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The Role of Organisation Commitment in Enhancing Organisation Citizenship Behaviour : A Study of Academics in Malaysian Private Universities

SOFIAH KADAR KHAN[a*], MOHD ZABID HJ.ABDUL RASHID[b] AND LIONEL KEITH VYTIALINGAM[c]

a Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR)
b Graduate School of Business, Universiti Tun Razak (UNIRAZAK)
c Department of Foundation Studies, Universiti Tunku Abdul Rahman (UTAR)

ABSTRACT

As organisation citizenship behaviour (OCB) has established itself in the study of organisation behaviour, there has been growing interest in trying to understand this proactive behaviour among academics and practitioners alike. The benefits of organisation citizenship behaviour in increasing the effective functioning of organisations and to minimize the controlling and monitoring of an organisation has created interest in investigating how organisation culture, transformational leadership, organisation justice, and organisation commitment can encourage this behaviour among its academics in private universities in Malaysia to enhance its productivity. The target respondents were academics from private higher-learning institutions in Malaysia, which were contacted through a mail questionnaire survey. Data were collected from 324 academics in private higher-learning institutions in Malaysia. The study found that organisation commitment was related to organisation culture, transformational leadership, and organisation justice and organisation citizenship behaviour. Organisation culture, transformational leadership, and organisation justice were related to organisation commitment. This research has provided empirical results of the research and provided support for the above findings. It also provided a basic framework on how organisations can practice and create the appropriate framework in an organisation to enable it to reap the benefits of organisation citizenship behaviour among its employees.

*Corresponding author: Email : sofiah@utar.edu.my

INTRODUCTION

There has been an increase in the research of organisation citizenship behaviour (OCB) among researchers since this concept was introduced by Organ in 1977. Organ (1977) further elaborated on the benefits derived by an organisation when this behaviour is exhibited by 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 organisation, which makes it rather challenging in an organisation. Employees are such that, when behaviour is not rewarded, chances are minimal that they will perform or exhibit proactive behaviours.

OCB is not a mandatory behaviour required by the organisations (Bienstock,2003). Torlak and Koc (2007) highlighted that numerous studies in the literature havebeen conducted on the antecedents of OCB.According to Torlak and Koc (2007), there has been an increase of popularity in the study of OCB because it is able to increase an organisation's performance with minimum monitoring by itssuperiors.The benefits of OCB was also investigated by Yilmaz and Tasdan (2009) who further emphasized OCBcan be performed to ensure an organisation's efficiency and behaviour such as employee cooperation andbenevolence; at times, voluntary work is an expected form of citizenship behaviour. A study by Kagaari and Munene (2007) statedthat, when lecturers possess competency in their job, they tend to display OCB, especially conscientiousness and civic virtues, because the competency increases their confidence level. Contributions by these researchers highlight the benefits an organisation is able to gain when employees perform OCB.

This study explored the antecedents, which will influence OCB in private universities in Malaysia. The antecedents chosen in this study are organisation culture, transformational leadership, and organisation justice and organisation commitment.There have been numerous studies conducted in public schools(Emmerik &Euwema, 2007; Somech & Drach-Zahavy, 2000), but there is a lack of studies in universities, especially private universities, in Malaysia, which leaves an intriguing gap. There has been an increase in the number of private universities in Malaysia, which leaves a question as to whether they are providing the same quality education as compared with public universities. According to the Ministry of Education website (www. mohe.gov.my), there are 28 private universities in Malaysia as of 2013. A job of an academic is noble and intrinsically motivated to educate students. The job description of an academic is clearly spelledout in terms of teaching, conducting research, and consultation, and most academics assume that, when they perform these duties, they are already performing OCB.

