
Sofiah Kadar Khan,
Universiti Tunku Abdul Rahman
sofiah@utar.edu.my

Mohd Zabid Hj Abdul Rashid,
Universiti Tun Razak
zabid@unirazak.edu.my

Abstract

As organization citizenship has established itself in the study of organization behaviour there has been a growing interest in trying to understand this proactive behaviour among academics and practitioners alike. The benefits of organization citizenship behaviour in increasing the effective functioning of organizations and to minimize the controlling and monitoring of the organization has created an interest to investigate how can this behaviour be prompted among its employees. This research has incorporated organization culture, leadership, organization justice and organization commitment and tested hypotheses on the relationship to investigate which of these factors are related to organization citizenship behaviour. Organization commitment was investigated as a mediating factor in this research. The theoretical background if this research was derived from literatures on organization behaviour. The target respondents were academics from private higher learning institutions in Malaysia which was done through mail questionnaire survey. Data was collected from 324 academics in private higher learning institutions in Malaysia. The study found that organization commitment was a mediating a factor among organization culture, leadership, organization justice to influence organization citizenship behaviour. Organization culture, leadership and organization justice was related to organization commitment. The research also concluded that organization commitment was related to organization citizenship behaviour. The research concluded that organization commitment is a mediating factor to influence employees in an organization to exhibit this proactive behaviour to increase the effective functioning of the organization. The empirical results of the research provided the support for the above findings. It also provides a basic framework on how organizations can practice and create the appropriate framework in an organization to enable them to reap the benefits of organization citizenship behaviour among its employees.

Keywords: Organization commitment, organization citizenship behaviour, organization culture, leadership, organization justice.
1. Introduction

There has been an increase in the research of organization citizenship behaviour (OCB) among researchers since this concept was introduced by Organ in 1977. Organ (1977) further elaborated on the benefits derived by organization when this behaviour is exhibited by the employees mainly in decreasing costs for control mechanisms. Podsakoff et al. (2000) further explored the meaning of OCB as discretionary which means that it is less likely to be formally or explicitly rewarded in an organization. OCB is not a mandatory behaviour required by the organizations (Bienstock, 2003). Torlak and Koc (2007) highlighted that numerous studies in the literature has been conducted on the antecedents of OCB and the reason for this popularity in the existence of positive relationships between OCB and both individual and organization performance. The benefits of OCB was also investigated by Yilmaz and Tasdan (2009) who further emphasized the importance of OCB reporting to ensure organization’s efficiency, organization need, employee cooperation, benevolence and self-sacrifice and at times extra effort and even voluntary work where OCB is given more importance.

This study explored the antecedents which will influence OCB in private universities in Malaysia. There has been numerous studies conducted in school environment (Paolo and Costa, 2009; Emmerik and Euwema, 2007; Somech and Drach-Zahavy, 2000). Somech and Bogler (2002) emphasized the importance of exploring OCB in private universities explaining that there is a lack of empirical evidences exploring the antecedents in higher learning institutions. Oplatka (2009) also supported that there is a gap of study in this area because it was highlighted in the study that though OCB studies have expanded to human resource management and health administration there remains a paucity of research on OCB in education and reported in the literature review that articles on OCB in schools yield few citations worldwide (Bogler and Somech, 2004; Oplatka, 2006; Somech and Drach-Zahavy, 2000).

The model of this study examines the mediating role played by organization commitment in linking organization culture, leadership style, organization justice and OCB. The study is based on the theoretical foundation of understanding social exchange theory. According to Moideenkutty (2000) social exchange theory has been the primary framework for understanding OCB and further elaborated that according to Blau (1964) in social exchange some form of expectation is formed when a favour has been rendered and it leads to the development of feelings of personal obligation, gratitude and trust. Blau (1964) also stated that employees are more willing to engage in OCB when these relationships become more of a social exchange. The next section will discuss the literature review on the variables which will be investigated in this study. The research objectives in this study are:
1. To examine the relationship between organization culture and leadership style
2. To examine the relationship between leadership style and organization justice
3. To examine the relationship between organization culture and organization justice
4. To examine the relationship of organization commitment and OCB
5. To examine the mediating effect of organization commitment on organization culture, leadership style, organization justice and OCB.

