

OC has become one of the most popular topics in organizational behavior study (Brown and Roloff 2011; Tsoumbris and Xenikou 2010), due to its potential benefits and influences on organizational effectiveness, such as positive effects on productivity and employees' willingness to help co-workers (Bishop and Scott 1997), higher levels of job performance, lower absenteeism, and lower turnover (Liou and Nyhan 1994), the willingness of individuals to make personal sacrifices in their jobs for the benefit of the organization (Johlke et al. 2002).

1.2. Organizational Citizenship Behavior (OCB)

Another significant concept employed in this study is organizational citizenship behavior. OCB is defined as "... individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the affective functioning of the organization" (Organ 1988-4). Furthermore, OCB is the action of individuals which are not part of a formal job description. OCB is a multi-dimensional concept. A five dimensions of OCB have received considerable attention (Podsakoff et al. 1990). An earlier concept of OCB defined two dimensions of OCB: *altruism* represents citizenship behavior to provide help to a specific person, and *generalized compliance (or conscientiousness)* stands for a more impersonal form of conscientious citizenship (Smith et al. 1983). Three others dimensions were introduced later: *courtesy* represents the gestures taken to help prevent problems of work associates; *sportsmanship* refers to the willingness to tolerate less ideal conditions without complaining and *civic virtue* describes the responsible and constructive participation in the employment issues in organization (Organ 1988). The five dimensions, then, re-organized into three groups: helping behaviour, sportsmanship and civic virtue; and added two other constructs: 'peacekeeping' and 'cheerleading', thus, labeled them as 'helping behaviors'. Peacemaking is as an action that helps prevent, resolve, or mitigate unconstructive interpersonal conflict, and cheerleading is an encouraging and reinforcing coworkers' accomplishments and professional development (Podsakoff and MacKenzie 1994).

OCB concept has attracted considerable attention from scholars (Brown and Roloff 2011; Bolon 1997), as OCB plays vital roles as the lubricant for social 'machine' of the organization's life (Podsakoff et al. 1990). When citizenship behaviors are exhibited by an employee, the relationship of an employee and an employer will go beyond the official contract and may result in a higher contribution from employee (Bateman and Organ 1983) and contribute to the effective functioning of organizations (Podsakoff and MacKenzie 1994). When organizations are in a difficult situation, such as in a time of cost restraint, or staff reductions; some employees are able to adjust better than others and are willing to expand their responsibilities and commit to the organization's restructuring efforts (Bolon 1997). OCB ties strongly to employees' work attitudes and behaviors (O'Connell et al. 2001). Thus, such behaviors may provide the organization with the adaptability and flexibility for development and continued survival.

This study assessed employees' behaviour in a higher education organization. The nature of academic work is mainly characterized by a certain degree of independence or autonomy (Baldrige 1971). Therefore, in such work environment, the idea of discretionary work effort arising from giving employees more options and freedom to exert effort at work is pertinent to consider.

1.3. Proposition of relationship between OC and OCB

Previous studies have drawn inconsistent findings about the relationships between OC and OCB. Some researchers have found no significant relationship between organizational commitment and OCB (Alotaibi 2001), while others suggested the reverse that organizational commitment is a significant predictor of OCB (Organ and Ryan 1995; Kuehn and Al Busaidi 2002; Schappe 1998). From these evidences, organizational commitment is expected to be correlate positively with organizational citizenship behavior.

This leads to the study proposition: *a high level of organizational commitment will correlate positively with a high level of organizational citizenship behavior*. Below is a diagram proposition concerning the factor of organizational commitment and its correlations with organizational citizenship behavior is described in Figure 1 below.



Figure 1. Diagram of a proposition for OC to OCB

2. Research Method and Propositions

2.1. Sample and data collection procedures

The participants in this study were academic staff of a public university located in the province of South Sulawesi, Indonesia. The questionnaires, with a letter explaining the purpose of the study and instructions for completing the questionnaires, were mailed to 420 academics from two different faculties. A 233 valid response was received, accounted for 56% of the responses. The respondents consisted of 75% (175) male and 25% (58) female; 31% (71) of them aged between 26-35 years old, 61% (144) aged between 36-55 years old, and 7% (16) aged over 55 years old. A 42% (97) of the sample has worked less than 11 years, 28% (65) worked between 11 and 15 years, and nearly 41% (71) have worked more than 15 years. The majority (76%) of the respondents holds a master's degree, 10% had doctorate degree, and 14% had a bachelor degree.

2.2. Research design

This study applied an exploratory single-case study that may provide the basis for further comparative research. This approach is used to investigate 'contemporary phenomena within a real life context' and suitable for studies based on the theoretical proposition (Yin 1994-13). It is a non-experimental design, so that there is no manipulation of variables. The results of this research will not be generalized. The analysis was conducted using Pearson correlation and path analysis. This approach provides the ability to accommodate multiple interrelated relationships in a single modeling of relationships (Hair et al. 1998).

