



Research Paper

# The Influence of Employee Citizenship Behaviour on Organizational Commitment

Otuokere Godswill Uchechukwu

Master of Management, Universiti Kuala Lumpur, Business School Malaysia

## Abstract

*This study analyzed the influence of employee citizenship behaviour on organizational commitment. The objectives were to find out the relationship between employee citizenship behaviour and organizational commitment in Universiti Kuala Lumpur Business School and MIIT in Malaysia. Survey design was adopted. Data were collected through questionnaire. A sample size of 143 were used comprising of academic staff of Universiti Kuala Lumpur Business School and MIIT in Malaysia. Analysis was carried out using Pearson Moment and regression method of statistical tool. This study found that there is significant relationship between organizational citizenship behaviour and organizational commitment at Universiti Kuala Lumpur Business School and MIIT in Malaysia. This study has shown that with some level of good behaviour, there will be increase in commitment at the workplace, therefore the management of Universiti Kuala Lumpur Business School and MIIT in Malaysia must do everything possible to ensure positive behaviour of its staffs. It urged that measures are put in place to enhance the commitment of the staff such as prompt payment of salaries, bonuses for workloads, research grants.*

**Keywords:** Employee, Organizational citizenship behaviour, organization commitment

*Received 17 Mar., 2025; Revised 28 Mar., 2025; Accepted 31 Mar., 2025 © The author(s) 2025.*

*Published with open access at [www.questjournals.org](http://www.questjournals.org)*

## I. Introduction

Organizations in today's highly competitive business are constantly looking for new ways of maximizing the efficiency and endeavour of their personnel. Personnel which forms the major core of the organization distinguish between affective and non-affective organizations (Podsakoff *et al.* 2017). Organizational citizenship behavior (OCB) was first presented to science world by Batman and Organ (1983). The Success of any organization depends largely on the performance of the employees who act beyond their duties and roles. These efforts that are beyond their roles and expectations in the organization is referred to as Organizational citizenship behavior (OCB) (DiPaola & Tschannen-Moran 2018). Organizational citizenship behavior has also been defined as some phrases such as good soldier, arbitrary behavior, volunteer behavior, and practical behavior; it creates a new phrase in organizational science especially in organizational behavior that has a remarkable role in organizational affection (Garg & Rastogi 2016).

Scholars have attempted to find link between Organizational citizenship behavior and organizational commitment. Over the years, organizational commitment was mostly regarded as a dominant attitude which was a subject for ultra-analyses. However, organizational commitment is now viewed as a multi-dimensional attitude which is now intensely studied by researchers as they look at the effect of behavioural attitude on work environment (Dickinson 2019). Luthans (2016) in his explanation of commitment noted that it implies (1) to stay for a long time (2) to accept organizational norms and values and (3) widespread participation to reach growth and development.

No doubt that organizational commitment is an important factor in human resource management and also a factor that can strengthen or be strengthened by OCB (Lepine, Erez & Johnson, 2012). Several empirical studies have found varying results with some revealing that organizational commitment is positively associated with OCB (O'Reilly & Chatman 1986).

## Statement of the Problem

Employee commitment has a crucial role in the management of any change process, whereby high employee commitment will strengthen the performed changes and will also ensure the success of change

programs. Life is meaningless without a job, but lifeless jobs ruined lives. This suggests the significance of spirituality not only in private matters but also in the areas of work and life experiences. Few researches have addressed the relationship between organizational citizenship behavior and organizational commitment in the higher educational organisation in Malaysia. The importance of studying this relationship in such a context will enhance the mutual relationship, benefit, and consideration and encourage support and assistance where other employees need their colleague to stand-in for them

### **Objective of the Study**

The objective of this study is to identify factors which may influence employee citizenship behaviour and their organizational commitment, especially in the context of higher institutions. It focuses specifically on the relationship between relationship between organizational citizenship behaviour and organizational commitment at Universiti Kuala Lumpur, Malaysia

### **Statement of Hypothesis**

H<sub>0</sub>: There is no significant relationship between organizational citizenship behaviour and organizational commitment at Universiti Kuala Lumpur, Malaysia

## **II. Literature Review**

### **The Concept of Employees**

They are members of an organization, who are in different departments and units and are officially employed to work under that organization. Employees are the most valuable asset to an organization and they play an important role in preserving the successful image of organization (Ezeanyim & Ufoaroh, 2019).

### **Organizational Commitment**

Organizational commitment is succinctly described as an attitude or orientation towards an organization which shows person's identity to the organization, the feeling of belonging to the organization as well as the tendency of putting their energy and loyalty to social system on which basis the employee finds his/her identity in organization (Hasani, Boroujerdi & Sheikhesmaeili, 2013). Organizational commitment is the employees' state of being committed to assist in the accomplishment of the organization's goals, and involves the employees' levels of identification, involvement, and loyalty (Caught, Shadur & Rodwell, 2017). Meyer and Allen (1990) categorized organizational commitment into three which are: (1) Affective commitment; (2) Continuance commitment; and (3) Normative commitment.