2. Theoretical Development and Hypotheses

2.1 Organization Culture
Schein (1992) defined organization culture as a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration. It was further elaborated by Schein (1992) that culture directly influences the quality of learning, interpretation of others behaviours and determination of subsequent behaviours. Studies have significantly reported that organization culture does have an effect on organization commitment and organization citizenship behaviour. A study done in Malaysian perspective by Yiing and Kamarul (2009) highlighted that the components in organization culture which is bureaucratic culture, innovative culture and supportive culture had a significant moderating effect on the relationship between participative leadership, supportive leadership and organization commitment. Carmeli (2005) also indicated a significant relationship between organization culture and withdrawal intentions and behaviour. In this study to measure organization culture the instrument developed by Wallach (1983) was used which includes three commonly accepted aspects of organization culture which is bureaucratic, innovative and supportive culture. The effect of the type of culture which will influence a proactive behaviour among employees was also emphasized by Rashid et al. (2003) elaborating the relationship between corporate culture and organization commitment indicating a potential impact on organizational performance among Malaysian employees. It suggests that organization culture plays a vital role in terms of having an impact as to whether it will create a productive or a destructive behaviour among employees and it certainly it creating an interesting area to be investigated to its contribution in exhibition of OCB.

2.2 Leadership Style
This study also intends to explore the relationship of leadership style, organization commitment and organization citizenship behaviour. In a study conducted by Walumba (2008) it was suggested that when employees perceive their leader as being fair which is shown in terms of the reward behaviour, employees are more inclined to be satisfied with supervisor and will remain committed to the organization and display OCB. The relationship between leadership style and proactive behaviour can be first established by developing a
high quality relationship between follower and leader which was reported by Lapierre and Hackett (2007) stating that there is an inherent trait of conscientiousness in employees and to display this behaviour requires them to have a satisfied relationship with their leader. This was further supported by Lo, Ramayah and Hui (2006) examining the relationship between leader and members of the organization played a significant role in terms of motivating employees to perform OCB. There have been numerous studies which have supported that building a strong satisfying quality relationship between leader and follower is the essence to cultivate a proactive behaviour such as OCB (Hackett et.al, 2003; Lo et.al, 2006). Lo, T, Ramayah and Kueh (2006) studied how the element of trust is being derived among employees when fair leadership is practiced stating that when a higher quality relationship is established it increases the job satisfaction and develops trust which will most likely sprout conscientiousness employees. The quality of relationship intensifies the relationship between a leader and a member of the organization thus indicating whether it is a high or low quality relationship. When a high quality relationship is formed the Social exchange theory (Blau, 1964) is intensified because employees will return favours to leaders because of the quality of relationship they have embraced. The study intends to investigate as to whether the style of leadership has an impact on the quality of relationship and whether it is able to retrieve OCB among its employees.

2.3 Organization Justice

Organization justice was defined by Greenberg (1991) as the perceptions employees develop on how the organization treats them and basically this has an effect on their job commitment and satisfaction. Organization justice is divided into three categories which is distributive, procedural and interactional justice. Procedural justice is the fairness of the procedures used in order to decide on the distribution of resources and distributive justice is perceived fairness in the outcomes we receive compared to our contributions compared to others. Interactional justice is the way the administration treats the justice receiver and concerns the human aspect of organization practices. (Mcshane and Glinow, 2010; Yilmaz and Tasdan, 2009) Employees tend to form perception on how the organization treats them and this goes to the basic understanding of social exchange theory. If employees are fairly treated in the organization they will reciprocate in good behaviour which is citizenship behaviour. (Moorman, 1991; Walumbwa, 2008; Yilmaz and Tasdan, 2009) Employees will reciprocate their behaviour based on their perceptions towards the organization. If the leader displays a fair treatment towards them chances are employees will return the favour to the leader by displaying conscientiousness behaviour such as citizenship behaviour (Ehrhart, 2004). The relationship between organization justice and OCB was further supported by another study conducted by Chen et. Al (2008) who emphasized that only the perception of
distributive justice has a positive effect on OCB. Fallon and Richardson (2003) investigated perceived organization support as a mediator variable between justice perceptions and organizational rewards and the results of the study supported that when employees are given importance and there is a promotion of fairness perceptions in the organization this will facilitate citizenship behaviour and thus increasing the effectiveness of the organization. The above literatures suggest that trust is derived from organization justice whereby employees form a perception of fairness based on that. When trust is form and perception of fairness is developed they may perform OCB in the organization.