Somech and Bogler (2002) emphasized the importance of exploring OCB in private universities, explaining that there is a lack of empirical evidence 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; further, as reported in the literature review, articles on OCB in schools yield few citations worldwide (Bogler&Somech, 2004; Oplatka, 2006; Somech&Drach-Zahavy, 2000). There has been a lack of emphasis on OCB among academics. Macfarlane highlighted (2007) that universities do not place importance on academic citizenship as criteria for promotion. He emphasized that sustaining good academic citizenship is vital, and it is important to address contributions for the collective good via academic citizenship, which means academics should not be evaluated only on academic achievements but also on aspects where they have gone the extra mile for the benefit of students and the university itself.

The model of this study examines the role played by organisation commitment in linking organisation culture, transformational leadership, organisation justice, and OCB. Thisstudy 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. Blau (1964) explained that,in social exchanges, some form of expectation is formed when a favour has been rendered, which leads to the development of feelings of personal obligation, gratitude, and trust. He stated that employees are more willing to engage in OCB when these relationships become more of a social exchange. Organisation commitment has received attention from scholars as a channel in delivering proactive behaviour and it was suggested for further researcher specifically as a mediating factor in linking HRM-TQM to increase employee involvement and significantly producing performance excellence (Ali *et al*., 2007). In this research organisation commitment was explored as a mediating channel in increasing citizenship behaviour among academics.

The next section will discuss the literature review on the variables explored in this research and how they have contributed toward the significant influence of OCB.

THEORETICAL DEVELOPMENT AND HYPOTHESES

Organisation Culture

Schein (1992) defined organisation 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 organisation culture does have an effect on organisation commitment and organisation citizenship behaviour. A study done on the Malaysian perspective by Yiing and Kamarul (2009) highlighted that the components in an organisation's culture, which is typically bureaucratic, innovative, and supportive, had a significant moderating effect on the relationship amongparticipative leadership, supportive leadership, and organisation commitment. Carmeli (2005) also indicated a significant relationship among organisation culture and withdrawal intentions and behaviour. The effect of the type of culture, which will influence proactive behaviour among employees

was also emphasized by Rashid *et al*.(2003),elaborating the relationship between corporate culture and organisation commitment, thus indicating a potential impact on organisation performance among Malaysian employees. The relationship between organisation culture and organisation commitment was further supported by Silverthorne (2004) among Taiwanese samples. The study reported a different level of commitment in different organisation culture settings whereby the lowest level of commitment was reported in a bureaucratic culture, middle-level commitment for innovative culture, and the highest level was in a supportive culture. The effectiveness of an organisation's culture having an impact on organisation commitment was further emphasized by Lok and Crawford (2003), revealing that organisations with an innovative culture reported a higher level of job satisfaction and organisation commitment. The above literature highlights that the type of culture, which is being practiced by the organisation, has an impact on the level of commitment by the employees.

Transformational Leadership

Transformational leadership style, as quoted by Bass (1985), explained that transformational leaders develop relationships with their followers that go beyond pure economic and social exchange. Lee (2004) reported the impact of transformational leadership style, which has a tremendous impact on the quality of the leader–member relationship and which significantly contributed to an organisation's commitment and subsequently proactive behaviour. The impact of transformational leadership was also further emphasized by Joo, Yoon, and Jeung (2012) whose findings among Fortune Global 500 companies revealed that employees showed a higher level of affective commitment, which is a component of an organisation's commitment when itsleaders exhibited more transformational qualities in their leadership style. Walumba (2008) 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 a supervisor and will remain committed to the organisation 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 Lapierreand 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.

Organisation Justice

Greenberg (1991) defined organisation justice as the perceptions employees develop on how the organisation treats them, which has an effect on their job commitment and satisfaction. Organisation justice is divided into three categories: distributive, procedural, and interactional justice. Procedural justice is the fairness of the procedures used in order to decide on the distribution of resources; distributive justice is perceived fairness in the outcomes we receive compared with our contributions toothers. Interactional justice is the way the administration treats the justice receiver and concerns the human aspect of an organisation's practices (Mcshane & Glinow,2010; Yilmaz & Tasdan, 2009). Employees tend to form perceptions on how the organisation treats them, which goes to the basic understanding of social exchange theory. If employees are fairly treated in the organisation, they will reciprocate withgood behaviour,