**Affective commitment:** Includes staffs' emotional attachment to identity appointment with organization and to engagement in organizational activities.

**Continuance commitment:** Includes a willingness to stay in the organization because of organization turnover costs or rewards of staying in the organization.

**Normative commitment:** Includes personal feeling of people to stay in the organization.

### **Organizational Commitment of Employees (OC)**

Organizational commitment (OC) can be defined as the mental state that embodies an employee's relationship with the organization, which reduces the possibility and chances that the employee will leave his or her current organization for another (Allen and Meyer, 2013). This comes to play when employees believe in the vision of the organization and trust that the organization offers a good future. Additionally, employees are committed to an organization when they feel that their current organization is currently the best option for them.

### **Organizational Citizenship Behaviours**

The organizational citizenship behavior of employees can be defined as those individualistic, personal and discretionary activities carried out by employees to improve the organization. These activities will be recognized by the organization reward system and in total, promotes and facilitates the effectiveness and proper functioning of the organization (Organ, 2011). It is a display of love, with a sense of belonging displayed by the employee towards the organization.

Priyanka and Punia (2013) suggest that organizational citizenship behaviors are a term that covers any positive and impactful actions, which support co-workers and benefit the whole organization that employees do on their own accord without having to be asked prior to doing the action. However, employees who are always engaged in OCB are not always the top performing employees in the organization (although, they could be at tasks performed related to OCB) (Priyanka & Punia, 2013). Instead they are the ones who go the extra mile for the organization, where they go beyond the minimum requirements of their job. This behavior of the employees depict that they saw themselves as part of the organization. Hence they are motivated to grow with the organization by contributing to the organization more than what is required of them. It indicates that such employees have an owner mentality. Thus, these organizational citizenship behaviors aid in enhancing the entire health and wellbeing

of the organization by improving the efficiency and effectiveness of teamwork and the organization at large. OCBs can be likened to psychological contracts that improve the organization.

The organization benefits more from employees' OCB towards their organization. Therefore it is wise for organizations to encourage staff to engage in OCB. This is because studies have shown that organizational citizenship behavior of staff has helped the organization to increase productivity, efficiency and customer satisfaction (Organ, Podsakoff, & Mackenzie, 2016). Also, through OCB, organizational operation cost, as well as the rate of employee's turnover and absenteeism can be reduced (Podsakoff, Whiting, Podsakoff & Blume, 2015).

### **Organizational Citizenship Behaviour and Organizational Commitment**

Researchers had accepted the popular belief that "worker satisfaction affected productivity," however, "empirical findings offered little evidence to support such a view" (Organ, Podsakoff & MacKenzie, 2016). Confronted with these findings, Organ and his colleagues sought to explain why the expected relationship was not supported. They found that worker satisfaction contributed in part to productivity. One of the more significant questions posed in the study was "What are the things you'd like your employees to do more of, but really can't make them do, and for which you can't guarantee any definite rewards, other than your appreciation?" (Organ, Podsakoff & MacKenzie, 2016). Based on the responses to this question, a scale was created and administered. The results identified two specific types of employee behavior, namely, altruism and conscientiousness. Altruism, or helping behaviors are directed towards individuals, and conscientiousness or generalized compliant behaviors, are directed more to a group or organization. These two types of behaviors became known as organizational citizenship behaviors (OCB). OCB is thus defined as, "individual behavior that is discretionary, not directly nor explicitly recognized by the formal reward system, and in the aggregate promotes the effective and efficient functioning of the organization" (Organ, Podsakoff, & Mackenzie, 2016).

Since the conceptualization of OCB, several studies have investigated this phenomenon. Findings from the research identified additional OCB behaviors (Organ, Podsakoff, & Mackenzie, 2016), other constructs which are related to but delineated from OCB along with consequences of these behaviors (Organ, Podsakoff, & Mackenzie, 2016). Subsequent paragraphs will provide a review and summary of these findings.

According to Organs (2015), attitude and behavior of high-level organizational citizenship leads to a more valuable organization that helps bring new resources to the organization. This ascertains that resources are needed not just to attract further support or raw materials, but also to enhance business goodwill and to help improve other intangible assets of the organization, including its external image as well as reputation. Organizational citizenship behavior also helps to increase employee organizational commitment, increase job satisfaction, reduce job turnover and helps to increase ethical leadership. Employees tend to remain in an organization when they believe in the goals and values of the organization. They have a willingness to make an effort and are eager to maintain membership in the organization.

Once researchers had termed the phenomenon and developed measures, research began to advance in understanding organizational citizenship behaviors. Currently, there are "40 measures of OCB dimensions that appear in the literature" (Organ, Podsakoff & Mackenzie, 2016). Meanwhile, "analysis suggests that seven factors capture the distinctions within and among OCB dimensions: helping, compliance, sportsmanship, civic virtue, organizational loyalty, self-development, and individual initiative" (Organ, Podsakoff & Mackenzie, 2016).

