and senior level managers from companies in Germany which concluded that perceptions of fair outcomes, fair processes that led to the outcomes and fair interpersonal treatment were positively related with affective commitment. In the literature review performed by Aube, Rousseau and Morin (2007) indicated that employees may interpret the support provided by their employee as a demonstration of commitment towards them which in turn tend to enhance their commitment to the organization. Aube, Rousseau and Morin (2006) perceived organization support is strongly associated with affective commitment .

- H3o : There is no relationship between organization justice and organization commitment
- H3a : There is a relationship between organization justice and organization commitment

Foote and Tang (2008) found that if employees in a team are more satisfied with their job which will create commitment within the team, the team member will display citizenship behavior which will benefit the organization in long run Francescutti (2007) reported a significant relationship between patient commitment and extra-role behaviors among physicians in the ER unit where it is indicated a greater patient commitment is felt by physician and they are more likely to engage in valued extra-role behavior.

- H4o : There is no relationship between organization commitment and organization citizenship behavior
- H4a : There is a relationship between organization commitment and organization citizenship behavior

4. Research Methodology

4.1 Sampling and Data Collection

The study population for this research consisted of academicians from one specific department in a private university. Of the 50 questionnaires distributed, 30 were returned, for a response rate of 87.5%. In terms of gender, 48.6 of the participants were male and 51.4% were female. There were 57 % under the age category of between 25 years to 35 years and 51.4 percent of the respondents has job experience as a academician between one to 5 years. Most of them have their Masters qualification since this is the basic requirement to be a lecturer in Malaysian private university.

4.2 Measures

Demographic data included age, sex, ,experience in organization, education, religion, income per annum, ethnicity and job title. Organizational culture index developed by Wallach (1983) which has been used widely in many studies to identify the categories of culture in an organization and three broadly defined corporate culture has been categorized: bureacractic, innovative and supportive. Wallach(1983) states that the Organizational Culture Index(OCI) profiles culture on the three stereotypical dimensions and the 'flavour' of an organization can be derived from the combination of these dimensions. The leadership style was measures with Multifactor Leadership Questionnaire(MLQ-Form 5) to measure transformational and transactional leadership dimentions. The five factors tapped by the MLQ are ; charisma,individual consideration or intellectual stimulation forming the transformational leadership dimension. The questions on this area of the research will be adapted from Rafferty and Griffin (2004) which was originally taken from House(1998) and Podsakoff et al.,(1990).

The items contains five sub-dimensions in measuring leadership which includes vision, inspirational communications,intellectual stimulation,supportive leadership and personal recognition. Organization justice is divided into three major components which is procedural justice, distributive justice and interactional justice and all three will be measured in this study. The measurement is originally taken from Distributive Justice Index developed by Price and Mueller(1986) where it measures the degree to which rewards received by employees are perceived as fair to them(Moorman,1991). The measure of procedural justice was designed by Moorman(1991) and interactional justice was suggested by Bies,1987;Bies and Moag,1986 ;Tyler and Bies,1990) and the study scales on this area developed by Robert Moorman(1991) will be adapted. The measurement scales were organizational commitment which covers three components; affective commitment, continuance commitment and normative commitment will be adapted from Allen and Meyer(1990). In order to measure organization citizenship behavior questions adapted from Asgari et al.,(2010) which was originally developed by Podsakoff and MacKenzie will be adapted .

4.3 Statistical Analysis

The first phase of the data analysis involves descriptive analysis based on the data received from the demographic section. This provides basic information on the respondents demographic profile. The chi square test will be used here in order to test the hypotheses based on the significance level of 0.05. In order to analyse the difference as to whether there is any significant differences in the means of two groups in the variable of interest t – test will be applied and analysis of variance (ANOVA) helps to examine the significant mean differences among more than two groups on an interval or ratio scaled dependent variable. The results of ANOVA show whether or not the means of various groups are significantly different from one another, as indicated by the F statistic. According to Zikmund et al.,(2003), multiple linear regression(MLR) is a method used to investigate the relationship between several independent variables and a dependent varuable and in this study MLR will be used to measure the strength of association(linear relationship) between four independent variables . The R square value will be investigated between OCB and four independent variables and if the R value is positive, it indicates a positive and high correlation between dependent and independent variable.

