

# Building Organizational Citizenship Behavior Lecturer to Achieve the Best Performance at State University

Praptini Yulianti

Departement of Management Universitas Airlangga.

praptiniyulianti@yahoo.com

**Keywords:** Perceived Organizational Support, Organizational Identification, Affective Commitment, Organizational Citizenship Behavior, Creative Organizational Climate.

**Abstract:** The development of higher educational institutions is inseparable from the role of lecturers. Lecturers' best performance is achieved when they carry out their tasks with creativity through Organizational Citizenship Behavior. Organizational Citizenship Behavior can be built through lecturer's Perceived Organizational Support, Organizational Identification and Affective Commitment and lecturer's Organizational Citizenship Behavior can develop better with Creative Organizational Climate. This study examines the factors affecting Organizational Citizenship Behavior which are Perceived Organizational Support, Organizational Identification, Affective Commitment strengthened by Creative Organizational Climate as moderating variable in state higher educational institutions. Using a sample of 200 lecturers of state university and data analysis uses Structural Equation Modelling (SEM) with Analysis of Moment Structure (AMOS) program version 20. The result of this study proves that Perceived Organizational Support significantly influences Organizational Citizenship Behavior, Organizational Identification and Affective Commitment. Organizational Identification significantly influences Affective Commitment and Affective Commitment significantly influences Organizational Citizenship Behavior, however Organizational Identification does not significantly influence Organizational Citizenship Behavior. Moreover, Creative Organizational Climate strengthens the influence of Perceived Organizational Support (POS) on Organizational Citizenship Behavior.

## 1 INTRODUCTION

Organizational Citizenship Behavior (OCB) is a very important aspect to achieve the best performance of lecturers in universities, so that the study of the Organization Citizenship Behavior (OCB) at higher education institutions will be interested to do research. Organizational Citizenship Behavior (OCB) is a behavior that is involved in innovative activities (Katz and Kahn, 1966: 337) and is not explicitly included in the description of duties and is not formally linked to the performance of duties of members of the organization (Organ, 1977).

Organizational Citizenship Behavior (OCB) is not only as a citizen organization which is good (good citizenship) to conduct voluntary help colleagues who are having difficulty dealing with the completion of work assignments (Organ et al., 2006: 251) volunteer to help with the extra work, (Van Scooter and Motowidlo, 1996) as well as

obedient and loyal to the organization (Van Dyne et al., 1994), but organizational Citizenship behavior (OCB) is also as a behavior that exceeds the job description which is oriented to the self-development (George and Brief, 1992) and changes in the organization's performance (Woodman et al., 1993). Organizational Citizenship Behavior (OCB) is oriented to the change in performance is realized with the innovative behavior by developing new ways of working (Oldham and Cummings, 1996), proactive behavior by offering input constructive (Katz, 1964) as well as providing new ideas in work (Van Dyne and Lepine, 1998).

Aquinis (2013: 92) states that it would be difficult for an organization to achieve competitive advantage when the organization's members do not perform Organization Citizenship Behavior (OCB).

Perceived Organizational Support (POS) as antecedents of Organizational Citizenship Behavior (OCB) interesting to study at the State University (PTN). State Universities is an organization owned

by the government and as a government-owned organization; the management is generally based on the rules that must be implemented, otherwise known as bureaucratic organizations. As a professional bureaucratic organization, the leaders of public universities are required to professionally manage the college not just implement the rules. Perceived Organizational Support (POS) can be influenced the OCB through organizational commitment (Organ et al., 2006). Further specifics Eisenberger and Rhoades (2002) and Setton et al. (1996) stated that the Perceived Organizational Support (POS) as the basis for the development of affective commitment is positively correlated most strongly with OCB compared with normative commitment and continuance (Meyer et al., 2002). Furthermore, Perceived Organizational Support (POS) will also affect the OCB through Organizational Identification (Rhoades and Eisenberger, 2002; Celik, 2012; Dutton et al., 1994). Creative Organizational Climate can be a moderator effect of Perceived Organizational Support (POS) on Organizational Citizenship Behavior. Creative behavior is not only built on his personal qualities, but also influenced by the creative climate of organizational support (Isaksen et al., 2001).