2.4 Organization Commitment

Organization commitment is the mediating variable in this study between organization culture, leadership, and organization justice and organization citizenship behaviour. Mcshane and Glinow (2010) defined organization commitment as employee’s emotional attachment to identification with and involvement in a particular organization specifically addressing affective commitment which is one of the organization commitments. Meyer and Allen (1991) further elaborated on three components of organization commitment which is affective, normative and continuance commitment. Affective commitment was defined as employees emotional attachment to the organization followed by normative commitment which is viewed as an employee’s obligation to remain with the organization and continuance commitment focuses on the ‘ right or moral thing to do’ by concentrating on the obligation and moral attachment of employees t towards the organization. In a study conducted by Flinders and Rauter there was a significant relationship between affective commitment and OCB among permanently employed teachers compared to contingent teachers. There have been studies which have highlighted contribution on the relationship between organization commitment and OCB (Carmeli, 2004; Liu, 2009 Ryong Lee, 2000). Organ (1988) suggested that people who are satisfied with their jobs and committed to their organizations are likely to engage in those behaviours which are not in their formal job descriptions such as OCB. Affective commitment is one of the most popularly studied components in organization commitment because this is an emotional attachment of employees towards the organization. There have been numerous previous studies which has supported the relationship of affective commitment and display of proactive behaviours such as OCB (Mathieu and Zajac, 1990; Foote and Tang, 2008; Kondeau and Francescutti, 2007). Kim (2006) reported that there is a relationship between public service motivation and OCB and between organization commitment and OCB and further elaborated that when employees in a team are satisfied with their jobs there are inclined to have commitment within the team and the members will be automatically display OCB. The effect of commitment was also investigated by Francescutti (2007) reported a relationship between patient commitment and extra role
behaviour among physicians in the emergency room. The relationship between organization commitment and OCB was further supported Farazaneh, Farashah and Kazemi (2014) when they studied the mediating effect of organization citizenship behaviour. They concluded that organization commitment is a mediating factor to inspire employees to perform and support OCB. Ng and Feldman (2010) revealed an interesting result in their study to investigate the relationship between organization commitment and OCB. Their study highlighted that the relationship between organization commitment and OCB is positive in the first ten years but reduced after ten years of tenure in employment. The effect of affective commitment was emphasized by Ng and Feldman (2010) stating that employees with affective commitment will have the tendency to reciprocate with OCB.

2.5 Organization Citizenship Behaviour

Organ (1988) defined OCB as the individual’s behaviour 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 (1988) further defined that discretionary is a behaviour that INS not enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person’s employment contract with the organization. OCB have a variety of forms as defined by Organ (1988) which includes altruism, courtesy, sportsmanship, civic virtue and conscientiousness. Altruism is when 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 behaviour that goes well beyond minimum role requirement of the organization.

This study uses the variable organization culture, leadership, and organization justice and organization commitment as the antecedents of OCB. Organization commitment is the mediating variable in this study to investigate its influence towards OCB.

The first part of the research intends to explore the relationship between organization culture, leadership style and organization justice. There has been numerous research which supported the linkage between organization culture and leadership style (Block, 2003; Ogbonna and Harris, 2000; Xenikou and Somosi, 2006) and it was suggested in their studies that how an employee perceives the organization culture and is related to leadership style. The linkage between leadership style and organization justice has been examined by several researchers (Hung and Aafaqi, 2007; Awan and Mahmood, 2009; Bhal and Ansari, 2007) supporting the perception of organization justice among employees is related to leadership style. Organ (1988a) highlighted the importance of organization justice in exhibiting OCB in an organization because employees exhibit OCB based on how fairly they are treated. The
behaviour refers to Social Exchange Theory, Blau (1964) that if fairness is perceived they will reciprocate with behaviours which are beneficial to the organization.

The second part of the framework proposes to explore the relationship between organization culture, leadership style, and organization justice and organization commitment. The relationship between organization culture and organization commitment has been established in several studies (Silverthorne, 2003; Lok and Crawford, 2003). The relationship between leadership style and organization commitment was also established by previous studies (Deluga, 1992; Lee, 2004) suggesting that leadership style has a significant impact on employees’ involvement and organization commitment. Aube et.al.(2006) stated the relationship of perceived organization support on employees commitment suggesting that there is a close relationship between affective commitment further supported by Klendaur and Deller (2007) proposing a link between organization justice and organization commitment. The model in this study further proposed the correlation between organization commitment and OCB which was supported by several researchers (Sangmook Kim, 2006; Williams, KOndeau and Francescutti, 2007; David A. Foote and Thomas Li- Ping Tang, 2008). William et.al (2007) concluded that when organization commitment has been embedded in an employee’s mindset it will be easier for them to perform OCB.

The above literatures highlight that there is paucity in the study of OCB in the education industry (Bogler and Somech, 2004; Oplatka, 2006; Somech and Drach-Zahavy, 2000). The literature also suggests that organization commitment is a mediator variable in this study instead of a dependent variable.

The research questions highlighted in this study is:
1. Is there a relationship between organization culture and leadership style
2. Is there a relationship between leadership style and organization justice
3. Is there a relationship between organization culture and organization justice
4. Is there a relationship between organization commitment and OCB?
5. Does organization commitment mediate the relationship between organization culture, leadership style, organization justice and OCB?