Various authors have defined organizational commitment. One overarching definition is that organizational commitment is related to a mental state that covers an employee's relationship with the organization and reduces the possibility that such employee will leave the organization (Allen & Meyer, 2013). Organizational commitment has become a major topic of discussion among researchers possibly because it involves a wide range of behaviors and attitudes of employees which merit further investigation. These behaviors and attitudes include an intention to leave, turnover, punctuality, organization citizenship behaviors, attitudes towards organizational change and performance (Meyer & Herscovitch, 2015). The commitment of employees can be view in three different dimensions which are affected (being emotionally attached to the firm), continuance (perceived cost linked with leaving the organization) and normative (feelings of obligation to the organization) (Meyer & Allen, 2015). Although each variable of commitment makes it possible for employees to remain in a particular organization, each employee's mindset is different from other employees'.

When employees believe that they are part of an organization, their affective commitment towards the organization is enhanced. For instance, employee's emotional commitment increase when they feel that the organization they work for treats them in a fair, respectful and supporting way. Employee attribute of continuance commitment is developed in employees when they either acknowledge that they stand to lose the investment in the organization or when they perceive that the only option they have is to remain with their present organization as they do not have an alternative organization in mind. On the other hand, employee normative commitment towards an organization increases when the employees internalize the organization's norms by socializing, or receiving commendations that spur them to give back or accept the terms of a psychological contract.

Studies have shown that there is a positive relationship associated with organizational citizenship behavior and organization obligation or organizational commitment. When organizations are committed to their employees, the latter tend to reciprocate by inadvertently displaying good citizenship behavior to the organizations. Excellent citizenship behavior displayed by one individual employee to another will usually be reciprocated, which ultimately would enhance the organizational citizenship behavior within the organization as a whole. This positive relationship will surely enhance effectiveness, improve productivity and promote growth of the organization.

Despite the rather extensive development and research of the OCB construct, this research area continues to generate interest, resulting in more information being added to existing knowledge.

#### **Empirical studies**

**Chen and Kao (2012)** in a study entitled “Work Values and Service-Oriented Organizational Citizenship Behaviors: The Mediation of Psychological Contract and Professional Commitment: A Case of Students in Taiwan Police College” concluded that psychological contract and professional commitment had positive effects on service-oriented OCBs. Besides, work values are found to have a positive effect on service-oriented OCBs through the mediation of psychological contract and professional commitment.

**Mirabizadeh and Gheitasi (2012)** in Iran while examining the organizational citizenship behavior as the outcome of organizational commitment observed that educational opportunities, worklife policy, and empowerment activities had strong positive relationship with organizational commitment; and organizational commitment also influenced Organizational Citizenship Behaviors accordingly.

**Hasani et al., (2013)** surveyed the relationship between organizational citizenship behavior and organizational commitment. Adopting descriptive–correlative method which included the use of staff of Physical education departments in Iran, the statistical analyses results show that there is a significant relationship between OCB and organizational commitment.

**Subejo, Armanu and Siti (2013)** focusing on Jakarta Fire Department accessed the effect of organizational commitment and organization identity strength to citizenship behaviour. Collecting data through questionnaire which was analyzed using Structural Equation Modelling with the help of AMOS program found that organizational commitment was significantly influenced by organizational citizenship behaviour, but with no significant effect on employee performance.

**Rita et al., (2018)** investigated organizational commitment, organizational citizenship behavior (OCB) and employee performance. Using Structural equation modeling (SEM), the researchers found that moderating OCB does not significantly affect the relationship between organizational commitment, transformational leadership, work motivation and the performance of employees at the District Secretariat in Papua Province. The results of studies show that moderating OCB does not significantly affect the relationship between organizational commitment, transformational leadership, work motivation and the performance of employees at the District Secretariat in Papua Province.

**Hossain (2020)** using the cases of nurses in Dhaka Medical College Hospital in assessed the relationship between organizational citizenship behavior and organizational commitment. Adopting descriptive correlational design on data collected through structured questionnaire revealed that there is a statistically positive significant relationship between organizational citizenship behaviour with organizational commitment. They also found that organizational citizenship behaviour having positive significant relationship with working ward while organizational commitment has positive significant relationship with working ward. Based on the results of this study, it is indicated that lack of OCB & OC among nurses’ is moderate level. The findings of this study will suggest reducing organizational hazard, and developing citizenship behavior and organizational commitment that enhance high outcome in health care organizations & quality of care. So hospital should provide in-service training for nurses’ and all departments are equally. Predictive study of factors related to OCB & OC is recommended for future study

### **III. Methodology**

The quantitative research was adopted with the use of survey design approach. This was used as it involves collection of data directly from the source. Structured questionnaire was therefore used to elicit information on the effect of organizational citizenship behaviour on organizational commitment at the Universiti Kuala Lumpur Business School and MIIT in Malaysia.