which is citizenship behaviour (Moorman, 1991; Walumbwa, 2008; Yilmaz&Tasdan, 2009). Employees will reciprocate their behaviour based on their perceptions toward the organisation. If the leader displays fair treatment toward them, chances are employees will return the favour to the leader by displaying conscientiousness behaviour such as citizenship behaviour (Ehrhart, 2004). The relationship between organisation 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 organisation support as a mediator variable between justice perceptions and organisation rewards; the results of the study supported that, when employees are given importance and there is a promotion of fairness perceptions in the organisation, this will facilitate citizenship behaviour and thus increase the effectiveness of the organisation.

Organisation Commitment

Mcshane and Glinow (2010) defined organisation commitment as employee's emotional attachment to identification with and involvement in a particular organisation, specifically addressing affective commitment, which is one of the organisation's commitments. Meyer and Allen(1991) further elaborated on three components of organisation commitment, which is affective, normative, and continuance commitment. Affective commitment was defined as employees' emotional attachment to the organisation followed bynormative commitment, which is viewed as an employees' obligation to remain with the organisation and continuance commitment focuses on the "right or moral thing to do" by concentrating on the obligation and moral attachment of an employee toward the organisation. Flinders and Rauter (2004) suggested a significant relationship between affective commitment and OCB among permanently employed teachers compared with contingent teachers. There have been studies, which have highlighted contribution on the relationship between organisation commitment and OCB (Carmeli, 2004; Liu, 2009; Organ, 1988),suggesting that people who are satisfied with their jobs and committed to their organisations 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 organisation commitment because this is an emotional attachment of employees toward the organisation. There have been numerous previous studies, which have supported the relationship of affective commitment and display of proactive behaviours such as OCB (Mathieu &Zajac, 1990; Foote &Tang, 2008; Francescutti *et al*., 2007). Kim (2006) reported that there is a relationship between public service motivation and OCB and between organisation commitment and OCB and further elaborated that, when employees in a team are satisfied with their jobs, theyare inclined to have commitment within the team, and the members will automatically display OCB. Francescutti *et al*.(2007) also investigated the effect of commitment, stating that there is a relationship between patient commitment and extra role behaviour among physicians in the emergency room.The relationship between organisation commitment and OCB was further supported by Farazaneh, Farashah, and Kazemi (2014) when they studied the mediating effect of organisation citizenship behaviour. They concluded that organisation commitment is a 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 organisation commitment and OCB. Their study highlighted that the relationship between organisation commitmentand OCB is positive in the first 10 years but reduced after 10 years of tenure in employment. Ng and Feldman (2010) emphasized the effect of affective commitment by stating that employees with affective commitment will have the tendency to reciprocate with OCB. The above literature suggests that organisations cannot expect employees to perform OCB without having organisation commitment in them. There must be factors or variables, which increases organisation commitment initially to allow employees to be attached to the organisation before they initiate proactive behaviours such as OCB.

Organisation 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, taken together, promotes the effective functioning of the organisation. Organ (1988) further defined that OCB is a discretionary behaviour that is not an enforceable requirement of the job description. OCB has 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 organisation-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 requirements of the organisation.

This study uses the variable organisation culture, leadership, and organisation justice and organisation commitment as the antecedents of OCB. The first part of the research intends to explore the relationship between organisation cultures, leadership style, and organisation justice towards organisation commitment.