The hypotheses developed on this study are:
H1: Organization culture affects leadership style
H2: Leadership style affects organization justice
H3: Organization culture affects organization justice
H4: Organization commitment affects OCB
H5: Organization commitment mediates the relationship between organization culture, leadership style, organization justice and OCB
Figure 1 below shows the theoretical framework for this study which was drawn from a broad research which links organization culture, leadership style, organization justice, organization commitment and OCB.

3. Method

3.1 Sample and Procedures

The population of this study will be academics and faculty members in a private university setting in Malaysia mainly focusing in Klang Valley area since most private universities are established here. The number of academics staff listed until year 2011 in the ministry’s website www.mohe.gov stated there are twenty-four private universities in Malaysia and total number of academics is 24,242. Data was collected via mail survey. Initially 3000 questionnaires were distributed to all selected private higher learning institutions in Malaysia. 374 questionnaires were returned but 50 were no usable. Finally, 324 questionnaires were finalised for further analysis. The sampling procedure implemented here would be each university is a stratum and for each strata simple random sampling will be implemented. A survey questionnaire was developed and distributed. There was a pilot study conducted to evaluate the measurement tools. The reliability analysis results were within satisfaction level to allow this study to proceed. Some of the foreign private universities refuse to participate in this study because of ethics policy practiced in their country. There were also some private universities who did not allow the distribution of questionnaires because the management felt it was time consuming since their academics were loaded with heavy teaching hours and did not want to burden them. Multiple regression analysis was used in this study to analyse the relationship between independent and dependent variable. According to Sekaran and Bougie (2003) a simple regression analysis is used when one independent variable is hypothesized to affect one dependent variable. In order to analyse organization commitment as a mediator Hierarchical Multiple Regression Analysis was applied by Baron and Kenny (1986). SPSS (Statistical Package for the Social Science, Version 17) was applied in this study because the study intends to investigate the relationship of strength between independent and dependent variable.
which can be concluded in the r value. The ANOVA analysis will be able to contribute the goodness of fit in this model to further precede the hypotheses testing. Finally in the coefficient analysis the study intends to explore the relationship between independent and dependent variable with details on the contribution of its impact towards the dependent variable.

3.2 Measures

The research utilizes and modified the instruments developed by Wallach (1983) for Organization Culture Index to measure organization culture. The measurement scale implemented in this study was adapted from Rafferty and Griffin (2004) which was originally taken from House (1998) and Podsakoff et. A. (1990) The measurement scale for organization justice was adapted from Asgari et.a.(2010) which was originally taken from Distributive Justice Index developed by Price and Mueller (1986). Organization commitment was adapted from Allan Meyer (1990) and finally the measurement scale for OCB was adapted from Asgari et.al.(2010) which was originally developed by Podsakoff and Mackenzie (1989). The questionnaires comprised two sections which is Section A covers the demographic section of the respondent whereby Section 1 will comprise of questions related to the five variables examined in this study.

4. Data Analysis and Results

4.1 Reliability and Validity Analysis

According to Sekaran (2000), the reliability of measure indicates the extent to which the measure is without bias (error free). To assess the reliability of the measurement items of all the variables, an internal consistency check was carried out. The Cronbach alpha from the test yielded a record of 0.87 for organization culture, 0.94 for leadership, 0.94 for leadership, 0.77 for organization commitment and 0.84 for OCB which is far above the cut-off line of reliability recommended by Hair et a.(2006). To assess the validity of the measurement items of all variables, content validity and construct validity check was carried out. Construct validity shows the results obtained from the use if the measure of theories around where the test was designed and according to Segaran and Bougie (2013) this is assessed through convergent validity and discriminant validity. To further investigate convergent and discriminant validity of the measurement scales Confirmatory Factor Analysis was conducted then Factor Loadings, Composite Reliability and Average Variance Extracted were examined. Hair et al. (2006) recommended that factor loading should be above 0.5 and this is the benchmark. The factor loading recorded loading of between 0.50 and 0.89 which is all above the cut-off line of 0.5. The result of validity and reliability test show that six items were deleted of organization culture, one for leadership style, eight for organization commitment and one for OCB. The remaining items are all valid with loading factor were higher than 0.5.
4.2 Descriptive Statistics and Mean Difference

Table 1 below provides the demographic characteristics of the respondents. In terms of age the highest frequency is between the age of 25 and 34 years old. The respondents mainly were male with a percentage of 60.2%. The monthly salaries of most of respondents are less than RM 4,000 which is 46%. The respondents were mainly Malaysians which comprises of 96.3%. The respondents were mainly Lecturers which is 63.6%. The respondents mostly hold a Masters qualification which is 60.5% and have very minimum teaching experience which is between 1 - 3 years which is 34.3%.

