

The Mediating Effect of Organizational Commitment in Leadership, Job satisfaction and Organizational Culture with Organizational Citizenship Behavior

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ABSTRACT:

Organizational citizenship behavior (OCB) refers to behavior that is not formally requested or directly rewarded but can be functional to the operations of an organization (Smith, Organ, & Near, 1983). Research shows that OCB can have a positive impact on organizational success through improvements in productivity, resource utilization, group activity coordination, performance stability, employee recruitment, selection and retention, and the ability to adapt to environmental changes (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). The main purpose of this paper is to investigate the relationship among leadership, organizational culture, job satisfaction, organization commitment and Organization Citizenship Behaviour. This research intends to explore whether Organizational commitment plays the role of mediator in encouraging the exhibition of organizational citizenship behavior among academicians in the institute of Higher Learning in India. The relevant hypothesis has been developed and testing was conducted in order to investigate its impact on organizational citizenship behavior. This study will provide guidelines to the institutes to further understand how to encourage organization citizenship behavior among academicians.

Key Words: *Organization Citizenship Behavior, Organizational Commitment, Leadership style, Organization Culture and Job satisfaction.*

INTRODUCTION

The concept of OCB was initially proposed and studied in the US (Organ, 1988; Podsakoff, Mackenzie, Moorman, & Fetter, 1990; Smith et al., 1983). Over the years research on OCB has

been extended to other countries and results from such studies have shown that cultural factors have a significant influence on OCB (Coyne & Ong, 2007; George & Jones, 1997; Lam, Hui, & Law, 1999; Paine & Organ, 2000). Organizational citizenship behavior (OCB) refers to behavior that is not formally requested or directly rewarded but can be functional to the operations of an organization (Smith, Organ, & Near, 1983). Organ (1988) identified five dimensions of OCB: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. These five dimensions cover such organizational behaviors as helping co-workers, following company rules, not complaining, and actively participating in organizational affairs. This study focuses on the relationship of Leadership Style, Organizational Culture, Job satisfaction, Organization commitment and Organizational Citizenship Behaviour.

LITERATURE REVIEW

Organizational Citizenship Behaviour : *Organizational Citizenship* describes “employee behaviors that, although not critical to the task or job, serve to facilitate organizational functioning” (Lee & Allen, 2002, p. 132). These behaviors have been conceptualized in terms of the intended target or beneficiary of the citizenship behavior, those directed to individuals (OCBIs) and those directed to the organization (OCBOs) (Lee & Allen, 2002, p. 135). The positive contribution of OCB to organizational performance is widely accepted by literature (Podsakoff and MacKenzie, 1994, 1997; Podsakoff et al., 2000). Smith et al. (1983) were interested in predicting employee behavior that was useful to the organization but not officially rewarded and could not be enforced by the organization in terms of formal in-role expectations or job descriptions.

Organization Culture : Mitchell and Yate (2002) pointed out that the culture of an organization is the combination of value, faith, and understanding shared by members of the organization. OC is viewed as a set of shared values and beliefs that are understood by members of an organization (Recardo and Jolly, 1997). In his classic work, Schein (1985, p.12) provides a broader definition of OC, presenting it 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, that has worked well enough to be considered valid and therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.” Organizational culture is considered an important component of organizational life affecting both performance and behavior, whether positive or negative (Thompson & Luthans, 1990). Organizational culture is defined as a shared perceived meaning reflecting organizational members’ beliefs, thinking, and

feelings based on organizational myths, stories, and norms (Moran & Volkwein, 1992). The studies show that employees withdrawal behavior and intentions are partly by products of organization culture.

Leadership Style : Leadership was studied in order to examine/identify high performing organizations; the aim of another study was to find out mediating role of learning orientation between the leadership style and firm performance in manufacturing industry. Leadership occurs when one person takes the initiative in making contact with others for the purpose of exchange of valued things (Burns, 1978). Greenleaf (1970) was of the view that, asserted leadership requires two essential dimensions: the desire to serve others and the desire to serve something beyond them.