The framework is proposed to explore the relationship between organisation culture, transformational leadership, and organisation justice and organisation commitment. The relationship between an organisation's culture and commitment has been established in several studies (Silverthorne, 2003; Lok & Crawford, 2003). The relationship betweentransformational leadership style and organisation commitment was also established by previous studies (Deluga, 1992; Lee, 2004), suggesting that transformational leadership style has a significant impact on employee's involvement and organisation commitment. Aube *et al*.(2006) stated the relationship of perceived organisation support on employees' commitment, suggesting a close relationship between affective commitment, which was further supported by Klendaur and Deller (2007) who proposed alink between organisation justice and organisation commitment. The model in this study further proposed and provided information that there is acorrelation between organisation commitment and OCB, which was supported by several researchers (Francescutti *et al*., 2007; Foote &Ping Tang, 2008).William *et al*.(2007) concluded that, when organisation commitment has been embedded in an employee'smindset, it would be easier for them to perform OCB. The hypotheses developed on this study are as follows:
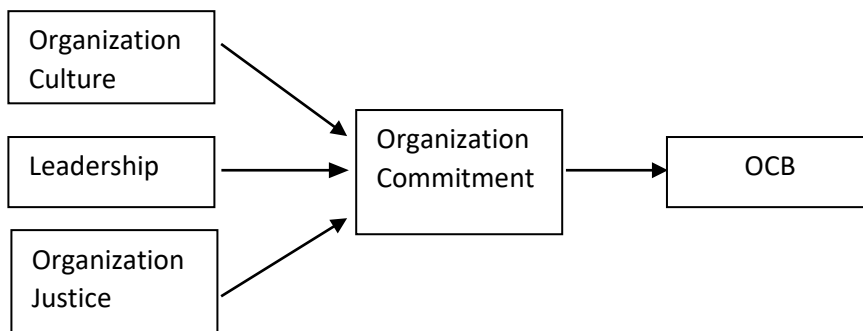
H1: Organisation culture affects organisation commitment

H2: Transformational leadership style affects organisation commitment

H3: Organisation justice affects organisation commitment

H4: Organisation commitment affects OCB

Figure 1 shows the theoretical framework for this study, which was drawn from broad research, which links organisation culture, leadership style, organisation justice, organisation commitment and OCB.

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│ Organization │
│   Culture    │────────┐
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                          ╲
┌──────────────┐      ┌──────────────┐      ┌──────────────┐
│  Leadership  │─────▶│ Organization │─────▶│     OCB      │
└──────────────┘      │  Commitment  │      └──────────────┘
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┌──────────────┐         ╱
│ Organization │────────┘
│   Justice    │
└──────────────┘
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Figure 1 Theoretical Framework

METHOD

Sample and Procedures

The population of this study were academics and faculty members in a private university setting in Malaysia, mainly focusing in Klang Valley area because most private universities are established here. The number of academic staff listed until year 2013 in the ministry's website (www.mohe.gov), stating there are 24 private universities in Malaysia, and the total number of academics are 24,242.The sampling procedure implemented here is convenience sampling. A pilot study was conducted to ensure that reliability analysis and measurement tools suggested in this study were appropriate. The results were satisfactory. A survey questionnaire was developed and distributed among academics to collect data for this research. One hundred questionnaires were distributed to each selected private universities with a total of 4,200 questionnaires distributed, and 324 questionnaires were returned for analysis.

Measures

The research utilizes and modified the instruments developed by Wallach (1983) for the organisation culture index to measure organisation 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 al*.(1990). The measurement scale for organisation justice was

adapted from Asgari *et al*. (2010), which was originally taken from the distributive justice index developed by Price and Mueller (1986). Organisation commitment was adapted from Allan Meyer (1990); 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: Section Acovers the demographic section of the respondent, whereby Section 1 is comprised of questions related to the five variables examined in this study.

DATA ANALYSIS AND RESULTS

Reliability and Validity Analysis

According to Saharan (2000), the reliability of measure indicates the extend 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 organisation culture, 0.94 for leadership, 0.94 fortransformational leadership, 0.77 for organisation commitment, and 0.84 for OCB.To assess the validity of the measurement items of all variables, a content validity and construct validitycheck werecarried out. Construct validityshows the results obtained if the measure of theories is valid where the test was designed. Convergent and discriminant validity of the measurement scales were analysed withconfirmatory factor analysis where results were obtained fromfactor loadings, composite reliability, and average variance extracted.Hair *et al*. (2006) recommended thatfactor loading should be above 0.5, which 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 shows that six items were deleted from organisation culture: one for transformationalleadership style, eight for organisation commitment, and one for OCB. The remaining items are all valid with a loading factor higher than 0.5.