Table 1: Demographic Characteristics 0f Respondents (N=324)

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 25 years old</td>
<td>12</td>
<td>3.7</td>
</tr>
<tr>
<td>Between 25 and 34 years old</td>
<td>177</td>
<td>54.6</td>
</tr>
<tr>
<td>Between 35 and 44 years old</td>
<td>73</td>
<td>22.5</td>
</tr>
<tr>
<td>Between 45 and 54 years old</td>
<td>41</td>
<td>12.7</td>
</tr>
<tr>
<td>55 years old and above</td>
<td>21</td>
<td>6.5</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>128</td>
<td>39.5</td>
</tr>
<tr>
<td>Male</td>
<td>195</td>
<td>60.2</td>
</tr>
<tr>
<td><strong>Gross Monthly Salary</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than RM 4,000</td>
<td>149</td>
<td>46</td>
</tr>
<tr>
<td>Between RM 4,000 – RM 7,000</td>
<td>128</td>
<td>39.5</td>
</tr>
<tr>
<td>Between RM 7,001 – RM 10,000</td>
<td>23</td>
<td>7.1</td>
</tr>
<tr>
<td>Between RM 10,001- RM 13,000</td>
<td>15</td>
<td>4.6</td>
</tr>
<tr>
<td>Above RM 13,001</td>
<td>9</td>
<td>2.8</td>
</tr>
<tr>
<td><strong>Nationality</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malaysian</td>
<td>312</td>
<td>96.3</td>
</tr>
<tr>
<td>Expatriate</td>
<td>12</td>
<td>3.7</td>
</tr>
<tr>
<td><strong>Ethnicity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malay</td>
<td>137</td>
<td>42.3</td>
</tr>
<tr>
<td>Chinese</td>
<td>130</td>
<td>40.1</td>
</tr>
<tr>
<td>Indian</td>
<td>50</td>
<td>15.4</td>
</tr>
<tr>
<td>Others ( Portugese/Punjabis)</td>
<td>7</td>
<td>2.2</td>
</tr>
<tr>
<td><strong>Academic Job Title</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant Lecturer</td>
<td>55</td>
<td>17.0</td>
</tr>
<tr>
<td>Lecturer</td>
<td>206</td>
<td>63.6</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>31</td>
<td>9.60</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>14</td>
<td>4.30</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>14</td>
<td>4.30</td>
</tr>
<tr>
<td>Professor</td>
<td>4</td>
<td>1.20</td>
</tr>
<tr>
<td><strong>Job Tenure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent</td>
<td>270</td>
<td>83.3</td>
</tr>
</tbody>
</table>
In order to perform the statistical analysis, a series of analysis of relationship among all research constructs with correlation was applied. Pearson correlation was applied to investigate the relationship between this constructs. Table 2 below provides information on the mean and standard deviation of the variables applied in this study.

### Table 2: Means and Standard Deviation among the Study Variables

<table>
<thead>
<tr>
<th>Items</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Culture</td>
<td>3.46</td>
<td>0.68</td>
</tr>
<tr>
<td>Leadership</td>
<td>3.59</td>
<td>0.86</td>
</tr>
<tr>
<td>Organization Justice</td>
<td>3.27</td>
<td>0.78</td>
</tr>
<tr>
<td>Organization Commitment</td>
<td>3.05</td>
<td>0.59</td>
</tr>
<tr>
<td>OCB</td>
<td>3.26</td>
<td>0.68</td>
</tr>
</tbody>
</table>

Table 3 below provides information on the Pearson correlation analysis conducted between the studies variables applied in this study.

### Table 3

<table>
<thead>
<tr>
<th>Items</th>
<th>R value</th>
<th>Significant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Culture ⬅ Leadership</td>
<td>0.631</td>
<td>p&lt;0.01</td>
</tr>
<tr>
<td>Leadership ⬅ Organization Justice</td>
<td>0.631</td>
<td>p&lt;0.01</td>
</tr>
<tr>
<td>Organization Culture ⬅ Organization Justice</td>
<td>0.585</td>
<td>p&lt;0.01</td>
</tr>
<tr>
<td>Organization Culture ⬅ Organization Commitment</td>
<td>0.403</td>
<td>p&lt;0.01</td>
</tr>
<tr>
<td>Leadership ⬅ Organization Commitment</td>
<td>0.526</td>
<td>p&lt;0.01</td>
</tr>
</tbody>
</table>
The correlation between organization culture and leadership was positive and significant
\((r=0.631, p<0.01)\). Correlation between leadership and organization justice was positive and significant
\((r=0.631, p<0.01)\). Correlation between organization culture and organization justice was positive and significant
\((r=0.585, p<0.01)\). Correlation between organization culture, leadership, organization justice and organization commitment was all positive and significant
\((r=0.403, r=0.526, r=0.55, p<0.01)\) and finally the correlation between organization commitment and organization citizenship behaviour is also positive and significant\((r=0.417, p<0.01)\).