The survey applied existing instruments. The instruments for OC covers three dimensions: *affective, continuance, and normative commitment* using the 12-item scale of OC, selected from the original 24-items, from Allen and Meyer (1990). The survey instruments for OCB applied 14 items to capture the dimensions of OCB (Posdakoff and MacKenzie 1994). The OCB's dimensions of *altruism, generalized compliance, sportsmanship, courtesy, and civic virtue*. Respondents were asked to respond using a-7 Likert response format (DeVaus 2002), which ranged from 1 (strongly disagree) to 7 (strongly agree).

The instruments were carefully formatted to yield a high response rate. Since the scales originally developed in English, therefore, back-translation procedures were conducted following the procedure suggested by Brislin (1970). Reliability testing using the Cronbach's Alpha (α) was tested to determine the internal consistency of all key constructs tested (Hair et al. 1998). The alpha reliability of OC and OCB items are as described in Table 1 below.

Table 1. Summary of Cronbach's Alpha Test

Variables of Measure	Number of items measured	Cronbach's α
<i>Organizational Commitment (OC)</i>	Reliability Coefficients of 12 items	$\alpha = .6068$
• Affective Commitment	Reliability Coefficients of 4 items	$\alpha = .7698$
• Normative Commitment	Reliability Coefficients of 4 items <i>If 1 item (question no. B3E) deleted</i>	$\alpha = .5995$ $\alpha = .6778$
• Continuance Commitment	Reliability Coefficients of 4 items <i>If 1 item (question no. B3I) deleted</i>	$\alpha = .6450$ $\alpha = .7735$
<i>Organizational Citizenship Behavior (OCB)</i>	Reliability Coefficients of 14 items <i>If 1 item (question no. B3P) deleted</i>	$\alpha = .7575$ $\alpha = .7969$
• Helping	Reliability Coefficients of 7 items <i>If 1 item (question no. B3P) deleted</i>	$\alpha = .8139$ $\alpha = .8892$
• Civic virtue	Reliability Coefficients of 3 items <i>If 1 item (question no. B3V) deleted</i>	$\alpha = .6772$ $\alpha = .7010$
• Sportsmanship	Reliability Coefficients of 4 items	$\alpha = .8635$

3. Result and Discussion

3.1. Exploratory principal component factor analysis for OC and OCB

Principal component factor analysis was conducted to assess the measurement reliability and validity of the measures, and varimax rotation was assessed to maximize the difference between the factors. The tests provided the potential of similarity of scale's items as one dimension of a measurement (unidimensionality). It was determined a factor score of 0.40, therefore any item representing a loading of < 0.40 was deleted (Cavana et al. 2000).

The principal component factor analysis for OC on the 12 items were examined with a rotated solution using varimax rotation. However, 1 item had double loading with very similar factor scores and was deleted (Cavana et al. 2000). The final result of the principal component factor analysis with a rotating component matrix for OC is shown in the table 2.

Table 2. The principal components factor analysis- rotated component solution for OC^a

Variables	Component		
	1	2	3
I feel a strong sense of belonging to my organization.	.833		
This organization has a great deal of personal meaning for me.	.798		
I do not feel like ‘part of the family’ at the organization ®.	.763		
I do not feel ‘emotionally attached’ to this organization ®	.711		
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.		.897	
I feel that I have too few options to consider leaving this organization.		.847	
It would be very hard for me to leave my organization right now, even if I wanted to.		.731	
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.			.799
Jumping from organization to organization seems unethical to me.			.752
Things were better on days when people stayed with one organization in most of their careers.			.733
I think that people these days move from company to company too often.			.417

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser

^a Rotation converged in 4 iterations

The final result of the principal component factor analysis with a rotating component matrix for OCB is shown in table 3. The result of component 1 is grouped as ‘Helping Behaviors’; component 2 as ‘Sportsmanship Behaviors’; and component 3 as ‘Civic Behaviors’.

