

**THE MEDIATE EFFECT OF AFFECTIVE COMMITMENT TOWARDS THE
RELATIONSHIP BETWEEN INTERACTIONAL JUSTICES AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG MANAGEMENT
LEVEL EMPLOYEES AT UNIVERSITI SAINS MALAYSIA**

By

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**Research Report Submitted in Partial Fulfilments of the Requirement for the Degree
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DEDICATION

MY Family:

My Father, Zainoddin bin Osman

To

My Mother, Norpah binti Mohamed

Also

My Sisters

Norzaililah, Norbaizura and Normadihah

And My wife and kids

Aqsoriah Kamaruddin, Ayu Balqis and Ashraf Wajdi

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

"لقد كان لسبأ في مسكنهم آية جنتان عن يمين وشمال كلوا من رزق ربكم واشكروا له بلدة طيبة ورب غفور"

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ABSTRAK

Kajian ini adalah untuk memahami kesan penghubung bagi komitmen berkesan (affective commitment) diantara keadilan interaksi (interactional justice) dan kelakuan penghuni organisasi (organizational citizenship behaviour) dalam kalangan bahagian pengurusan USM. Di dalam kajian ini kelakuan penghuni organisasi diukur dengan lima dimensi, manakala keadilan interaksi dan komitmen berkesan dilabelkan sebagai pembolehubah unidimensi. Dengan menggunakan persampelan rawak berstruktur, sebanyak 176 borang kajiselidik diperoleh dalam kalangan pegawai bahagian pengurusan USM bagi gred 41 sehingga gred 54. Ia melibatkan 4 kampus USM iaitu Kampus Induk, Kampus Kejuruteraan, Kampus Kesihatan dan Institut Perubatan dan Pergigian Termaju. Data telah dianalisa menggunakan analisa regrasi linear (SPSS linear regression analysis) untuk mengkaji kesan penghubung bagi komitmen berkesan. Secara keseluruhan kajian ini mendapati terdapat hubungan positif yang ketara antara komitmen berkesan dengan sifat pemurah (altruism) dan kesopanan (courtesy). Memandangkan majoriti subhipotesis telah ditolak, ujikaji merumuskan bahawa komitmen berkesan bukan penghubung diantara keadilan interaksi dan kelakuan penghuni organisasi. Kesimpulanya keputusan ujikaji ini boleh digunakan untuk memperbaiki sistem pentadbiran USM sebagai Universiti berstatus Apex berdasarkan cadangan yang dikemukakan.

ABSTRACT

This research studied the mediate effect of affective commitment towards the relationship between interactional justices and organizational citizenship behaviour among management level employees at USM. For this study OCB is being measured by 5 dimensions, where as, interactional justice and affective commitment is labelled as unidimensional variables. By using stratified random sampling, a total of 176 sets of questionnaires were collected among the management level of employees ranged from 41 to 54, from USM's four campuses which consist of Main Campus, Engineering Campus, Health Campus and Advanced Medical and Dental Institute (AMDI). The data was subsequently analysed using SPSS linear regression analysis to test for the mediating effect of affective commitment. Overall, study found that there is a positive significant relationship between affective commitment and altruism and courtesy. Since majority of the sub hypothesis were rejected, study concludes that affective commitment is not the mediate effect between interactional justice and OCB. In conclusion, this result can be used to improve the governance system of USM as an APEX status university based on the recommendations stated.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

University of Penang was founded after an agreement made on a resolution approved by the Penang State Legislative Council in 1962, which suggested that a university college be established in the state (<http://www.usm.my> retrieved, 31 March 2009, 2.00pm). An area in Sungai Ara was identified and later the foundation stone was placed by the then Prime Minister, Y.T.M Tunku Abdul Rahman Putra Al-Haj on the 7th of August 1967(<http://www.usm.my> retrieved, 31 March 2009, 2.00 pm).In 1969, the University of Penang was renamed as Universiti Sains Malaysia and being established response to the need for a larger campus with a more conducive environment (<http://www.usm.my> retrieved, 31 March 2009, 2.00pm). The university has been developing and expanding since its inception, which started with the enrolment of 57 science based students (<http://www.usm.my> retrieved, 31 March 2009, 2.00pm). Now, USM offers courses at undergraduate and postgraduate levels to approximately 20,000 students. USM has also become a well-known university locally and internationally. Recently in September 2008, Universiti Sains Malaysia (USM) has been selected as the nation's APEX University. The Accelerated Programme for Excellence (APEX) is a fast track development programme for institutions of higher education to achieve and to be recognized as a world-class institution. In transforming USM for the APEX programme, it needs the supportive governance from various levels of employees in order to enhance the quality of the programme (Salmi, 2006). In the context of USM, management level employees play a vital role in order to ensure the process of APEX runs smoothly. Thus,