#### **Population and Sample Size**

The research population used in this research are administrative and academic staff in a government higher institution in Malaysia. However, the samples for this study were one hundred and forty three (143) administrative staff and academic staff in Universiti Kuala Lumpur Malaysia Business School and MIIT.

### Sampling Technique

Judgmental sampling technique was adopted which involves selection of respondents based on convenience and access as a result of worldwide Covid-19 pandemic.

### Instrument for Data Collection

Structured questionnaire was used for data collection. The questionnaire was administered online to the administrative staff and the academic staff of Universiti Kuala Lumpur Business School and MIIT in Malaysia. The respondents were given several days to answer the questionnaire, following which they were required to submit the completed questionnaire, also via online.

### Method of Analysis

The significant relationship, strength and position for all the variables were determined by Pearson correlation coefficient. Multiple regression analysis was adopted.

## IV. Analysis and Results

Descriptive analysis, scale measurement and inferential analysis were used to explain the retrieved data in more detail.

**Table 1. Demography of respondents**

		Frequency	Percent
<b>Gender</b>	Male	42	29.4
	Female	101	70.6
<b>Age</b>	Less than 21	1	.7
	21-30	3	2.1
	31-40	25	17.5
	41-50	64	44.8
	50-above	50	35.0
<b>Work Experience</b>	Less than 5 years	10	7.0
	5-10	31	21.7
	10-15	33	23.1
	15 years and above	69	48.3
<b>Level of Education</b>	Bachelor's degree	7	4.9
	Master's degree	67	46.9
	Doctorate degree	69	48.3
<b>Administrative Position</b>	Dean	2	1.4
	Director	2	1.4
	Deputy Dean	4	2.8
	Head of Section	25	17.5
	Programme Coordinator	14	9.8
	Others	96	67.1
<b>Academic Position</b>	Professor	3	2.1
	Associate	5	3.5
	Senior Lecturer	83	58.0
	Lecturer	48	33.6
	Assistant Lecturer	4	2.8
<b>Category of Position</b>	Permanent	125	87.4
	Contract	18	12.6
<b>Marital status</b>	Single	8	5.6
	Married	128	89.5
	Others	7	4.9
<b>Religion</b>	Islam	135	94.4
	Others	8	5.6
	<b>Total</b>	<b>143</b>	<b>100.0</b>

Source: Developed from field work, 2021

Analysis in table 1 shows that 101 (70.6%) were female respondents while 42(29.4%) male respondents. Equally, the age analysis shows that 41-50 years old formed the highest group of respondents totalling 64(44.8%), followed by the age group of 50 years and above which comprised 50(35.0%) respondents. The age group 31-40 comprised 25(17.5%) respondents, age group 21-30 comprised 3(2.1%) respondents, while the age group of less than 21 was just 1(0.7%) respondent. Most of the respondents surveyed had work experience of 15 years and above which comprised 169 (48.3%) respondents. Respondents with 10-15 years experience comprised 33(23.1) people. This number was somewhat similar to those with 5-10 year work experience which comprised 31(21.7%) people. Respondents with less than 5 years work experience comprised only 10(7.0%) people.

Academic qualification shows majority of the respondents have doctorate degree comprised 69(48.3%) people, followed by those with master's degree comprised 67(46.9%) people, while those with bachelor's degree comprised 7(4.9%) people. Furthermore, in the seven listed administrative positions 'Others' formed the highest administrative position group which comprised 56(39.2%) respondents. Next was the administrative position under the 'Head of Section' which comprised 44 (30.8%) respondents. This was followed by 'Program Coordinator' [25(17.5%)], followed by 'Deputy Dean [8(5.6%)]. Both 'Dean' and 'Director' have the same frequency of respondents comprising 4(2.8%) people, under the 'Deputy Director' group, there were only 2 (1.4%) respondents. For the category of academic positions, most of those surveyed held the position of Senior Lecturers', comprising 83(58.0%) respondents. Meanwhile 48(33.6%) respondents held the position of 'Lecturer', 5(3.5%) held the position of 'Associate Professor', 4(2.8%) were 'Assistant Lecturers' and 3(2.9%) held the position of Professors. majority of the surveyed administrative and academic staffs of the school were permanent 125(87.4%) staff, with only 18(12.6%) contract staff. majority of the respondents are married, comprising 128(89.5%) people, followed by 8(5.6%) who remained single, while 7(4.8%) respondents fell under the 'others' category. Most of the respondents, comprising 135(94.4%) people practised the Islamic faith. This was followed by other forms of religion with 8(5.6%) respondents.