### 4.3 Hypotheses Testing Results

Multiple regression analysis was applied in this study to investigate the relationship between the study variables. Table 4 below provides a summary of the study variables and the results obtained for ANOVA and coefficient results. The relationship between organization culture and leadership indicated a significant for both F statistic and beta. However, further analysis on the components of organization culture showed that bureaucratic culture and leadership is not significant \((\beta=0.352, p>0.01)\). The relationship between leadership and organization justice is significant for both ANOVA and beta. The relationship between organization culture and organization justice is significant for both F statistic and beta but for the component in organization culture which is bureaucratic culture is not significant \(((\beta=0.061, p>0.01)).\) Further analysis of organization culture and organization commitment highlighted a significant relationship for F statistic and coefficient but bureaucratic culture had a non-significant relationship with organization commitment \(((\beta=0.089, p>0.01)).\) The relationship between leadership and organization commitment is significant for F statistic and coefficient. The relationship between organization justice and organization commitment showed a significant relationship for F statistic and coefficient. However, further analysis into the components of organization justice indicated a non-significant relationship between interactional justice and organization commitment \((\beta=0.219, p>0.01)\). The relationship between organization commitment and organization citizenship behaviour suggested a significant relationship in F statistic and also coefficient analysis however further analysis into the components of organization commitment both continuance commitment \(((\beta=0.236, p>0.01))\) and normative commitment \(((\beta=0.008, p>0.01))\) is not significant with organization citizenship behaviour.

<table>
<thead>
<tr>
<th>Items</th>
<th>F</th>
<th>Significance</th>
<th>Beta</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Culture ← Leadership</td>
<td>213.144</td>
<td>P&lt;0.01</td>
<td>0.631</td>
<td>P&lt;0.01</td>
</tr>
<tr>
<td>Leadership ← Organization</td>
<td>475.445</td>
<td>P&lt;0.01</td>
<td>0.772</td>
<td>P&lt;0.01</td>
</tr>
</tbody>
</table>

[Table 4](#)
Justice Organization Culture → Organization Justice 167.677 P<0.01 0.585 P<0.01
Organization Culture → Organization Commitment 62.369 P<0.01 0.403 P<0.01
Leadership → Organization Commitment 122.833 P<0.01 0.526 P<0.01
Organization Justice → Organization Commitment 122.833 P<0.01 0.555 P<0.01
Organization Commitment → OCB 67.827 P<0.01 0.417 P<0.01

The mediation relationship analysis of organization commitment and organization culture, leadership, organization commitment and organization citizenship behaviour applied Hierarchical Multiple Regression method. Baron and Kenny (1986) proposed a four step approach for mediation analysis in which several regression analyses are conducted and significance of the coefficient is examined in each step.

Baron and Kenny’s (1986) four step approach was applied here to study the mediation effect of organization commitment with organization culture, leadership, organization justice and organization citizenship behaviour. Table 4.6 highlighted the beta value of the fourth step in this analysis. Step one to step three in analysing the relationship between organization culture, leadership and organization justice with organization commitment and organization citizenship behaviour implied a significant relationship. As shown in table 4.6 step four is also highlighting a significant relationship between all the variables with organization commitment and organization citizenship behaviour. According to Baron and Kenny (1986) if there are significant relationships between Step 1 to Step 3 further analysis can be conducted for Step 4. Baron and Kenny (1986) further elaborated that some form of mediation is possible if in Step 4 the results are still significant, the findings supports partial mediation . As per shown in Table 5 the relationship between organization culture, organization commitment and OCB is significant (β=0.356, p<0.01). The relationship between leadership, organization commitment and OCB is significant (β=0.208, p<0.01). The relationship between organization justice, organization commitment and OCB is significant ((β=0.188, p<0.01). It can be concluded that organization commitment is a partial mediator.

Table 5: Mediation Analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>Beta</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Culture → Org. Commitment → OCB</td>
<td>0.356</td>
<td>p&lt;0.01</td>
</tr>
<tr>
<td>Leadership → Org. Commitment → OCB</td>
<td>0.208</td>
<td>p&lt;0.01</td>
</tr>
<tr>
<td>Organization Justice → Org. Commitment → OCB</td>
<td>0.188</td>
<td>p&lt;0.01</td>
</tr>
</tbody>
</table>

5. Discussion

There is a positive and significant relationship between organization culture and leadership except the component of organization culture which is bureaucratic culture has a non-significant relationship with leadership. The findings are consistent with Xenikou and
Simosi (2006) who suggested that transformational leadership and organization culture are important for organization effectiveness. The non-significant relationship between bureaucratic culture and leadership was supported by Taormina (2008) due to its very centralized nature it may not be able to promote the element of trust required for leadership. The correct culture is important to promote leadership in an organization and linking them is essential to the productivity of the organization (Block, 2003; Shiva & Suar, 2012, Chang & Lee, 2007).