4.4 Results

All of the measures included in the questionnaires showed adequate level of internal consistent reliability which is above seventy percent. The internal reliability measures 0.84 for organization culture, 0.85 for leadership style, 0.84 for organization justice, 0.85 for organization commitment and 0.90 for organization citizenship behavior.

Table 1 . Descriptive Statistics and Reliability Estimates

Variable	Mean	SD	Alpha	Skewness	Kurtosis
Organization Culture	80.7	10.23	0.842	-.156	.755
Leadership Style	48.3	11.65	0.853	-.601	1.82
Organization Justice	60.7	12.27	0.849	-1.55	3.34
Organization Commitment	76.8	77.0	0.859	-.836	2.46
OCB	62.4	7.25	0.905	-.588	-.66

Table II. Descriptive of Variables

	Organization Culture	Leadership Style	Organization Justice	Organization Commitment	OCB
Mean	80.7	48.3	60.97	76.8	62.4
Median	82.0	50.0	65.00	77.0	61.0
Skewness	-1.56	-.601	-1.551	-.836	-.588
Kurtosis	.755	1.82	3.345	2.469	-.669
Minimum	55	15.0	18.00	36.00	51.00
Maximum	105	76.0	80.00	99.00	80.00

Table III: Intercorrelation Coefficients Among Independent Variable and Dependent Variable

	Organization Culture	Leadership Style	Organization Justice	Organization Commitment	OCB
OC Pearson	1	0.761	0.763	0.761	0.61
Sig		0.000	0.000	0.000	0.000
LS Pearson	0.761	1	0.798	0.62	0.40
Sig	0.000	0.000	0.000	0.000	0.02
OJ Pearson	0.763	0.798	1	0.65	0.48
Sig	0.000	0.000		0.000	0.004
O Com Pearson	0.716	0.622	0.650	1	0.000
Sig	0.000	0.000	0.000	0.000	0.000
OCB Pearson	0.615	0.482	0.482	0.633	1
Sig	0.000	0.004	0.004	0.000	

Table IV : Chi Square Test

	Chi Square Value	Cramer's V	Sig.
Organization Culture and OCB	0.636	0.774	0.636
OCB and Leadership Style	0.064	0.778	0.064
OCB and Organization Justice	0.276	0.797	0.276
OCB and Organization Commitment	0.014	0.870	0.014

Table III shows the correlations between the variables are significant at p less than 0.01 and all the independent variables are positively correlated to OCB Leadership style is not significant but positively correlated with OCB Significance below 0.05 indicates that there is a strong relationship of two variables The results between organization culture and OCB shows a significance level of 0.636 which is above 0.05 so error level is more hence null hypotheses is accepted (no relationship) and alternate is rejected.. However results for OCB and Organization commitment shows value(0.01) below 0.05 indicating there is a relationship between OCB and organization commitment. Based on Table 5 above, OCB and leadership style shows a Cramer value of 0.778 which has 78 percent strength of association and significance level of 0.064 which is significant at 10 % level. OCB and Organization commitment has a Cramer Value of 0.870 which shows a 87 % strength of association and significance value of 0.014 which is significant at 5 %.

TableVI: Coefficient of Multiple Regressions

	t	Beta	Sig.
Organization Culture	1.16	0.324	0.257
Leadership Style	-.50	-0.137	0.615
Organization Justice	-.37	-0.102	0.716
Organizational Commitment	2.49	0.549	0.020

Table VII: R Square and ANOVA results

R	0.679
R Square	0.461
Adjusted R Square	0.375
Std error Of Estimate	5.44
F	5.36
Sig.	0.003

Based on the significance (sig) column in Table 7, the p-value for each independent variable are more than 0.05 except organization commitment which shows 0.02, This indicates that organization culture, leadership style, organization justice are not significant in explaining OCB and significant variable seems to be organization commitment which is the mediating variable in this study . The multiple regressions equation of this study is $OCB = 27.595 + 0.226(\text{organization culture}) - 0.080(\text{ leadership style}) - 0.050(\text{organization justice}) + 0.299(\text{ organization commitment})$. Since beta (β) of unstandardized coefficient represent the amount of dependent variable changes when the corresponding independent variables changes one unit, it indicates that when four independent variables (organization culture, leadership style, organization justice , organization commitment) increase by 1 %, organization culture will increase 22.6 %, leadership style decrease 0.08 percent, decrease by 0.05 percent for organization justice and increase by 29.9 percent for organization commitment respectively while other variables remain constant.