Descriptive Statistics and Mean Difference

Table 1 provides the demographic characteristics of the respondents. In terms of age, the highest frequency is between the ages of 25 and 34 years old. The respondents mainly were male with a percentage of 60.2%. The monthly salary of most respondents are less than RM 4,000, which is 46%. The respondents were mainly Malaysians, which comprises 96.3%. The respondents were mainly lecturers,which is 63.6%. The respondents mostly hold a master's qualification, which is 60.5%, and have very minimum teaching experience, which is between 1 to3 years, which is 34.3%.

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

	Frequency	Percentage
Age		
Less than 25 years old	12	3.7
Between 25 and 34 years old	177	54.6
Between 35 and 44 years old	73	22.5
Between 45 and 54 years old	41	12.7
55 years old and above	21	6.5
Gender		
Female	128	39.5
Male	195	60.2
Gross Monthly Salary		
Less than RM 4,000	149	46
Between RM 4,000 – RM 7,000	128	39.5
Between RM 7,001 – RM 10,000	23	7.1
Between RM 10,001- RM 13,000	15	4.6
Above RM 13,001	9	2.8
Nationality		
Malaysian	312	96.3
Expatriate	12	3.7
Ethnicity		
Malay	137	42.3
Chinese	130	40.1
Indian	50	15.4
Others (Portugese/Punjabis)	7	2.2
Academic Job Title		
Assistant Lecturer	55	17.0
Lecturer	206	63.6
Senior Lecturer	31	9.60
Assistant Professor	14	4.30
Associate Professor	14	4.30
Professor	4	1.20
Job Tenure		
Permanent	270	83.3
Contract	54	16.7
Area Of Specialization		
Business Administration	93	28.7
Education	68	21.0
Hospitality	24	7.40
IT/Computer Science	27	8.30

Table 1 (cont.)

Others:		
Engineering	60	18.5
Medical	30	9.25
Professional Courses	22	6.79
Highest Academic Qualification		
Bachelor	67	20.7
Masters	196	60.5
PhD/DBA/Ed/D.phil	52	16.0
Others	9	2.80
Teaching Experience		
Less than 1 year	15	4.60
1 – 3 years	111	34.3
4 – 6 years	96	29.6
7 – 9 years	33	10.2
10 years and above	69	21.3

In order to perform the statistical analysis, a series of analysis of relationships among all research constructs with correlation was applied. Pearson correlation was applied to investigate the relationship between these constructs. Table 2 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

Items	Mean	Standard Deviation
Organization Culture	3.46	0.68
Transformational Leadership	3.59	0.86
Organization Justice	3.27	0.78
Organization Commitment	3.05	0.59
OCB	3.26	0.68

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

Table 3 Pearson Correlation Analysis

Items		R value	significant
Organization Culture ⟶	Organization Commitment	0.403	p<0.01
Transformational Leadership ⟶	Organization Commitment	0.526	p<0.01
Organization Justice ⟶	Organization Commitment	0.555	p<0.01
Organization Commitment ⟶	OCB	0.417	p<0.01

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 coefficients. Analysis of organisation culture and organisation commitment highlighted a significant relationship for the F statistic. The relationship between leadership and organisation commitment is significant for the F statistic and coefficient. The relationship between organisation justice and organisation commitment showed a significant relationship for the F statistic and coefficient. The relationship between organisation commitment and organisation citizenship behaviour suggested a significant relationship in the F statistic and coefficient analysis.