**Table 2: Results for Organizational Citizenship Behaviour**

S/N	Organizational Citizenship Behaviour	Frequency (Percentage [%])					Mean	Rank
		SD	D	N	A	SA		
1	I will cover the duties of my colleagues who is unable to come to work		5 (3.5)	9 (6.3)	44 (30.8)	85 (59.4)	4.5	<b>4</b>
2	I create time to support colleagues whose job nature is very close to mine		1 (0.7)	2 (1.4)	41 (28.7)	99 (69.2)	4.7	<b>2</b>
3	I am willing to change my working time, to stand in for my colleagues, when they ask me to		6 (4.2)	7 (4.9)	45 (31.5)	85 (59.4)	4.5	
4	I show support to those who have a problem relating to their job or even when the problem is not job-related			3 (2.1)	39 (27.3)	101 (70.6)	4.7	<b>2</b>
5	I go extra miles to accommodate new workers to feel at home in our workplace		1 (0.7)	4 (2.8)	35 (24.5)	103 (72.0)	4.7	<b>2</b>
6	Whenever any employee is going through a time of personal trial, I show that I am concern about his/her ordeal			2 (1.4)	39 (27.3)	102 (71.3)	4.7	<b>2</b>
7	I am willing to assist those who are not yet competent in their job			3 (2.1)	33 (23.1)	107 (74.8)	4.7	<b>2</b>
8	I am willing to spare time to assist my colleagues			2 (1.4)	34 (23.8)	107 (74.8)	4.7	<b>2</b>
9	I attend functions which will enhance our organizational image even if it is not compulsory			8 (5.6)	35 (24.5)	100 (69.9)	4.6	<b>3</b>
10	I will give my full cooperation with any initiative that will make my organization grow			1 (0.7)	29 (20.3)	113 (79.0)	4.8	<b>1</b>
11	I show to my organization my true loyalty without pretence				32 (22.4)	111 (77.6)	4.8	<b>1</b>
12	I attend programs which can give excellent representation to my organization even though it is not compulsory			5 (3.5)	31 (21.7)	107 (74.8)	4.7	<b>2</b>
13	When others are speaking badly about my organization, I protect the image of my organization			1 (0.7)	24 (16.8)	118 (8.25)	4.8	<b>1</b>
14	I always feel proud of my organization, even publicly			1 (0.7)	27 (18.9)	115 (80.4)	4.8	<b>1</b>
15	I do give suggestions that will improve the performance of my organization				33 (23.1)	110 (76.9)	4.8	<b>1</b>

16	I do everything within my power to defend my organization in any circumstance			4 (2.8)	34 (23.8)	105 (73.4)	4.7	<b>2</b>
17	The image of my organization is my priority in everything I do		1 (0.7)	2 (1.4)	32 (22.4)	108 (75.5)	4.7	<b>2</b>

**Source:** Developed from field work, 2021

Based on Table 2, the top 5 highest ranked statements of OCB all had a mean score of 4.8 respectively. The statements were: I will give my full cooperation with any initiative that will make my organization grow, I will show to my organization my true loyalty without pretence, When others are speaking badly about my organization, I protect the image of my organization, I always feel proud of my organization, even publicly and I do give suggestions that will improve the performance of my organization. The scale for strongly agree generated the highest percentage for the 5 statements, with 79%, 77.6%, 82.5%, 80.4 and 76.9% respectively. This was followed by 20.3%, 22.4%, 16.8%, 18.9% and 23.1% for agree; 0.7%, 0%, 0.7%, 0.7% and 0% for neutral. None of the respondents, or 0% chose disagree and strongly disagreeing for the 5 statements.

The mean score for the second ranked statements is 4.7, generated by the following 9 statements: I create time to support colleagues whose job nature is very close to mine, I show support to those who have a problem relating to their job or even when the problem is not job-related, I go extra miles to accommodate new workers to feel at home in our workplace, Whenever any employee is going through a time of personal trial, is how that I am concern about his/her ordeal, I am willing to assist those who are not yet competent in their job, I am willing to spare time to assist my colleagues, I attend programs which can give excellent representation to my organization even though it is not compulsory, I do everything within my power to defend my organization in any circumstance and The image of my organization is my priority in everything I do. The scale for 'strongly agree' generated a percentage of 69.2%, 70.6%, 72.0%, 71.3%, 74.8%, 74.8%, 74.8%, 73.4% and 75.5% respectively, while 28.7%, 27.3%, 24.5%, 27.3%, 23.1%, 23.8%, 21.7%, 23.8% and 22.4% was for 'agreed', whereas 1.4%, 2.1%, 2.8%, 1.4%, 2.1%, 1.4%, 3.5%, 2.8% and 1.4% were for the neutral response. It should be noted that statements in items 2, 5, and 17 generated a 'disagree' response of 0.7% each.

One statement, namely, I attend functions which will enhance our organizational image even if it is not compulsory, was ranked third with a mean score of 4.6 The scale for 'strongly agree' for this statement generated a 69.9% response and 24.5% response for 'agree'. However 5.6% chose 'neutral' while none of the respondents 'disagree' or 'strongly disagree' with the statement.