there are two books were published in order which outlines the importance of management employees' role. Silver book and recently Black Book, are used to guide the transformation process. By using the Blue Ocean Strategy, each of the transformation process was discussed in detail. Moreover, Robbin (2007) also agrees that middle level management play an important role to ensure all information are shared accordingly and effectively. Researchers in various fields also be of the same mind that employees are more committed to the organization will have more trust, and are more satisfied In relations to this conclusion, there are various contribution factors towards the satisfaction of an employee, but, one ultimate key to unlock the satisfaction is to have a high level of organization citizenship (Robert, 1991). In addition, OCB is said to have a close tied with organizational justice.

The study of organizational justice has progressed steadily since Adams (1965) introduced the concept of inequity in distributive situations. His work led to a period of research focusing on the fairness of pay or outcomes in work settings, which is commonly referred to as distributive justice (Deutsch, 1985). Since then, research efforts have recognized the need to consider other aspects of workplace justice, such as the fairness of the formal policies or procedures used for decision making. This focus on the fairness of the methods used in decision making is referred to as procedural justice (Folger & Greenberg, 1985; and Lind & Tyler, 1988). Together, the focus on the fairness of distributive outcomes and the means used to obtain them has had a substantial impact on the field of organizational justice. These research streams, however, had not considered the social-interactional context in which formal procedures and decisions are implemented. Since leaders are “responsible” for enacting fair procedures, their behavior

represents an important source of justice. Considering that point, researchers have begun to examine aspects of justice concerned with the interpersonal treatment of workers. This form of justice has been termed “interactional justice” (Tyler & Bies, 1990). Interactional justice is an important consideration in the workplace because of the effects associated with seemingly fair or unfair treatment (Frey, 1997). It is important that a high degree of interactional justice exists in a subordinate/supervisor relationship in order to reduce the likelihood of counterproductive work behaviour. If a subordinate perceives that interactional injustice exists, then the subordinate will hold feeling of resentment toward either the supervisor or institution and will therefore seek to “even the score”(Aryee, Chen, Sun, & Debrah, 2007). A victim of interactional justice will have increased expressions of hostility toward the offender which can manifest in actions of counterproductive work behaviour and reduce the effectiveness of organizational commitment (Baron & Neuman, 1996).

Organizational Commitment is an attitude of company loyalty exhibited by employees. It stems from the employees’ combined belief that the goals, objectives, and values of the organization are congruent with their own. As noted by Mowday, Porter and Steers (1982), commitment is the ‘relative strength of an individual’s identification with and involvement in the organization’ in terms of values and goals. O’Reilly and Chatman (1986) observed that organizationally committed individuals were more likely to exhibit organization-serving behaviours. These behaviours are those that directly or indirectly benefit the organization, the work unit, or some other worker. If an employee works more hours on the job, s/he may be serving the organization, work group, or co-workers by that very action, regardless of the level of impact on the worker's other performance

measures. Those behaviours and attitude will lead employees to voluntarily engage in the behaviours that go beyond the formal job requirement and subsequently lead to organizational citizenship behaviour. Along with the job satisfaction, affective commitment is the most common effective dimension cited as an antecedent of OCB. Affective commitment is conceptualized as a strong belief in and acceptance of an organization goal's and strong desire to maintain membership in organization (Van Dyne et. al, 1995), because affective commitment maintain behavioural direction when there is little expectation of formal result (Allan & Meyer, 1996), it would seem logical that affective commitment drives those behaviour that do not depend primarily on reinforcement or formal rewards.

Organizational citizenship behaviour (OCB) have been widely studied and applied in many organizations. Organ (1997) has defined OCB as the behaviours that extend beyond the employee's normal job duties. These activities include helping others without selfish intent, being actively involved in organizational activities, avoiding unnecessary conflicts, performing tasks beyond normal role requirements and gracefully tolerating impositions. He also described the five dimensions of OCB as conscientiousness, altruism, civic virtue, sportsmanship and courtesy. He mentioned that altruism is about how people give help to others. Helping each other voluntarily shows a good organizational citizenship which lead to the success of the organization. Therefore, employees have to work beyond their formal duties to ensure the success of the organization.