The purpose of this study is to analyze and provide evidence that lecturers' best performance can be achieved through Organizational Citizenship Behavior which is influenced by Perceived Organizational Support, Organizational Identification, and Affective Commitment with Creative Organizational Climate which is moderating the effect of Perceived Organizational Support to Organizational Citizenship Behavior on lecturers of state higher educational institutions.

### **1.1 The Relationship between Perceived Organizational Supports with Organizational Citizenship Behavior**

Perceived organizational support is based on the relation socio-exchange between employee and organizations. The Norm of reciprocity said that someone who is treated well by others so that will have an obligation to reply as well as they get the treatment (Blau, 1964: 88). Perceived Organizational Support which is reflected by procedural justice will give positive contribution for the organization's goal (Eisenberger et al., 2001). The policy which is given by organizations such as fairness in the treatment, support from leaders also human resources management which can give the members of

organizations wants to give positive contribution for organizations by behaved like OCB. George and Brief (1992) also said that POS at the same level that is high, will improve behavior of OCB with giving a builder idea also trying to improve knowledge and skills which is valuables for organizations. The Result of Study by Paille et al. (2010) and Liu, (2009) has proved that there is a significant influence between Perceived Organizational Support with OCB-O.

### **1.2 The Relationship between Perceived Organizational Supports with Affective Commitment**

Eisenberger and Rhoades (2002) said that "POS is positively related to offer constructive suggestion for organizational improvement, and affective organizational commitment". Setton et al. (1996) said that "employee's perception of the support they receive from their organization provides the basis for the development of affective commitment. Affective commitment is a commitment because there is a positive emotion about organizations. POS is an organizations commitment on employee and affective commitment is an employee commitment on organizations. POS that is positively felt by organizations members can provide affective commitment.

### **1.3 The Relationship between Perceived Organizational Supports with Organizational Identification (OID)**

Organizational Identification is a pride the members of organizations on its organizations. Mael and Ashforth (1992) argues that an employee that has high identification will think and do from the organization's point of view (Van Knippenberg et al, 2007), POS is the form from internal respect that is given by organizations with always value organization members contribution through giving chance to develop, participating on decision making, giving the challenging tasks also valuing the members of organization's performance. The study from Celik (2012) and Fuller et al. (2003) has proved that Perceived Organizational Support has positive influenced and significant with Organizational Identification (OID).

### 1.4 The Relationship between Organizational Identification (OID) with OCB

Organizational Identification is a way to explain the relationship between organization members and organizations where they work. Organizational Identification can be defined as ‘perception of family with or has a feel for organization’, where organizations members defines in the term of organizations where they work (Ashforth and Mael, 1989). Some studies have proved that organizational identification that has high level will give better values for organizations or employee. (Ashforth and Mael, 1989) also said that personal identification by the members of organizations is to improve their Self-esteem. Organization Members is motivated by needs of self-enhancement, they tend to identify with an organization that gives positive quality for them (Dutton et al., 1994). Organizational Identification that has high level is not only direct towards on better performance but also on Organizational Citizenship Behavior (Van Dick et al., 2005)

### 1.5 The Role of Creative Organizational Climate as a moderating The Relationship between POS and OCB

Few studies have been stated that POS has a positive effect on OCB (Moorman et al., 1998; Wayne et al., 1997). OCB which is directed on the innovative will be strengthening by Creative Organizational Climate. Creativity Climate occurs not only by the result of Individual process but also the products from the result of interaction with socio-system. Creativity cannot be occurred spontaneity (Kylan and Shani, 2002), many external factors that is role in stimulating and maximizing creativities. Climate which is positive felt by the members of organizations will provide the creativity. Amabile et al. (1996) argues that organizational socio environment which is creative characterized by a commitment of organizational members on organizational goals, freedoms and autonomies related with choosing the tasks, some supports to provide ideas, recognizing, and rewards from the management for the creativity at works. Cilla (2011) has been proved that Organizational Climates for Creativity is significance influenced on OCB and Jen Lin et al. (2011) has been proved that Organizational Climate which oriented on excellent

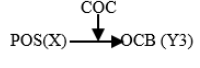
services for services company as a moderating the relationship between POS and OCB.