The mean score for the forth ranked statement is 4.5, involving the following 2 statements: I will cover up the duties of my colleagues who is unable to come to work and I am willing to change my working time, to stand in for my colleagues, when they ask me to. The scale of response for both statements for 'strongly agreeing' was 59.4% each. 30.8% and 31.5% responses respectively were for 'agree'. Neutral responses were 6.3% and 4.9% respectively, while 3.5% and 4.2% responses 'disagree' with the respective statements.

**Table 3: Results for Organizational Commitment**

S/N	Organizational Commitment	Frequency (Percentage [%])					Mean	Rank
		SD	D	N	A	SA		
18	I have no sense of belonging in this organization.	103 (72.0)	30 (21.0)	4 (2.8)	1 (0.7)	5 (3.5)	1.4	6
19	I am satisfied to spend my whole life working here		5 (3.5)	12 (8.4)	31 (21.7)	95 (66.4)	4.5	3
20	I do recommend my workplace to my friends as a perfect place to secure a job.		1 (0.7)	5 (3.5)	39 (27.3)	98 (68.5)	4.6	2
21	Whenever my organization has a problem, I react as if its my problem			7 (4.9)	36 (25.2)	100 (69.9)	4.7	1
22	There is not a single person that is lazy in my department.		12 (8.4)	15 (10.5)	27 (18.9)	89 (62.2)	4.3	5
23	The focus of everyone in my department is high job quality.	1 (0.7)	3 (2.1)	20 (14.0)	29 (20.3)	90 (62.9)	4.4	4
24	Giving out the best efforts is our aim in our department.		1 (0.7)	1 (0.7)	36 (25.2)	105 (73.4)	4.7	1
25	In our Team, our work is highly productive.		1 (0.7)	4 (2.8)	32 (22.4)	106 (74.1)	4.7	1
26	As our team is highly efficient, we usually maximize our output.		1 (0.7)	5 (3.5)	35 (24.5)	102 (71.3)	4.7	1

**Source:** Developed from field work, 2021

The top ranked statements generated a mean score of 4.7, involving 4 statements as follows: Whenever my organization has a problem, I react as if it is my problem, Giving out the best effort is our aim in our department, In our team, our work is highly productive and As our team is highly efficient, we usually maximize our output. The scale of responses to the statements for strongly agreeing were 69.9%, 73.4, 74.1% and 71.3% respectively

while 25.2%,25.2%,22.4% and 24.5% respectively, agreed. 4.9%, 0.7%, 2.8% and 3.5% responses respectively were neutral. Of the 4 statements, 3 statements showed 0.7% responses of disagreement, while none or 0% generated a strongly disagreeing response.

Only 1 statement fell under the second ranked group, namely, the statement that stated— I do recommend my workplace to my friends as a perfect place to secure a job, which had a mean score of 4.6. 68.5% of the respondents strongly agreed with the statement, with 27.3% agreeing. However 0.7% respondents disagreed, while 3.5% chose to be neutral. Similarly only 1 statement was ranked third, involving the, statement that said — I am satisfied to spend my whole life working here, which generated a mean score of 4.5. 66.4% strongly agreed with this statement, 21.7% agreed, while 8.4% chose neutral. However, 3.5% disagreed with the statement.

The fourth ranked statement was the statement that said — the focus of everyone in my department is high job quality, which showed a mean score of 4.4. Majority of the respondents strongly agreed or agreed with this statement as indicated by the 62.9% and 20.3% responses respectively. However, 2.1% of the respondents disagreed, while 14.0% were neutral.

The fifth ranked statement was — there is not a single lazy staff in my department, which showed a mean score of 4.3. 62.2% of the respondents strongly agreed with this statement, 18.9% agreed, whereas 10.5% were neutral. However 8.4% disagreed.

The sixth ranked statement was — I have no sense of belonging in this organization, with a mean score of 1.4. A majority of the respondents strongly disagreed or disagreed with this statement as indicated by 72.0% and 21.0% responses respectively. However, 0.7% agreed while 3.5% strongly agreed.

#### Hypothesis

*H<sub>0</sub>: There is no significant relationship between organizational citizenship behaviour and organizational commitment at Universiti Kuala Lumpur, Malaysia*

*H<sub>1</sub>: There is significant relationship between organizational citizenship behaviour and organizational commitment at Universiti Kuala Lumpur, Malaysia*

Cronbach's Coefficient Alpha was used to interpret the reliability of the survey, identify the correlations, reliability and consistency of the data employed in the study. In this research study, there were 2 independent variables and 1 dependent variable. The table below shows the level of reliability based on the Cronbach's Alpha (a) coefficient range adopted for the purpose of this study.