There are quite a number of previous empirical researches that support the link between interactional justice and OCB (Bies & Moag, 1986; Malatesta & Byrne, 1997).

Interactional justice is an important consideration in the workplace because of the effects associated with seemingly fair or unfair treatment. So in this research, we are going to focus among the management level at the Universiti Sains Malaysia For example, when people are harmed by an event and feel mistreated or slighted, anger and resentment result (Folger, 1993). If the anger is focused on the agents believed to be responsible for the loss (as opposed to just the loss itself), they may become motivated to seek restitution in any number of ways including complaints (Bies, Shapiro, & Cummings, 1988), retaliation (Mallick & McCandless, 1966), or theft (Greenberg, 1990). Based on these implications, research has focused primarily on ways in which agents or leaders can manage subordinate attitudes and behavior, especially in the wake of “bad news” or a negative event. This study is going to investigate the mediate effect of affective commitment towards the relationship between interactional justice (IJ) and organizational citizenship behaviour (OCB) among management level employees at USM.

1.2 Research Problem/Problem Statement

According to Malatesta and Byrne (1997), one of the attitudinal measures that correlate with OCB is interactional justice. Specifically, Bies and Moag (1986) proposed that individuals’ fairness judgments are also based on the quality of interpersonal treatment received during the execution of a procedure, a concept they labeled interactional justice. They further hypothesized that interactional justice perceptions would primarily impact attitudes and behaviors toward the person carrying out the treatment. While according to Rifai (2005) and Feather and Rauter (2004), affective commitment is a significant predictor of OCB. Employees with strong affective

commitment will demonstrate higher extra-role behaviour (OCB). Organ (1990) described the five dimensions of OCB as conscientiousness, altruism, civic virtue, sportsmanship and courtesy. OCB is desirable because it is related to important variables of the workplace such as job satisfaction, system maintenance and productivity. Supervisory fairness and conduct (Bateman & Organ, 1983) influence OCB; therefore a work environment typified by equitable and competent supervision may be expected to result in some measure of OCB. So in any organization, working environment is one of the important factors that will enhance the OCB.

USM which is one of the service organizations that provides education to students, need a certain environment which can contribute to OCB. As a rapidly developing public university, USM's Vice Chancellor, Prof. Tan Sri Dato' Dzulkifli Abdul Razak always reminds the staff that it is vital for the employees to put extra effort beyond their formal and prescribed work in realizing USM's objective which is to be a world class university (Transforming Higher Education for a Sustainable Tomorrow, 2008). In 2007, USM has been selected as one of four research universities by Ministry of Higher Education (MoHE) through a tide evaluation process among more than 100 public and private universities and colleges in Malaysia (Transforming Higher Education for a Sustainable Tomorrow, 2008).

Universiti Sains Malaysia (USM) in 2008 has been selected as the nation's APEX University. The Accelerated Programme for Excellence (APEX) is a fast track development programme for institutions of higher education to achieve and to be recognised as world-class institutions. Among USM's task as the pioneer of APEX is to put itself in the worlds best 100 universities list within five years (Transforming Higher

Education for a Sustainable Tomorrow, 2008). Besides that, USM also has to face challenges to become one of the best 50 universities in the world by the year 2020. The APEX status does not mean that USM is not going to face any more challenges. On the other hand, USM has just started carrying out the responsibilities and visions of Malaysians who hope to see the country's higher education era at its peak (Transforming Higher Education for a Sustainable Tomorrow, 2008). In order to face the challenges USM will follow to realise this sustainability-led growth by using the "Blue Ocean Strategy". Blue Ocean is analogised as the deeper potential of market space that is yet to be explored and this requires institutions to expand their existing boundaries and change the rules of the game which in turn, will render competition irrelevant (Kim and Mauborgne, 2005).

In transforming USM for the APEX programme, USM is reviewing its activities in all areas. But for the purposes of this research, we are going to look into transforming the resources which is to raise staff competency. Staff competency becomes the foundation for quality and accountability governance. To be a sustainable university, USM needs a system of governance that encourages and facilitates positive, proactive and continuous institutional transformation. A field study by Masterson & Taylor (1996) reported that employees' interactional justice perceptions predicted supervisor-related outcomes. So to relate with the studies, it is important to look into the management level who are directly involve in the decision making and whether those involved are treated with sensitivity, dignity, fairness and respect. Researchers are going to look on this issue whether it will affect the commitment of the management level. Affective commitment is one of the specific forms of organizational commitment, which has been considered the

most beneficial in enhancing organizational effectiveness. This form of commitment emphasizes an individual's identification and involvement in the organization (Porter, Steers, Mowday & Boulian, 1974). Employees high in affective commitment demonstrate emotional attachment, identification with and involvement in the organization. This would explain why these employees are less likely to engage in withdrawal behaviour and more likely to accept change (Meyer & Allen, 1997; & Iverson & Buttigieg, 1999). According to Meyer and Herscovitch (2001), a possible explanation for why affective commitment correlates with the wider range of outcomes is that, when commitment is accompanied by mind-set of desire (such as the case with affective commitment), the behavioural consequences of commitment are perceived by the individual to be broader than when commitment is accompanied by a mind-set of provided cost or obligation.