Theory explained that the higher the beta value, the higher the impact of the independent variable., Organizational commitment ($\beta=0.299$) has the most significant impact to OCB, followed by organization culture ($\beta=0.226$) whereby leadership style shows a negative value ($\beta=-0.080$) and organization justice($\beta=-0.054$). Organization commitment makes the strongest contribution in explaining OCB. Table 8 is the model summary of multiple regression .

According to the model, the R value (correlation coefficient) between OCB and four independent variables is 0.679. Since R value is positive , it indicates a positive and high correlation between dependent variable and independent variable. Meanwhile R square (coefficient of determination) is equal to 0.461, which is less than one. Since R square indicates the extent to which the independent variables can explain the variation in the dependent variable, it indicates 46 percent of the variation in OCB could be explained by four independent variables.(can be due to small data collection)

5. Conclusion

The results above shows that among all the variable ,organizational commitment seems to be the most significantly impactful variable in explaining exhibition of OCB among employees which provided a optimistic results in terms of selecting this as the mediating variable for organization culture, leadership style and organization justice. Flinders and Rauter(2008) reported that teachers who showed more commitment report stronger identification with the organization. Ricketta(2002) noted a higher correlation between attitudinal commitment and performance through citizenship behavior and in role behavior. Carmeli and Gefen(2004) highlighted that future research should gear towards exploring between commitment models, work behaviors and work outcomes.However, some of the limitations faced in this study is that the sample size was small and the respondents were from only one specific department and from only one university. This is a pilot study and further study in this area will be implemented which will cover a larger sample and with academicians from different departments and universities..

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Although the study of organizational justice has increased markedly in the past few years, little work has focused on the relationship between justice perceptions and extrarole behaviors. This study examined the relationship between perceptions of fairness and organizational citizenship behaviors in a sample drawn from 2 firms in the midwestern US. A theoretical basis for a relationship between fairness and citizenship was drawn from equity theory and other theories of social exchange. Structural equation analysis with LISREL 7 found support for 4 hypotheses, including support for a relationship... Justice in Organizations and its Impact on Organizational Citizenship Behaviors: A Multidimensional Approach. Article. Full-text available. Purpose " Environmental awareness became a crucial agenda for both academicians and practitioners. Effect of the individual's value, belief and norm on their environmentally significant behaviour is vital on subsequent purchase decision of the consumers. Considering this, the purpose of this paper is to examine the relationships among value orientations, new ecological paradigm (NEP) and pro-environmental personal norm (PPN). Increasing organizational citizenship behavior of Turkish academician: Mediating role of trust in supervisor on the relationship between organizational justice and citizenship behavior. *Journal of Managerial Psychology*, 22(3), 257-270. Geh, Z.Y.E. (2009). A study of the effects of mediators between spirituality at work and organizational citizenship behavior. (Master's thesis). Singapore Management University. Spirituality at work and organizational citizenship behavior: A replication study in Taiwan. Retrieved from http://ink.library.smu.edu.sg/lkcsb_research/2920/. Toker, B. 2011. Job satisfaction of academic staff: An empirical study on Turkey. *Quality Assurance in Education*, 19(2), 156-169. Undang-Undang Nomor 14 Tahun 2005 tentang guru and dosen. Organizational citizenship behavior deals with the actions and behaviors that are not required by workers. They are not critical to the job, but benefit the team and encourage even greater organizational functioning and efficiency. This is typically categorized as a worker "going above and beyond," or "giving their all." Usually, these behaviors are seen as positive by managers and business leaders, and the importance and impact of these behaviors should be noted. According to a study done in *Procedia Economics and Finance*, researchers found a correlation between the organization's age and three primary principles: altruism, courtesy, and conscientiousness.