**Table 4: Interpretation of Cronbach's Coefficient Alpha**

Cronbach's Coefficient Alpha (a)	Reliability
0.80 to 0.95	Very Good
0.70 to 0.80	Good
0.60 to 0.70	Fair
< 0.60	Poor

Source: Sekaran & Bougie (2010)

**Table 5: Reliability Test Results for Variables**

Variables	Cronbach's Alpha
OCB	0.954884
Organizational Commitment	0.853186

Source: Developed for this research, 2021

Table 5 above shows the reliability analyses for each of the variable in this study. As recorded in the table above, both the independent and dependent variables showed a Cronbach's Alpha (a) coefficient of above 0.60. In fact the OCB, and Spiritual leadership variables fell under the level of "Very Good" as attested by the Cronbach's Alpha coefficient of 0.954884 and 0.853186 respectively. Thus, statistically, all the variables were reliable and acceptable, as all showed a Cronbach's Alpha coefficient value of more than 0.60.

Pearson Correlations Coefficient was adopted to help indicate the significant connection, strength and direction among all the variables.

**Table 6 Results of Pearson's Correlation Analysis**

Excluded Variables <sup>a</sup>						
Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	VIF
1 OC	.409 <sup>b</sup>	6.482	.000	.482	.237	4.213
						Minimum Tolerance
						.237

a. Dependent Variable: OC

b. Predictors in the Model: (Constant), OCB

A positive relationship was found between OCB and OC. OCB has a positive value correlation coefficient as shown in Table 6. The OCB showed a 0.409 correlation coefficient with OC. Thus, when OCB is high, organizational commitment is also high.

The t-statistics shows a value of 6.482 with a prob value of 0.000 which is less than 5% level of significance. Therefore, the alternative hypothesis which states that there is significant relationship between organizational citizenship behaviour and organizational commitment at Universiti Kuala Lumpur, Malaysia is accepted, whereas the null hypothesis which states that there is no significant relationship between organizational citizenship behaviour and organizational commitment at Universiti Kuala Lumpur, Malaysia is thereby rejected.

## **V. Discussion**

In investigating the relationship between Organizational Citizenship Behaviour and organizational commitment, the results showed that there was a significant relationship between Organizational Citizenship Behaviour and organizational commitment. Previous results by researches conform with our findings that commitment is the predictive of OCB because it significantly impacts on OCB (Liu 2009; Islam et al. 2012). The findings is also in line with the study of Hossain (2015) which found that when the OCB is high, teachers will pay more attention to students and understand students' learning power and provide quality education that benefitted the universities. Besides, when teachers' OCB is high, they will be more concern of their students. They will be very cooperative, supportive and compassionate in solving students' problems. Moreover, Fry and Slocum (2017) conducted a research on a company that owned wholesale distributors. The study measured organizational commitment and productivity along with calling/meaning, membership, and the elements of spiritual leadership (vision, faith, hope, and altruistic love). Findings indicated that 13% of distributor sales growth could be explained by meaning/calling and membership along with 94% of employee commitment to a company and 73% of distributor productivity. According to Subejo et al., (2013), when employees have a feeling that they are being relied on and trusted by their organizations for certain important tasks, their organizational commitment will increase. This implies that the freedom of work for employees or the freedom for employees to make decisions can enhance their job performance and employees will be much more committed. It also implies that job autonomy will affect job commitment. Thus, the connection of Organizational Commitment and organizational commitment is proved to be positive.

## **VI. Conclusion and Recommendations**

### **Conclusion**

The possibility of employees to individualize their field of work shows that the individual employee is not exposed to a uniform working style or working environment, whereas a uniform working style or environment is another detail that can help individual employees to experience spirituality more meaningfully. One way for employees to experience meaning in the workplace environment is to make work less stressful and more enjoyable. Another way is to make their work more meaningful through actual participation in decision-making and processes. Providing employees' participation in decisions or processes through ideas and feedback collection platforms in many organizations is one of the applications that feed the sense of meaning and connectedness in the employees' workplace environment. Discretionary behaviours such as OCB is needed within educational institutions in order to achieve set goals. This is because work environments and leaders influence the motivation, ability, or opportunity of employees to exhibit OCBs. Schools within educational institutions and their leaders need to examine their roles in influencing this necessary teacher behaviour.

### **Recommendations**

This study has shown that with some level of good behaviour, there will be increase in commitment at the workplace, therefore the management of Universiti Kuala Lumpur Business School and MIIT in Malaysia must do everything possible to ensure positive behaviour of its staffs. It is imperative that measures are put in place to enhance the commitment of the staff such as prompt payment of salaries, bonuses for workloads, research grants.

## **References**

- [1]. Allen, N.J. & Meyer, J.P. (2013). Construct validation in organizational behavior research: The case of organizational commitment. in Goffin, R.D. and Helmes, E. (Eds), Problems and solutions in human assessment: Honoring Douglas N. Jackson at Seventy, Kluwer, Norwell, MA, pp. 285-314.
- [2]. Batman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of Management Journal*, 26, 587-595. doi:10.2307/255908.
- [3]. Caught, K., Shadur, M.A. & Rodwell, J.J. (2017). The measurement artifact in the organizational commitment questionnaire. *Psychological Reports*, 87, 777-788
- [4]. Chen, C. H. V., & Kao, R. H. (2012). Work values and service-oriented organizational citizenship behaviors: The mediation of psychological contract and professional commitment: A case of students in Taiwan Police College. *Social Indicators Research*, 107(1), 149-169. doi:10.1007/s11205-011-9832-7.