Meyer, Allen and Smith (1993) suggest that a person who is affectively committed might be more likely than someone who is not so attached to keep up with development in the occupation, and to join and participate in relevant associations. Meyer and Allan (1997) state that affective commitment is the most desirable form of commitment and the one that organization are most likely to want to instil in their employees. So it is important to have a high commitment among the staff in order to transform the aspiration of the APEX University. Once we have the staffs that are highly committed and accountable to their job, it will enhance their performance and create a good teamwork among the staff. Indirectly, it will also influence their citizenship behaviours. Based on these arguments, this research studied the mediate effect of affective commitment towards the relationship between interactional justice and organizational citizenship behaviour among management level employees at USM (grade 41-54). Management

level can be referring to the person or people who perform the act(s) of management. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal (Gomez, Luis, David & Robert , 2008).

These categories directly involve in the decision making and responsible for the some places distributing all management functions among the workers, each of whom takes on a portion of the work.

1.3 Research Questions

The purpose of this research is to investigate whether there is a relationship between interactional justice and organizational citizenship behaviour among management level employees at USM. The research questions which are addressed by this study are:

- a) Is there any positive significant between interactional justice and affective commitment among management level of employees at USM?
- b) Is there any positive significant between interactional justice and organizational citizenship behaviour among management level of employees at USM?
- c) Is there any positive significant between IJ and OCB?
- d) Does affective commitment mediate the relationship between interactional justice and OCB?

1.4 Research Objectives

The general objective of this research is to examine the relationship of interactional justice and organizational citizenship behaviour (OCB) among USM management level employees. The researcher will accomplish the following specific objectives in this research:

- a) To examine the positive significant between interactional justice and affective commitment
- b) To examine the positive significant between interactional justice and OCB.
- c) To examine the positive significant between interactional justice and OCB.
- d) To examine the positive mediating effect of affective commitment towards relationship between interactional justice and organizational citizenship behaviour

1.5 Significance of the study

Universiti Sains Malaysia (USM) is the second public University in Malaysia. Being a rapidly developing university, it is essential for all management level employees to understand their behaviour which will give an impact to the organization. In the same way the norm of retaliation (Gouldner, 1960) is based on the premise that, when individuals feel that they have been treated unfairly, they attempt to even-the-score by engaging in retaliatory behaviour. When we look into the importance of the management level of employees to the university, surely it will involve transforming the resources activities. The APEX University aims to be sustainable in terms of resources. These include finances, human capital, infrastructure and other facilities. On the other hand APEX University relates to good governance practises in managing its resources. The

major characteristics include participation, rule of law, transparency, responsiveness and accountability (Transforming Higher Education for a Sustainable Tomorrow, 2008).

A flexible working environment is likewise required, encompassing the mass participation of the university community. With these circumstances, university under APEX programme are proposed to eliminate or reduce the irrelevant bureaucratic procedures and policies (Transforming Higher Education for a Sustainable Tomorrow, 2008). There is need to eliminate policies and unnecessary bureaucracies which are irrelevant to the current practise towards a sustainable university. Besides that university is also planning to rise, in term of staff competency. Having the right people also entails knowing the correct required number so that the efficiency will be positively correlated with effectiveness and the number of staff may be optimised (Transforming Higher Education for a Sustainable Tomorrow, 2008). Collins (2001) also asserted that to transform from good to great, organizations must not only bring in the right people, they must also manage them, to the extent of discarding the inappropriate ones. The last factor is to create which is to create excellent leadership. The available talents must be groomed for such a leadership position. However these leaders must be facilitators and must understand and share the USM mission and vision.