## 2 METHODOLOGIES

Population in this study is a state university lectures in Surabaya. This study uses 35 indicators, that’s why the minimum amount of the sample that is needed is 35 x 5 or 175 samples. The measurement of sample for SEM that is used estimation method Maximum Likelihood Estimation (MLE) is about 100 - 200 sample (Hair et al., 1998: 605). Hair et al. (1998: 604) argues that for the fit models so that sample that is recommended is about 200 samples. This research uses 200 samples. The measurement of Perceived Organization Support has developed by Rhoades and Eisenberger (2002) also Shore and Shore (1995). The measurement of Organizational Identification has developed by Mael and Ashforth (1992), Cheney (1983), Vandenberg, et al., (1994). The measurement of affective commitment has developed by Allen and Meyer (1990). The measurement of OCB has developed by Moon et al. (2004). The measurement of Creative Organizational has developed by Amabile et al. (1996) and Ekval et. al. (1996).

## 3 RESULTS

Table 1: Results.

Hypothesis	Path coefficient	C.R	P
POS (X) → OCB (Y3)	0,079	2,18	0,028
POS (X) → OID (Y1)	0,671	6,03	0,000
POS (X) → AC (Y2)	0,251	3,01	0,003
OID (Y1) → AC (Y2)	0,675	5,64	0,000
AC (Y2) → OCB (Y3)	0,491	3,38	0,000
OID(Y1) → OCB(Y3)	0,101	0,79	0,414
 POS(X) → OCB (Y3)	0,096	1,96	0,049

The result of this study proves that Perceived Organizational Support (POS) has a significance influence on Organizational Citizenship Behavior, Organizational Identification and Affective Commitment. Organizational Identification

significantly influences Affective Commitment and Affective Commitment significantly influences Organizational Citizenship Behavior, however Organizational Identification does not significantly influence Organizational Citizenship Behavior. Moreover, Creative Organizational Climate strengthens the influence of Perceived Organizational Support (POS) to Organizational Citizenship Behavior. This study also proves that Affective Commitment partially mediating the relationship between Perceived Organizational Support (POS) and Organizational Citizenship Behavior, and also fully mediating the relationship between Organizational Identification and Organizational Citizenship Behavior. Besides, this study proves that Organizational Identification partially mediating the relationship between Perceived Organizational Support (POS) and Affective Commitment.

This result of this study provides empirical contribution that higher educational institution is a group of competent scholars. Rewards, faculties or departments' leaders concerns on the lecturers' competence development can influence the lecturers' Organizational Citizenship Behavior. The lecturers' competence may lack its meaning for the faculty or department if there is no climate which supports lecturers' competence as an important asset for the state higher educational institutions. The influence of Perceived Organizational Support to Organizational Citizenship Behavior which is strengthened by Creative Organizational Climate proves that lecturers are "Human Capital" in state higher educational institutions. This study also contributes on the literature of Organizational Behavior, that is the construct and measurement of Organizational Citizenship Behavior should be adapted according to the current conditions in which members of organization are educated workers. Moreover, the construct of Organizational Identification construct is a construct that can be differentiated from Organizational Commitment Especially Affective Commitment. Identification on Organizational Identification and Organizational Commitment is different. Identification on Organizational Identification is the feelings of unity and pride as organizational members and is a cognitive element, whereas identification on Organizational Commitment due to the eagerness of joining or for career, the eagerness to be involved due to value internalization is an affective element to motivate in work.

## 4 CONCLUSIONS

According to the result of this study, it is suggested to higher educational institutions' managers that supports provided to lecturers are forms of commitment of the head of faculty or department to the lecturers. The head of faculties or departments are expected to have creativity in building lecturers' Perceived Organizational Support through the policy for caring and appreciating the lecturers' contribution. This policy in providing support to the lecturers is not only supports for development and rewards for successful lecturers but also with creativity in creating policies as a form of the faculties or departments' concerns for the lecturers. The thoughts underlying the support provision is that the lecturers are human capital for faculties or departments. Furthermore, procedural fairness should be the basis for policy making as procedural fairness is more experienced by the lecturers in their daily activities in the faculties or departments. Suggestions for future researchers, it is important to analyze the relevance of Organizational Citizenship Behavior (OCB) construct and identification construct in Organizational Commitment and Organizational Identification because they are different constructs.