- [5]. Dickinson, L. (2019). An examination of the factors affecting organizational citizenship behavior. University of Tennessee, Knoxville, TN. p. 43. Available at: <http://www.utc.edu/departments/honors/pdfs/dickinsonl.pdf>.
- [6]. DiPaola, M., & Tschannen-Moran, M. (2018). Organizational citizenship behavior in schools and its relationship to school climate. *Journal of School Leadership*, 11(5), 424–447. Available at: [http://wmpeople.wm.edu/asset/index/mxtsch/\\_22](http://wmpeople.wm.edu/asset/index/mxtsch/_22).
- [7]. Ezeanyim, E. E. & Ufoaroh, E. T. (2019). The impact of job satisfaction on employee performance in selected public enterprise in Awka, Anambra State. *Global Journal of Management and Business Research: A Administration and Management*, 19 (7), 41-50.
- [8]. Fry, L., & Slocum Jr., J. (2017). Maximizing the triple bottom line through spiritual leadership. *Organizational Dynamics*, 37, 86-96.
- [9]. Garg, P., & Rastogi, R. (2016). Climate profile and OCBs of teachers in public and private schools of India. *International Journal of Educational Management*, 20(7), 529–541. doi:10.1108/09513540610704636.
- [10]. Hasani, K., Boroujerdi, S. S. & Sheikhesmaeili, S. (2013). The effect of organizational citizenship behavior on organizational commitment. *Glob Bus Perspect* (2013) 1:452–470
- [11]. Hossain, Md.M. (2020) Organizational citizenship behavior and organizational commitment among clinical nurses in Bangladesh. *Open Journal of Nursing*, 10, 693-704. <https://doi.org/10.4236/ojn.2020.107049>
- [12]. Islam, T., Khan, S. R., Shafiq, A., & Ahmad, U. N. U. (2012). Leadership, citizenship behavior, performance and organizational commitment: The mediating role of organizational politics. *World Applied Sciences Journal*, 19(11), 1540–1552. doi:10.5829/idosi.wasj.2012.19.11.2093.
- [13]. Lepine, J. A., Erez, A., & Johnson, D. E. (2012). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52–65. doi:10.1037/0021-9010.87.1.52.
- [14]. Liu, Y. (2019). Perceived organizational support and expatriate organizational citizenship behavior: The mediating role of affective commitment towards the parent company. *Personnel Review*, 38(3), 307–319. doi:10.1108/00483480910943359.
- [15]. Luthans, F. (2016). *Organizational behavior*. New York: McGraw-Hill.
- [16]. Meyer, J.P. & Allen, N.J. (2015). A three-component conceptualization of organization commitment. *Human Resource Management Review*, 1 (1), 61-98.
- [17]. Meyer, J.P. & Herscovitch, L. (2013). Commitment in the workplace: toward a general model. *Human Resource Management Review*, 11 (3), 299-326.
- [18]. Mirabizadeh, M., & Gheitasi, S. (2012). Examining the organizational citizenship behavior as the outcome of organizational commitment: Case study of universities in Ilam. *Management Science Letters*, 2(3), 951–960. doi:10.5267/j.msl.2012.01.016.
- [19]. O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification and internalization on pro-social behavior. *Journal of Applied Psychology*, 71(3), 492–499. doi:10.1037/0021-9010.71.3.492.
- [20]. Organ, D. W. (2015). *Organizational citizenship behaviour: the good soldier syndrome*, Lexington, MA: Lexington Books.
- [21]. Organ, D., Podsakoff, P., & MacKenzie, S. (2016). *Organizational citizenship behaviour: Its nature, antecedents, and consequences*. Thousand Oaks, CA: Sage Publications.
- [22]. Podsakoff, N. P., Blume, B. D., Whiting, S. W., & Podsakoff, P. M. (2015). Individual and organizational-level consequences of organizational citizenship behaviours: A meta-analysis. *Journal of Applied Psychology*, 94 (1), 122-141.
- [23]. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2017). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563. doi:10.1177/014920630002600307.
- [24]. Priyanka Y & Punia, B. K. (2013). Organisational citizenship behaviour: A review of antecedent, correlates, outcomes and future research directions *IJHPD*, 2 (2).
- [25]. Rita, M., Randa P., O., Rante, Y., Tuhumena, R. & Erari, A. (2018). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. *International Journal of Law and Management*, Vol. 60 No. 4, pp. 953-964. <https://doi.org/10.1108/IJLMA-03-2017-0026>
- [26]. Subejo, E. A. T., Armanu, T & Siti, A. (2013). The effect of organizational commitment and organization identity strength to citizenship behaviour (ocb) impact on fire department and disaster employee performance in Jakarta Indonesia. *IOSR Journal of Business and Management* , 10, Issue 3 (May. - Jun. 2013), PP 30-36