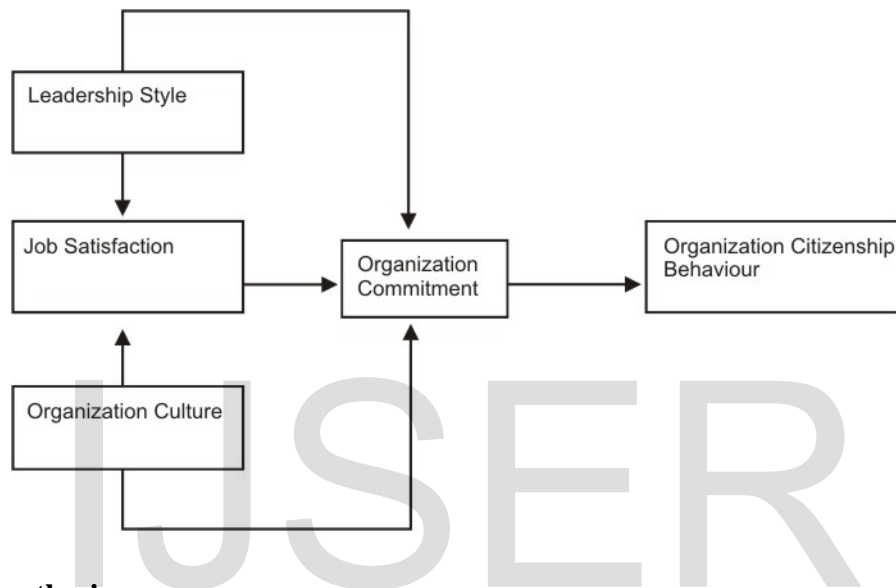
Organization Commitment : Meyer and Allen (1991) identified three distinct themes in defining commitment as 'affective', 'continuance' and 'normative' commitment. According to Meyer and Allen (1991) Three- Component Model of Commitment, employees can adopt to varying degrees these three forms of commitment. 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).

Job satisfaction : Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. C.R.Reilly(1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. J.P. Wanous and E.E. Lawler (1972) refers job satisfaction is the sum of job facet satisfaction across all facets of a job. In general, job satisfaction has been defined and measured both as a global feeling about the job and as a concept with various dimensions or facets (Locke, 1969; Scarpello & Campbell, 1983; Spector, 1997).

RESEARCH MODEL AND HYPOTHESES

The focus of this papers is to formulate a proposition to investigate the impact of organization culture, leadership style, and job satisfaction and organization commitment towards organization citizenship behavior. The available findings suggest that there could be a relationship between organization culture, leadership style, and job satisfaction and organization commitment. Hence the researcher is proposing the following propositions for the study.

Figure: 1: Research Proposition



Research hypothesis:

This research is mainly aimed to investigate the relationship among organization culture, leadership style, job satisfaction and organization commitment and its impact on Organization citizenship behavior. After referring to relevant researches and coordinating with our research motives and goals, the research structures proposed within this article are shown as Figure 1. Based on the above said research structures, the researcher hereby proposes the following hypotheses for further academic examination:

- H₁₁** Institute type has significant difference under the dimensions of leadership, organizational culture, job satisfaction and Organization culture.
- H₁₂** There is relationship between organizational culture and job satisfaction.
- H₁₃** There is relationship between leadership style and job satisfaction.
- H₁₄** There is relationship between leadership style and organization commitment.
- H₁₅** There is relationship between organizational culture and organization commitment.
- H₁₆** There is relationship between organization commitment and organization citizenship Behaviour.

Research variables and measurement

The topics for this research can be divided into five major parts, namely leadership, organizational culture, job satisfaction, organization commitment and organization citizenship behavior. All of the independent and dependent variables are measured with multi-items. Five -point Likert Scales were used.

Sampling and Data Collection : Population of research was education sector and targeted population was teaching faculty of institutes of Higher Learning. The data was collected through online questionnaire as well as through hard copy of questionnaires. Out of 400 questionnaires distributed, 252 were received. Demographic data included age, gender, years of experience, designation and type of the institute. So the response rate was 63% and primary data collection duration was of 4 months.

Measures Demographic data included age, gender, years of experience, designation and type of the institute. Rests of the variables are measured using the constructs, after making the required changes.

Table :1:Measures used

Sr.No.	Scale	Reliability (cronbach Alpha)	Items	Reference
1.	Servant Leadership	.732	30	R. C. Liden, S. J. Wayne, H. Zhao, and D. Henderson, (2008).
2.	Organizational culture	.798	10	Deninson and Mishra(1995)
3.	Job Satisfaction	.856	16	Feng (1997) and Chen (2002).
4.	Organizational Citizenship Behavaiour	.809	10	Suzy Fox and Paul E. Spector (2009)
5.	Organizational committment	.785	18	Meyer,Allen and Smith(1993)

Leadership: In this research, the leadership style considered is ‘Servant Leadership’ and the dimension scale, is derived from R. C. Liden, S. J. Wayne, H. Zhao, and D. Henderson, (2008).

Organizational culture : Organizational culture dimensions is derived from the research proposal of Denison and Mishra (1995).

Job satisfaction: The Job satisfaction dimension scale is derived from the studies proposed by Feng (1997) and Chen (2002). We divide job satisfaction into two structural factors namely internal and external factors.

Organization commitment: Organization commitment dimension scale is derived from Meyer, Allen and Smith(1993).

Organization Citizenship Behaviour: Suzy Fox and Paul E. Spector (2009)’s designed instrument was taken for reference.

RESULTS

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.

Demographic Analysis: In terms of gender, 76% of the participants were male and 24% were female. There were 33% under the age category of between 25- 35 years and 58% of them were of 35-45 age category and 9% belong to 45-55 age category. 41 % were having experience less than 5 yrs , 52% were having 5-10 yrs of experience, 6 % were having experience of 10-15 yrs and 1% belong to experience above 15 yrs. 53% were from Assistant Professor category, 38% from Associate Professor category and 9% from Professor category. 12% respondents were from Government Institutes, 10% from Deemed , 14% from Autonomous and 64%from self funded/private institutes.