Table 3. The principal components factor analysis- rotated component solution for OCB

Variables	Component		
	1	2	3
I usually make “mountains out of molehills” (makes problems bigger than they are ®).	.893		
I usually try to find fault with what this organization is doing ®.	.874		
I can spend a great deal of time in trivial matters, e.g. in idle conversation, in my working time ®.	.819		
I tend to focus on what is wrong with the other employees’ situation rather than the positive side of it ®.	.815		
I am willing to take time out of my busy schedule to help with training new employees.		.850	
I am willing to give my time to help other employees who have work related problems.		.812	
I will discuss with others employees before initiating actions that might affect them.		.753	
I will take steps to try to prevent problems with other employees and/or other personnel in my organization.		.469	
I am willing to voluntarily do things not formally required by the job, but employees are encouraged to do/attend.			.884
I am willing to attend functions that are not required, but help my organization image.			.883

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser

3.2. Correlation analysis

Pearson correlation was conducted to test the linear relationship between two constructs and to indicate the direction of their relationship (positive or negative). The constructs' items involved in correlation analysis were the items identified by principal component analysis. However, constructs' items with a low internal consistency/homogeneity (α) or it consisted of only two items were excluded (Hair et al. 1998). The absolute value of the correlation coefficient between two variables/constructs indicates the strength of their relationships, larger values indicating a stronger relationship of them. The sign of the correlation coefficient indicates the direction of the relationship (positive or negative). The results are shown in table 4, which also provides the mean, and standard deviation.

Table 4. Means, Standard Deviations, and Correlations

Variables							
Variables	<i>N</i>	<i>SD</i>	<i>Mean</i>	1	2	3	4
1. OCB-Helping	233	0.75	5.42	0.89			
2. OCB-Sportsmanship	233	0.86	6.26	0.08	0.86		
3. OC Affective	233	0.83	6.26	-0.05	0.39	0.77	
4. OC Continuance	233	1.19	3.41	-0.11	-0.05	0.06	0.77

Notes: Reliabilities are reported along the diagonal

3.3. Path Analysis

The examination of path analysis of the proposed construct was conducted using the Amos program to generate a path model with a maximum likelihood parameter estimates is displayed in Figure 2 Path Diagram below. In general, the results were in line with the results of correlation analysis (see table 4) that OC affective strongly correlates with OCB-sportsmanship (0.39).

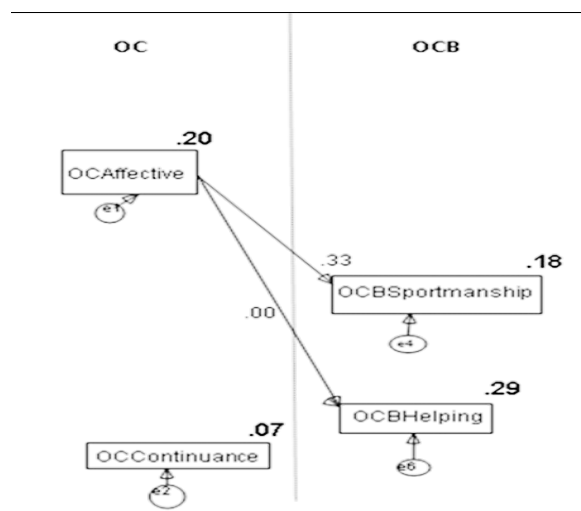


Figure 2. Path Diagram

The assessment of goodness of fit indexes was accessed to testing for the model fit. The results goodness of fit is presented in table 5 below.

Table 5. The Goodness Indexes of the Path Model

<i>Fit Measures</i>	<i>CMIN</i>	<i>DF</i>	<i>CMIN/DF</i>	<i>P</i>	<i>NPAR</i>	<i>RMR</i>	<i>GFI</i>	<i>AGFI</i>	<i>PGFI</i>	<i>CFI</i>
Final Model	52.699	44	1.198	0.173	34	0.036	0.965	0.937	0.544	0.978

The examination of the goodness of fit indexes for the model suggested as an acceptable model (Tabachnick and Fidel 1996).

3.4. Discussion

This research proposed that a high level of organizational commitment will correlate positively with a high level of organizational citizenship behavior. Based on the results of path analysis, only employees' commitment, particularly on employees' feeling of attachment and involvement with their organizations (affective commitment),

is shown to have a direct, strong, and positive correlations with sportsmanship behavior of OCB (0.33). This result suggests that employees with a high level of feelings of attachment to, identification with, and involvement in, the organization (affective commitment), then, they are more likely to exhibit sportsmanship behaviors, such as, using their working time effectively and; if problems arise in their workplace, ensuring that they are not making problems bigger than they already are.

4. Conclusion

This study is an exploratory single-case study. It is not a longitudinal study to see the effect of, for example the performance appraisal over time on the employees' commitment. The instruments used were mainly developed based on western work environments and work behavior, while the sample population in this study was from non-western countries. Consequently, the instruments, perhaps reflect cultural bias. This study used a narrowly defined population, therefore it might be inappropriate to generalize the findings. Despite the limitations mentioned, this study opens several avenues for further research. This study is conducted as an exploratory study, thus there are needs to do a significant amount of work in this area. The first is to conduct research in different workplace settings. More research is also required to explain the cultural background of this sample population to see if there are any differences because of this reason and to explore whether there are cultural factors in the context, method, and results of studies in other university context in other countries.

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