## REFERENCES

- Aquinis, H., 2013. *Performance Management*, Pearson. United State of America, Third Edition.
- Allen, N. J., Meyer, J. P., 1990. The Measurement and Antecedent of Affective, Continuance and Normative Commitment to the Organization, *Journal of Occupational Psychology*, Vol. 63, pp. 1-18.
- Ashforth, B. E., Mael, F., 1989. Social Identity Theory and the Organization. *Academy of Management Review*, Vol. 1, No. 1, pp. 20 – 39.
- Amabile, T., Conti I., Coon, H., 1996. Assessing the Work Environment for Creativity, *Academy of Management Review*, Vol. 39 No.5, pp.1154-1184.
- Blau, P., 1964. *Exchange and Power in Social Life*, Wiley. New York.
- Celik, A. M. F., 2012. The Effect of Perceived Organizational Support on Organizational Identification, *World Academy of Science, Engineering and Technology*, Vol. 68
- Cheney, G., 1983. *On the Various and Changing Meanings of Organizational Membership: A Field Study of Organizational Identification*, *Communication Monographs*, Vol. 50, pp. 342-362.
- Cilla, M. J. 2011. *Exploring the relationship between organizational citizenship behavior and*



- organizational climates for creativity*. Master's Theses Paper 4086, Submitted to San Jose State University.
- Dutton, J. E., Dukerich, J. M., Harquail, C. V., 1994. Organizational Images and Member Identification. *Administrative Science Quarterly*, Vol. 39, pp. 239-264.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., Rhoades, L., 2001. Reciprocation of Perceived Organizational Support, *Journal of Applied Psychology*, Vol. 86, pp. 42-51.
- Ekvall, G., Isaksen, S. G., Lauer, K. L., 2000. Perception of the Best and Worst Climates for Creativity, *Creativity Research Journal*. Vol.13, No.2, pp. 171-184.
- Fuller, B. J., Hester, K., Barnett, T., Frey, L., Relyea, C., 2006. Perceived Organizational Support and Perceived External Prestige: Predicting Organizational Attachment for University Faculty, Staff and Administration, *The Journal of Social Psychology*, Vol. 146, No. 3, pp. 327-347.
- George, J. M., Brief A. P., 1992. Feeling good doing good: A Conceptual Analysis of the Mood at Work – Organizational Spontaneity Relationship. *Psychological Bulletin*, Vol. 112, No.2, pp. 310-329.
- Hair, J., Anderson, R., Tatham, R., Black, W. C., 1998. *Multivariate Data Analysis*, Prentice Hall International, Inc. New Jersey, Fifth Edition.
- Isaksen, S. G., Lauer, K. J., Ekvall, G., Britz, A., 2001. Perceptions of the best and Worst Climates for Creativity: Preliminary Validation Evidence for the Situational Outlook Questionnaire. *Creativity Research Journal*, Vol. 1, No. 2, pp. 171-184.
- Jen Lin, Jennifer Shu, Shu, C. L., 2011. Moderating effect Organizational Climate on The Relationship of Organizational Support and Service Oriented Organizational Citizenship Behaviors, *African Journal of Business Management*, Vol. 5, No.2, pp. 582-595.
- Katz, D., 1964. Motivational Basis of Organizational Behavior, *Behavioral Science*, Vol.9, pp. 131-146.
- Katz, D., Kahn, R. L., 1966. *The Social Psychology of Organization*, John Wiley and Sons, Inc. New York.
- Kylen, S. F., Shani, A. B., 2002. Triggering Creativity in Teams: An Exploratory Investigation. *Creativity and Innovation Management*, MA Blackwell Publishers Ltd. USA.
- Liu, Y. 2009. Perceived organizational support and expatriate organizational citizenship behavior: The mediating role of affective commitment towards the parent company. *Personnel Review*, 38(3), 307-319
- Mael, F., Ashforth, B. E., 1992. Alumni and Their Almamater: A Partial Test of the Reformulated Model of Organizational, *Journal of Organizational Behavior*, Vol. 13, pp. 103-124.