The results of leadership and organization justice also proved to be positive and significant indicating that the leadership style applied by the leader is related to perception of fairness in an organization. The element of trust has been suggested to be the main variable in perception of fairness in the organization and this is the variable which is derived mainly when a good relationship is developed between a leader and member of the organization (Hoy & Tarter, 2004). The importance of leadership style especially transformational style is essential not only to increase trust but also organization commitment (Gugusluoglu et al., 2013). The findings is consistent with Zeinabadi and Rastegarpour (2010) who elaborated that transformational leadership is essential in engaging employees in the process of decision making.

Organization culture has an impact on organization justice that sets the perception of fairness among employees. The results of this study suggested that there is a relationship between organization culture and organization justice and further analysis of the components in organization culture implied that bureaucratic culture which is a component in organization culture however showed a non-significant relationship with organization justice unlike supportive and innovative culture which had a significant relationship with organization justice. There has been lack of empirical findings on the relationship between organization culture and organization justice so perhaps the results of this study may contribute greatly to analyse further the relationship between organization culture and organization justice. However, there have been studies linking the negative correlation of bureaucratic culture towards commitment employee retention (Lok & Crawford, 1999; Yiing & Kamarul, 2009).

The results of the study suggested a positive correlation between organization culture and organization commitment but further analysis on organization culture which is segregated into bureaucratic, innovative and supportive culture in coefficient analysis implied a non-significant relationship between bureaucratic culture and organization commitment whereby innovative and supportive culture were significant with organization commitment. The results of this study provide indications that organization culture is related to organization commitment but specifically bureaucratic culture don’t seem to encourage organization commitment because of its centralized nature. The findings are consistent with study done by
Silverthorne (2004) who presented in the study that lowest level of commitment among the samples were derived from bureaucratic culture and concluded that organization culture played a very important role in cultivating organization commitment. Innovative and supportive culture seems to have a more impactful role in creating or encouraging organization commitment among employees (Lok & Crawford, 2003; Messner, 2013).

The Pearson correlation analysis between leadership and organization commitment also presented a significant relationship between leadership and organization commitment. In the current study the measurement tool applied to analyse leadership style is transformational leadership and results presented itself that if leaders were to apply a more transformational style based on vision and changes it is more likely to increase organization commitment among the members of the organization which also increases the quality of leader-member relationship (Lee, 2004; Joo et al., 2012, Pillai & Williams, 2004 Geijsel et al., 2003).

The third variable tested to investigate its correlation with organization commitment is organization justice. The findings suggested that with increased level of organization justice which is related to perception of fairness it will increase the organization commitment level among the employees. The coefficient results however indicated that only procedural justice and distributive justice were significant with organization commitment but not interactional justice. Procedural justice who includes fair treatment and perception seem to have the highest impact towards organization commitment. The findings of the study further suggested that how employees perceive the organization in terms of fairness does have an impact on their commitment level (Klendaur & Deller, 2007, Aube et al., 2006, Crow et al., 2012, Hashim, 2011). Employees are always engaged in social exchange theory meaning that what they give towards the organization is based on their perception of the outcomes they receive from the organization which means that they give more if they perceive procedures are fair in the organization (Blau, 1964). In essence, if they perceive what they receive in is fair towards what they have contributed towards the organization (Shone & Wayne, 1993).

The significant relationship was established between organization commitment and organization citizenship behaviour in this study. Committed employees in return are satisfied and they display citizenship behaviour (Foote & Tang, 2008; Williams et al., 2007). The concept of organization commitment can be derived from Social Exchange theory (Blau, 1964) who posited that when employees feel obliged and they will reciprocate with positive behaviour towards the organization (Farzaneh et al., 2014). This current study found that affective commitment has the highest impact towards organization commitment which explores that when employees are emotionally attached towards the organization it will increase their commitment level thus increasing their proactive behaviour (Jha, 2011).
The mediation analysis was conducted using Baron and Kenny’s (1986) four step approach and all the variables were tested using this method. The results for organization culture, leadership, organization justice, organization commitment and organization citizenship behaviour was significant. The results for the four steps in testing the mediation analysis between the organization culture, leadership and organization justice shows a significant value when the organization commitment is controlled. So the findings support partial mediation. Baron and Kenny (1986) explained that partial mediation maintains that the mediating variable accounts for some but not all of the relationship between the independent variable and dependent variable. It also explains that there is some direct relationship between the independent and dependent variable that further explains that there is a relationship between organization culture, leadership, and organization justice and organization citizenship behaviour. There has been a lack of empirical evidence on the relationship between organization culture, leadership, organization justice, and organization commitment and organization citizenship behaviour so perhaps the present study is able to contribute on the relationship between this variable. The results of the study supports that organization commitment is partial mediator between organization culture, leadership, organization justice and organization citizenship behaviour which indicates that organization commitment plays a role in channelling this to encourage organization citizenship behaviour (Williams et al., 2007; David & Tang, 2008; Klendaur & Deller, 2007).