As we are concern USM is giving their services to their clients in terms of education. In this situation, it will also help the management level to understand the effect of interactional justice. In this study, it will involve all management level (grade 41 to grade 54) from various departments in four campuses (Main Campus, Engineering Campus, Healthy Campus and Advanced Medical & Dental Institute). If there is any problems arise, some action must be taken in order to make sure that interaction between

the management levels is at the good level. Once the individuals feel that they have been treated fairly it will enhance their commitment to organization. At the end it will also influence the OCB, when employees will involve in organizational activities without expecting any reward.

1.6 Scope of the study

The scope of this research is the management level (grade 41 to grade 54) at Universiti Sains Malaysia (USM). The participants from the population are diversified by age, gender, grade, campuses, race, academic qualifications, working experience and marital status. The management level employees were selected as the participants because they are the key people who are directly involve in the decision making and they also provide the administrative management support to all research activities. Total population for this research consists of 560 management level of employees from various departments in USM.

CHAPTER TWO

LITERATURE REVIEW

2.1 The Importance of Organizational Citizenship Behaviour in Organizations

Organizational citizenship behaviour (OCB) have been widely studied and applied in corporate sector. Organ (1997) has defined OCB as the behaviours that extend beyond the employee's normal job duties. These activities include helping others without selfish intent, being actively involved in organizational activities, avoiding unnecessary conflicts, performing tasks beyond normal role requirements and gracefully tolerating impositions. The most critical element in OCB is that these behaviours are defined at face value. OCB are behaviours that are clearly observable by peers, supervisors and researchers (Hemdi & Nasuridin, 2008). According to LePine, Erez and Johnson (2002), these OCB are highly related to each other and are caused by the same factors. Their study also proved that organizational citizenship is related to organizational commitment and job satisfaction. Therefore, OCB contributes to the effectiveness and success of the organization through many factors.

OCB involves discretionary behaviour that helps co-workers, supervisors, and the organization. Assisting newcomers to the organization, not abusing the rights of co-workers, not taking extra breaks, attending elective company meetings, and enduring minor impositions that occur when working with others are examples of OCB that help in coping with various organizational uncertainties. A key element to OCB is voluntarily aiding others with job-related problems. Other researchers have divided OCB into two types: behaviour that is directed mainly at individuals in the organization (OCBI), and behaviour that is concerned more with helping the organization as a whole (OCBO)

(Williams and Anderson, 1991). The findings supported those cognitive components of satisfaction (job cognition intrinsic, job cognition extrinsic and positive arousal) are significantly correlated with both OCBI and OCBO. However, their study failed to find correlations between commitment and these OCBs. They also found that courtesy and altruism are viewed as mainly benefitting coworkers, whereas conscientiousness, sportsmanship and civic virtue are directed at the organization.

The pioneering conceptualizations of organizational citizenship behaviours stress that employee organizational citizenship behaviour, when aggregated over time and across people influences organizational effectiveness (Bolino & Turnley, 2003; Organ, 1997). Altruism and generalized compliance were the initial dimensions of organizational citizenship (Smith, Organ, & Near, 1983). Altruism is not simply doing good works; rather it is voluntarily helping people in need of assistance. When individuals have specific problems or seek help, altruistic people would go the extra mile in aiding them; they give willingly.

Conscientiousness, using time wisely for organizational purposes, is yet another characteristic of organizational citizenship behaviour. Citizenship behaviour surpasses any enforceable minimum standards; workers willingly go beyond stated expectations in performing their roles.

Organ (1998) elaborated five specific categories of discretionary behaviour and the contribution of each to efficiency.

a) Altruism is directed toward other individuals but contributes to group efficiency by enhancing individuals' performance; participants help new colleagues and gives freely of their time

- b) Conscientiousness is the thoughtful use of time to enhance the efficiency of both individuals and the group; participants give more time to the organization and exert effort beyond the formal requirements.
- c) Sportsmanship increases the amount of time spent on organizational endeavours; participants decrease time spent on whining, complaining and carping.
- d) Courtesy prevents problems and facilitates constructive use of time; participants give advance notices, timely reminders and appropriate information.
- e) Civic Virtue promotes the interest of the organization broadly; participants voluntarily serve on committees and attend functions.

Through the analysis done by Organ and Ryan (1995), they found that citizenship behaviours correlated with job satisfaction, perceived fairness, organizational commitment and leader support. Those behaviours and attitude will lead employees to voluntarily engage in the behaviours that go beyond the formal job requirement and subsequently lead to OCB.

OCB is one example of discretionary behaviour which has been identified as being linked to OC (Gautam, Van Dick & Wagner, 2001). OCB is taken to be a positive outcome of a committed workforce, characterized by voluntary extra-role contributions of employees that are not recognized by the formal organizational reward system (Organ, 1988). From a practical viewpoint, one can conclude that in order to enhance employees' citizenship behaviours, managers must treat employees fairly and make use of fair procedures in making decision (Nasurdin & Ramayah, 2003).