- Meyer J. P., Stanley D. J., Herscovitch L., Topolnytsky L. 2002. "Affective, Continuance and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences". *Journal of Vocational Behavior*, 61, pp. 20-52.
- Moon, H., Van Dyne, L., Krysia, W., 2004. *The Circumplex Model and The Future of Organizational Citizenship Behavior Research*, In: David. L. (Eds), Handbook of Organizational Citizenship Behavior, Nova Science Publishers Inc., pp.1-22.
- Moorman, R. H., Blakely, G. R., Niehoff, B. P., 1998. Does Perceived Organizational Support Mediate the Relationship between Procedural Justice and OCB, *Academy of Management Journal*, Vol. 41, pp. 351-358.
- Oldham, G. R., dan Cumming, E., 1996. Employee Creativity: Personal and Contextual Factors at Work, *Academy of Management Journal*, Vol. 39, pp. 607-634.
- Organ, D. W., 1977. A Reappraisal and Reinterpretation of the Satisfaction – Causes - Performance Hypothesis, *Academy of Management Review*, Vol. 2, pp. 46-53.
- Organ, D.W., Podsakoff, P. M., MacKenzie, S.B., 2006. *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*, Thousand Oaks, Sage. CA.
- Paille, P., Pascal, P., Laurent, B., 2010. Support, Trust, Satisfaction, Intent to Leave and Citizenship at Organizational Level: A Social Exchange Approach. *Organizational Analysis* Vol. 18 No. 1, pp. 41-58.
- Rhoades, L., Eisenberger, R., 2002. Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention. *Journal of Applied Psychology*, Vol. 87, pp.565-573.
- Settoon, R. P., Bennet, N., Liden, R. C., 1996. Social Exchange in Organizations: The Differential Effects of Perceived Organizational Support and Leader Member Exchange, *Journal of Applied Psychology*, Vol. 81, pp. 219-239.
- Shore, L. M., Shore, T. H., 1995. *Perceived organizational Support and Organizational Justice*. In R. S. Cropanzano and K. M. Kacmar (Eds.), *Organizational Politics, Justice, and Support: Managing the Social Climate of the Workplace*, Westport, CT: Quorum Super, D., pp. 149-164.
- Van Scotter, J. R., Motowidlo, S. J., 1996. Evidence for Two Factors of Contextual Performance: Job Dedication and Interpersonal Facilitation. *Journal of Applied Psychology*, Vol. 81, pp. 525-531.
- Van Dick, R., Wagner, U., Stellmacher, J., Christ, O., Tissington, P. A., 2005. To be (long) or not to be (long): Social Identification in Organizational Contexts, *Genetic, Social, and General Psychology Monographs*, Vol. 13 No. 3, pp. 189-218.
- Van Dyne, L., Graham, J. W., Dienesch, R. M., 1994. Organizational Citizenship Behavior: Construct Redefinition, Measurement, and Validation, *Academy of Management Journal*. Vol. 37, No. 4, pp. 765 -802.
- Van Dyne, L., LePine, J. A., 1998. Helping and Voice Extra-Role Behavior: Evidence of Construct and Predictive Validity, *Academy of Management Journal*, Vol. 41, pp. 108-119.
- Vandenberg, R. J., Self, R. M., Seo, J. H., 1994. A Critical Examination of the Internalization, Identification, and Compliance Commitment Measures, *Journal of Management*, Vol. 20, pp. 123-140.

- Van Knippenberg, D., Van Dick, R., Tavares, S., 2007. Social Identity and Social Exchange: Identification, Support and Withdrawal from the Job, *Journal of Applied Social Psychology*, Vol.37, NO.3, pp.457-477.
- Wayne, S. J., Shore, L. M., Liden, R. C., 1997. Perceived Organizational Support and Leader Member Exchange: A Social Exchange Perspective, *Academy of Management Journal*, Vol. 40, pp. 82-111.
- Woodman, R.W., Sawyer, J. E., Griffin, R. W., 1993. Toward a Theory of Organisational Creativity, *Academy of Management Review*, Vol. 18, No. 2, pp. 293- 321.