Table :2: Result of ANOVA (Hypothesis 1)

Dimension	Government Institutes (N=31)	Autonomous Institute (N=23)	Deemed Institute (N=35)	Private institutes (N=163)	F-value	p - value

Leadership style	4.22	4.19	4.22	4.25	.519	.669
Organizational culture	4.33	4.31	4.32	4.27	1.796	.149
Job satisfaction	3.42	3.41	3.40	3.45	.260	.854
Organizational commitment	3.21	3.22	3.25	3.35	.853	.466

One way ANOVA is used to test Hypothesis 1. From the above table we can examine that in all the cases, $p > 0.05$, which says that there is sufficient evidence to accept Null Hypothesis 1. It says that, Institute type has no significant difference under the dimensions of leadership, organizational culture, job satisfaction and Organization culture. This may be due to type of respondents; all were from the same sector Education sector. If the respondents were from different sectors, like IT sector, manufacturing sector, service sector, results may be different.

Table 3: Inter-correlation coefficients among Independent and Dependent Variable

		Leadership Style	Organization culture	Job Satisfaction	Organization citizenship behaviour	Organization commitment
Leadership Style	Pearson Correlation	1				
	Sig.					
Organization culture	Pearson Correlation	.632	1			
	Sig.	.001				
Job Satisfaction	Pearson Correlation	.571	.639	1		
	Sig.	.000	.000			
Organization citizenship behaviour	Pearson Correlation	.455	.489	.532	1	
	Sig.	.000	.000	.001		
Organization commitment	Pearson Correlation	.581	.503	.544	.706	1

	Sig.	.000	.007	.000	.000	
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Table 3 shows correlations between the variables are significant at *p less than 0.05* and all the independent variables are positively correlated to OCB. From the above table, we can conclude that there exist a strong correlation between organization commitment and OCB and it is **.706**. Leadership style and organization culture is significant and positively correlated but the correlation ratio ‘*r*’ is less than .5. It is .453 and .478 respectively.

Table 4: Chi-square test

Dimensions	Chi-square value	Cramer’s Value	Significance
Organization culture and OCB	403.324	.678	.000
Leadership and OCB	62.286	.249	.000
Organizational commitment and OCB	892.926	.841	.000
Job Satisfaction and OCB	336.968	.437	.000

The results between organization culture and OCB shows a significance level of 0.000 which is less than 0.05 so error level is less hence null hypotheses is rejected (no relationship) and alternate is accepted. In the same way in other cases also the significance value is less than 0.05. Hence there exist relation between the variables. Based on Table 4 above, OCB and leadership style shows a Cramer value of 0.249 which has 25% strength of association and significance level of 0.000 which is significant at 5 % level. OCB and Organization commitment has a Cramer Value of 0.841 which shows a 84 % strength of association and significance value of 0.000 which is significant at 5 %. Organization commitment is highly related OCB and it proves that Organization commitment is one of the major factor in deciding OCB.

Table: 5: Multi Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767	.588	.405	.27035

Table :6:ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.036	4	1.259	17.224	.000
Residual	18.053	247	.073		
Total	23.089	251			

Table :7: Coefficients of Multiple Regressions

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.661	.550		1.201	.231
Leadership Style	-.039	.066	-.033	-.581	.562
Organization Culture	.071	.103	.266	8.080	.137
Job satisfaction	-.020	.052	-.024	-.376	.707
Organization commitment	.301	.048	.611	1.492	.002

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 0.002, This indicates that organization culture, leadership style, organization commitment and job satisfaction 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:

$$OCB = 0.661 + 0.071(\text{organization culture}) - 0.039(\text{leadership style}) - 0.020(\text{job satisfaction}) + 0.301(\text{organization commitment}).$$

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, job satisfaction , organization commitment) increase by 1 %, organization culture will increase 7.1%, leadership style decrease 3.9%, decrease by 2% for job satisfaction and increase by 30.1% 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 ($\beta=0.611$) has the most significant impact to OCB, followed by organization culture ($\beta=0.226$) whereby leadership style shows a negative value ($\beta=-0.033$) and job satisfaction ($\beta=-0.024$). Organization commitment makes the strongest contribution in explaining OCB.

Table 5 is the model summary of multiple regression. According to the model, the R value (correlation coefficient) between OCB and four independent variables is 0.767. 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 0.588, 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).

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 . It provided an optimistic results in terms of selecting this as the mediating variable for organization culture, leadership style and job satisfaction. Variables like Leadership style, organization culture and job satisfaction plays the role of antecedents of organization commitment. Academicians with more commitment report stronger identification with the organization. Sample size was small and respondents from the same sector, i.e. Education sector. Further study in this area can be possible which will cover a larger sample and with respondents from the various sectors.

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