2.1.1 Model of Organizational Citizenship Behaviour (OCB)

The conceptual framework that has inspired work on OCB, and which guided the research reported here, has much in common with the work of Borman and Motowidlo (1993) on "contextual performance," a construct that is quite close to OCB. Borman and Motowidlo (1993) noted that individuals contribute to organizational effectiveness by doing things that are not main task functions but are important because they shape the organizational and social "context" that supports task activities.

Thus, contextual performance (like OCB) includes such contributions as volunteering for extra job activities, helping others, and upholding workplace rules and procedures regardless of personal inconvenience. Borman and Motowidlo (1993) suggest that such contributions have a generalized value and significance that cuts across different jobs and work organizations, whereas task performance varies from job to job.

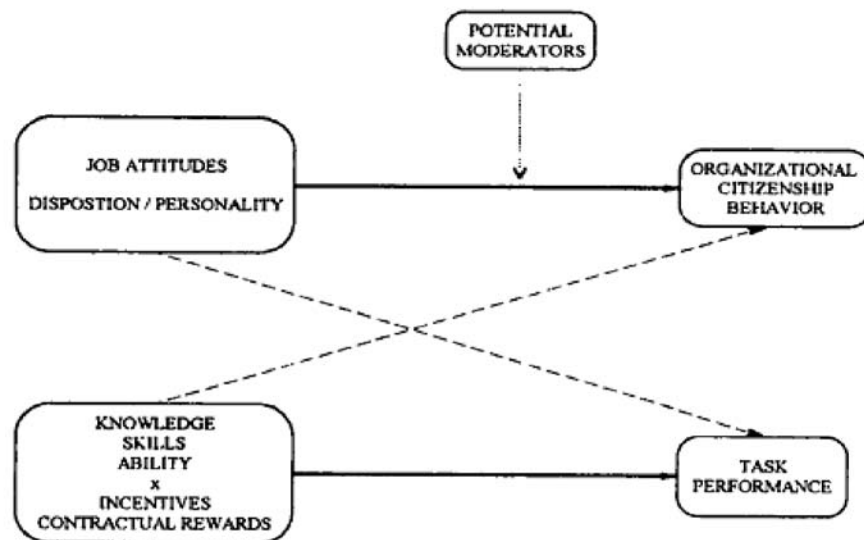


Figure 1: Correlates of Organizational Citizenship Behavior Versus In-Role Task Performance.

Figure 2.1: Correlates of Organizational Citizenship Behaviour In-Role Task Performance

The above figure shows the theoretical framework for OCB by Organ and Ryan (1995). Their position is much like Borman and Motowidlo's (1993). The major difference is that they would give as much emphasis to attitudinal as to personality factors in determining OCB.

Morrison (1994) offered another OCB framework. Her altruism dimension overlaps with Organ's (1988) altruism and courtesy dimensions. Her conceptualization of conscientiousness is a bit narrower than Organ's. She has also presented sportsmanship and involvement dimensions, the latter of which include components of Organ's sportsmanship and civic virtue dimensions. The last dimension, "keeping up with changes," overlaps with Organ's civic virtue and conscientiousness dimensions.

2.2 The Importance of Organizational Commitment

Commitment is an attitude of company loyalty exhibited by employees. It stems from the employees' combined belief that the goals, objectives, and values of the organization are congruent with their own. As noted by Mowday, Porter and Steers (1982), commitment is the 'relative strength of an individual's identification with and involvement in the organization' in terms of values and goals. Ostroff (1992) reports that committed employees are associated with better organizational performance, have a low turnover rate, and have low absenteeism.

Researches have shown that there are many antecedents of organizational commitment. (Meyer and Allen, 1990 and Mathieu and Zajac, 1990) within this perspective has tended to focus on individual differences as antecedents of commitment, revealing that factors such as age and tenure tend to co-vary with one's position in the

organization and are known to positively correlate with commitment . Mathieu and Zajac (1990) also asserted that the years spent in the organization increases employees' psychological attachment, as well as the internalization of norms. However, in terms of gender, in their meta-analysis, they have identified that there is weak relationship between gender and commitment.

Like many constructs in organizational psychology, however, commitment has been conceptualized and measured in various ways. Common to all the conceptualizations of commitment found in the literature is a link with turnover; employees who are strongly committed are those who are least likely to leave the organization.