Table 4 Results for ANOVA and Coefficients

Items		F	Significance	Beta	Significance
Organization Culture	→ Organization Commitment	62.369	p<0.01	0.403	p<0.01
Leadership	→ Commitment Organization	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

DISCUSSION

The results of the study suggested a positive correlation between organisation culture and organisation commitment. The results of this study provided an indication that organisation culture is related to organisation commitment. The findings are consistent with a study by Silverthorne (2004) who presented that lowest level of commitment among the samples was derived from bureaucratic culture and concluded that organisation culture played an important role in cultivating organisation commitment. Innovative and supportive culture seem to have had a more impactful role in creating or encouraging organisation commitment among employees (Lok & Crawford, 2003; Messner, 2013). The results of this study supported that it is important to recognize the appropriate culture in an academic setting, even though most academic settingsare in a bureaucratic culture. Studies have shown that a more supportive and innovative culture is able to cultivate organisation commitment, so private universities should encourage a more supportive and innovative culture where employees are able to open and think out of the paradigm than merely adhering to a standard operating procedure that is being set.

The Pearson correlation analysis between transformational leadership and organisation commitment also presented a significant relationship.The results of the study supported that, when leaders exhibit a more transformational leadership style, it is more likely to increase organisation commitment among the members of the organisation, which also increases the

quality of the leader–member relationship (Lee, 2004; Joo *et al*.,2012; Pillai & Williams, 2004; Geijsel *et al*., 2003). Transformational leadership is more vision-oriented and emphasizes personal recognition of employees, so if private universities are able to have leaders who are more transformative in nature, it is more likely they will be able to increase the quality of relationship with academics. A high-quality relationship will significantly increase an organisation's commitment among academics, thus contributing to benefits that are more positive from the academics to the university, which is ultimately the students.

The third variable tested to investigate its correlation with organisation commitment is organisation justice. The findings suggested that, with an increased level of organisation justice, which is related to perception of fairness, it will increase the organisation commitment level among employees. The findings of the study further suggested that how employees perceive the organisation 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 toward the organisation is based on their perception of the outcomes they receive from the organisation, which means that they give more if they perceive procedures are fair in the organisation (Blau, 1964). In essence, if they perceive what they receive is fair toward what they have contributed toward the organisation (Shone & Wayne, 1993).

The significant relationship was established between organisation commitment and organisation 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 organisation commitment can be derived from social exchange theory (Blau, 1964), which posits that, when employees feel obliged, they will reciprocate with positive behaviour toward the organisation (Farzaneh *et al*., 2014). It can be concluded that, when academics are committed to the university in which they being employed, it will increase their chances of exhibiting OCB. This positive relationship was also supported by Foote and Tang (2008) who highlighted that satisfied employees create commitment and, in return, will display OCB. Kazemi (2014) reported similar findings in a gas transfer company. The above findings were reported in a non academic setting so the variables suggested in this study can be applied in an academic setting in private universities in Malaysia; it is important for academics to have organisation commitment embedded in them through appropriate organisation culture, transformational leadership style, and organisation justice in order for them to display OCB.

CONCLUSION

Organisation commitment is a positive attitude held by the employees toward the organisation, and the practice and application of organisation commitment will most certainly improve organisation citizenship behaviour. The study provides a significant contribution by implying that academics who demonstrate higher levels of organisation commitment would contribute toward the organisation with organisation citizenship behaviour.

The study provides several contributions in regards to the aspect of lack of studies on citizenship behaviour among private higher-learning institutions because previous studies are mostly rooted in aspects of human resource management, marketing and health administration (Oplatka, 2009). Furthermore, citizenship behaviour in the education industry has cited only a few citations, and this study will enrich citations for future research in the area of OCB in the education industry. 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 findings of this study also contribute to organisations by recommending creating the appropriate organisation culture, transformational leadership, organisation justice, and organisation commitment to achieve OCB among academics. This can be achieved by human resource departments by looking into policies or identifying suitable training for top management. However, this study provides a conceptual foundation for an organisation's citizenship behaviour. An enhanced and increased understanding of organisation citizenship behaviour is fundamental to employee's attitudes and job behaviour in an organisation.

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