6. Conclusion

Organization commitment is a positive attitude held by the employees towards the organization and the practice and application of organization commitment will most certainly improve organizational citizenship behaviour. The study provides a significant contribution implying that employees who demonstrate higher levels of organization commitment would contribute towards the organization with organization citizenship behaviour level higher. Organization commitment is partial mediator towards organization citizenship behaviour. From the results of this present study it can be concluded that that when employees are committed, they will show organization citizenship behaviour. The results of this study also contributes the findings that organization culture, leadership style which is more transformational based and organization justice has a impact on the cultivation of organization citizenship behaviour.

This study had several limitations. The first limitation concerns the aspect of methodology. Data was collected from a specific industry that of education, which includes private higher learning institution specifically the private universities in Malaysia. The second limitation was data was collected at a single point of time so the direction of the causality cannot be determined. Third limitation was response from the respondents was slow despite
sending out a large number of questionnaires via post and even distributing it personally and finally the foreign universities in Malaysia did not participate in this study so the results of the study may not really represent the entire academic population in Malaysia.

Future research can possibly utilize different instrumentation other than organization culture index to measure organization culture as well as the corporate culture of the organization in the interest of providing a different perspective on how employees perceive the culture of their organization. Another recommendation for future research would be if the researcher can initiate a comparison study between countries rather than focusing on Malaysia to analyse the diversity of employees. Another interesting piece of element which can be incorporated in future research is the analysis of organization commitment as a mediating factor. The researcher probably can look into affective, continuance and normative commitment as a mediating factor and investigate further which of this commitment contributes the most as a mediating factor since they have different explanation to define these three types of organization commitment. Another recommendation for future research would be to examine the antecedents and consequences found to be important in previous organizational behaviour research in order to look at a larger organizational perspective.

The study had several contributions first is there has been a lack of study on citizenship behaviour among private higher learning institutions with most studies rooted in aspects of human resource management, marketing and health administration (Oplatka, 2009). Furthermore, citizenship behaviour in education industry has cited only a few citations (Bogler & Somech, 2004; Oplatka, 2009; Somech-Drach- Zahary, 2000). This study has been able to provide a significant contribution to the academic industry in this country especially since Malaysia has been promoting itself as an education hub (The 15th Malaysian Education Summit 2011, Sunway Resort Hotel) which was addressed by Ian Kerr, Pro Vice Chancellor of Curtin University, and Sarawak Campus. The findings of this study also contribute to organizations by way of a recommended model or structure to be embedded into their system to enhance the display of citizenship behaviour which is the correct fit of organization culture, leadership style which enhances a high quality leader member exchange and fairness in procedures which may assist in the development of organization commitment. However, this study provides a conceptual foundation for organization citizenship behaviour. An enhanced and increased understanding of organization citizenship behaviour is fundamental to employee’s attitudes and job behaviour in an organization.

7. Recommendations

The study has contributed in understanding social exchange theory (Blau, 1964) in depth because employees behave in a manner that they will contribute provided that the organization is able to define a conducive environment. Organization culture has been
identified in this study to be related to leadership style, organization commitment and OCB and specifically bureaucratic culture doesn’t seem to look promising to create proactive behaviour from employees. Leadership style in this study has explored that transformational leadership has a significant impact on creating proactive employees so organizations can take into account in providing more training for leaders so that they can be more vision oriented. The aspect of perception of fairness has been investigated in this study. The element of trust has been identified as an important variable in creating perception of fairness among the employees. Organizations are recommended to this into account in creating a fair and just environment to obtain the best out of the employees. The study has contributed to understanding organization commitment not only as a dependent variable but as a mediator to channel efforts in creating productive organization. In the study of organization behaviour, organization effectiveness is the ultimate objective to be undertaken and thus the study has given contribution on how organizations are able to create the ‘perfect’ environment to cultivate this behaviour.

**References**