Although several conceptualizations of attitudinal commitment have appeared in the literature, each reflects one of three general themes: affective attachment, perceived costs and obligation. Meyer and Allen (1990) developed scales for affective commitment and continuance commitment, as well as a third scale designed to measure normative commitment. Although there is little support in the literature for the existence of a normative commitment scale, it has been found to be distinct from affective commitment. Allen and Meyer (1990) defined affective commitment as an employee's attachment to, identification with and involvement in the organization; continuance commitment as commitment based on the costs that employees associate with leaving the organization and normative commitment as an employees' feelings of obligation to remain with the organization.

Organizational commitment has been associated with influencing many organizational and behavioural outcomes. Most frequently, organizational commitment

has been used to predict withdrawal behaviours associated with workplace attendance. Mathieu and Zajac (1990) found that organizational commitment was positively correlated with job attendance and had a negative linear relationship to lateness and turnover. This finding supports the results of several other studies on withdrawal and organizational commitment. On the basis of this work, one can conclude that an individual who is committed to an organization is more likely to remain at work. Because of the negative relationship between organizational commitment and observed withdrawal behaviours, workers with lower commitment levels may be expected to work fewer hours, on average, than their more committed counterparts in a given organization.

O'Reilly and Chatman (1986) observed that organizationally committed individuals were more likely to exhibit organization-serving behaviours. These behaviours are those that directly or indirectly benefit the organization, the work unit, or some other worker. If an employee works more hours on the job, he/she may be serving the organization, work group, or co-workers by that very action, regardless of the level of impact on the worker's other performance measures. For example, a manager of a medical records department may stay late at the office for any number of work-related or non-work-related reasons. Even if the manager is not producing any measurable work results, s/he is available to co-workers to answer any medical records questions they may have, or to assist them with problems. Similarly, the manager's presence may be a motivating factor to other staff members. In this way, the manager is helping the organization, the work group, and his/her subordinates.

When identifying the behaviours associated with high levels of organizational commitment, perhaps the most important category includes those behaviours associated with or demonstrating the willingness of the individual to put considerable effort on behalf of the organization. To promote younger employees', managers must treat them with politeness, respect, kindness and consideration. To do so, managers need to be trained in the use of interpersonal or "human" skills (Nasurdin, 2005). This willingness may be manifested in such commitment behaviors as working more hours than the organization formally requires or at times not typically associated with the job in question. If one is committed to the organization, and there is work that needs to be done, one would be inclined to stay to finish that work. It is possible that the level of organizational commitment experienced by employees could affect their judgments about fair procedures, fair treatment or both, instead of the other way round (Nasurdin, 2005).

2.2.1 Model of Organizational Commitment

Early research considered organizational commitment to be a construct with a single dimension; however, it is now widely accepted as being multi-dimensional. In other words, more than one form of attachment exists to describe the nature of this psychological tie or mind-set. Meyer and Allen (1991) developed a three-component model to capture the different forms of underlying mind-sets that reflect attachment to an organization. They defined the three constructs of organizational commitment as follows: 'Affective commitment refers to the psychological attachment to the organization, continuance commitment refers to the costs associated with leaving the organization, and normative commitment refers to a perceived obligation to remain with the organization'

(Meyer and Allen, 1991). An individual employee may have one or more of these mind-sets and report variations across all three. In this research, we are going to focus on the affective commitment. The term affective commitment implies a strong bond between an individual and the employing organization based on a strong belief in and acceptance of the organization's goals and values, willingness to exert considerable effort on behalf of the organization and strong desire to maintain membership in the organization (Porter, Steers, Mowday & Boulian, 1974). Higher level of affective commitment are empirically linked to higher levels of jobs performance (Mowday, Porter & Dublin, 1974; Steers, 1977; Van Maanen, 1975), lower absenteeism (Koch & Steers, 1978; Larson & Fukami, 1984; Mathieu & Kotler, 1990), lower turnover (Price & Muller, 1981; William & Hazer, 1986); higher job satisfaction (Kanungo, 1982; Mathieu & Farr, 1991); and greater job involvement (Blau, 1985; Brooke, Russell & Price, 1988). Romzek (1989) contends that in the public sector affective commitment can be influenced through a strategic use of intrinsic incentives. This contention is critical in an era of fiscal constraint for public managers whose ability to offer extrinsic incentives are typically rather limited.

2.2.2 The Importance of Affective Commitment

Although developing concepts of commitment have identified three forms of commitment (affective, normative and continuance commitment), affective commitment has gained much attention in the behavioral research (Allen & Meyer, 1990). Affective commitment refers to emotional attachment to, identification with and involvement in the organization (Meyer & Allen, 1987). Developing of affective commitment in organization might be influenced by to what extent the organization is able to satisfy

employees' needs, to meet their expectations and to allow them to achieve their goals (Meyer et al. 1993).

Affective commitment develops on the basis of psychologically rewarding experiences. Experiences that employees find particularly satisfying are likely to increase affective commitment toward organization; those experiences that are not satisfying might reduce feeling of attachment. Bolon (1997) showed that affective commitment is the most important commitment component in terms of explaining unique variance in OCB. Meyer et al. (2000) found that among three dimensions of commitment, affective commitment has the strongest positive correlation with OCB, followed by normative commitment, but continuance commitment is unrelated to OCB. So it is possible to assume that affective commitment will be positively related to OCB.

2.3 The Importance of the Organizational Justice

During the past decade organizational researchers have become increasingly interested in studying workers' perception of fairness on the job and the extent to which these perceptions affect job related attitudes and behaviour. These fairness perceptions have been labelled organizational justice. Research in organizational justice suggests that the decision made, the procedures used in making those decisions, and the interpersonal treatment used by decision makers will have an effect on individuals' attitudes about the fairness of outcomes received from those decisions (Bies & Moag, 1986; Bies & Shapiro, 1987; Folger & Greenberg, 1985; Greenberg & Folger, 1983). Employees are concerned with both the fairness of the outcomes that they receive and the fairness of their treatment within the organization (Hemdi & Nasurdin, 2008). Current organizational justice

research generally encompasses the three dimensions distributive, procedural and interactional justice.

Distributive justice refers to the perception of outcomes that are consistent with implicit norms for allocation. According to equity (Adams, 1965), individuals should received outputs (e.g. salary) consistent with their inputs (e.g. efforts). In mergers, employees often face reduced outcomes while being expected to maintain constant levels of inputs or even to increase their input (Citera & Rentsch, 1993). The recognition of distributive justice unfairness produces an uncomfortable emotional state. For example, signs of physiological distress were demonstrated for both overpaid and underpaid people in a laboratory setting (Markovsky, 1988), thus confirming the prediction of equity theory that people will feel upset when they perceived they do not receive fair outcomes.

Procedural justice refers to the perceived fairness of the process by which outcomes were determined. Like distributive justice, procedural justice has been studied primarily through structural aspects. For example, individuals may determine fairness by evaluation procedural rules, such as bias, consistency and accuracy (Greenberg, 1986; Leventhal, Karuza & Fry, 1980), or by how much influence or “voice” they have in determining the actual outcome they receive (Folger, 1977). Research concerning the structural characteristic of procedural justice has identified individuals’ ideas about procedural fairness in performance appraisal contexts (Greenberg, 1986), day-to-day managerial operations (Sheppard & Lewicki, 1987) and compensation system (Folger & Konovsky, 1989). Research has shown that this social aspect of procedural justice is very important in determining fairness. When employees perceive that outcome allocation decision have been fairly made according to the organization’s formal procedures and

from the treatment given by the organization's authorities in enacting those procedures they are likely to reciprocate by performing extra-role citizenship behaviours (Nasurdin and Ramayah, 2003). Bies and Shapiro (1987,1988) found that reasonable justification given for decisional outcomes led to higher perceptions of fairness than when no such justification were given.

The third dimension of organizational justice is labelled interactional justice. It relates to the human side of organizational procedures, i.e. to the way the management or decision makers treat the affected individuals. Interactional justice is concerned with the communication process between the source and the recipient of fairness and emphasizes the importance of politeness, honesty and respect (Bies & Moag, 1986). In the case of acquisitions, senior management should treat acquired employees in a polite way, as they otherwise could imply that they hold low status, which in turn might lead to negative attitude towards the organization. The interpersonal treatment should also be characterized by timely, reasonable, candid, specific and detailed explanation of the decisions (Colquitt, 2001). On the other hand, interactional justice is defined as "the extent to which subordinates perceive that their manager has treated them fairly" (Greenberg, 1990). The justice literature showed that if the workers perceived that they had received fair treatment in the organization, it give them a feeling of job security (Breet, 1996).

Compared to distributive justice and procedural justice, interactional justice is a type of justice that deals with relationship between supervisor and supervisee in the workplace and this relationship will shape the attitudes and behaviours of the subordinates (Chacko, 1990).