

# MODERATING EFFECT OF ORGANIZATIONAL CULTURE IN THE RELATIONSHIP BETWEEN PSYCHOLOGICAL CONTRACTS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG UNIVERSITY STAFFS IN INDONESIAN AND MALAYSIAN UNIVERSITIES

Hera Guspurwati

[guspurwatihera@gmail.com](mailto:guspurwatihera@gmail.com)

Universitas Muhammadiyah Purwokerto

## ABSTRACT

*Human resources are important assets in the success of an organization. To achieve the expected performance of the organization, employees are required to behave as expected by the organization. Many behaviors such as helping colleagues solve problems, seriously attending company meetings, not complaining much and working a lot, and so on are not formally described. The objectives of this study are: 1) to determine the relationship between psychological contracts and organizational citizenship behavior, 2) to determine the relationship between organizational culture and organizational citizenship behavior, and 3) to determine whether or not organizational culture moderates the relationship between psychological contracts and organizational citizenship behavior. Data collection was carried out using a scale of psychological contract, a scale of organizational culture, and a scale of organizational citizenship behavior. Data were gathered from 313 respondents from academicians and administration staffs in Indonesian and Malaysian universities. Descriptive statistics were reported and followed by factor analysis and reliability analysis and hypotheses were tested by PLS-Structural Equation Modeling. The results showed that there was a significant relationship between the psychological contract and organizational citizenship behavior. Organizational culture also has a significant relationship with organizational citizenship behavior. However, organizational culture did not significantly moderate the relationship between psychological contracts and organizational citizenship behavior. This paper contributes to the enrichment of the existing literature on psychological contract and organizational culture as predictors of organizational citizenship behavior.*

**Keywords:** *Psychological Contract; Organizational Culture; Organizational Citizenship Behavior.*

## INTRODUCTION

Employees are important assets in the success of an organization. Employees also carry out all organizational policies, so employees play an important role in the organization or company. Employees who have high quality as human resources will show their best performance such as being discipline, sincere, motivated, and facing and doing their tasks in high work ethic, especially in the productive use of time.

Employees are required to work by the standards set by the organization. This can be interpreted that to achieve the highest performance, employees are required to behave as expected by the organization. Therefore, there is a formal description of the behavior that must be done (in-role behavior). In fact, many behaviors of what employees do, such as helping coworkers solve problems, being serious when attending company meetings, complaining less and working a lot, and so on are not formally described. These behaviors are referred to as extra-role behaviors. If the leader evaluates the performance of his employees, then he will also evaluate not only in-role behavior but also extra-role behavior which becomes part of the evaluation because extra-role behavior has the same important contribution as intra-role behavior (Hui et al., 2000).

Extra role behavior is a behavior where the employee does the work that does not belong formally to his job area. This behavior is known as Organizational Citizenship

Behavior (Sari & Hajriani, 2015). Organ and Potsakoff (2006) defines Organizational Citizenship Behavior as corporate employee behavior aimed at improving the effectiveness of company performance without ignoring the individual productive goals of employees. Helping other individuals in the team, volunteering to do extra work, avoiding conflicts with coworkers, obeying regulations, and tolerating work-related losses and disturbances are the examples of Organizational Citizenship Behavior (Robbins & Judge, 2008)

Psychological contracts and their fulfillment are associated with employee responses consisting of in-role and extra-role performance (Robinson, 1996). These conditions require employees who are considered to be good members to handle workflow optimally and efficiently. For this reason, psychological contracts are needed to improve the reciprocal relationship between leaders and employees, because if there are employees with high psychological contracts, it will have an impact on increasing their productivity and success.

Denisi, Cafferly, and Meglino stated that supervisors would pay more attention to the real behavior of their subordinates than non-real behavior. Psychological contracts are understood as tangible forms of employee contributions. Employees who exhibit high psychological contracts may be rewarded in the form of high judgments appraisal by supervisors (e.g. promotion opportunities) compared to those who show lower psychological contract rates. Psychological contracts are defined as employees' perceptions of embodiment and mutual obligations and mutual benefits towards the company. Psychological contracts constitute reciprocal bond relations between workers and employers (Rousseau, 1989). The exchange of human resources will vary depending on whether employment is social- socio-emotional or economic. The form of a relational psychological contract and the balance of the contract require the promise of socio emotional resources, so workers with these contracts tend to provide rewards with supportive behavior to their employers. Employees in making exchanges that are socio emotional are indeed not always driven by things that only benefit themselves, but by the ability to empathize and social abilities one can understand others and their environment and can align the individual values they hold with the values held in the environment (Hui, et al, 2000).

The relationship between employees and the company is also influenced by the beliefs and values that are the basis of human resources in carrying out their obligations and behavior in the organization. According to Djati and Adiwijaya, (2009), organizational citizenship behavior is also influenced by organizational culture. Organizational culture is a system of shared beliefs and values within an organization and directs the behavior of its members. Organizational culture functions as a social glue that binds all members of the organization together (Kreitner and Kinicki, 2001).

Organizational culture directs employee behavior to improve working skills, commitment and loyalty, and extra roll behavior. Organizational culture aims to change attitudes and behavior of existing human resources to increase work productivity. There are some benefits of implementing a good organizational culture such as to improve the spirit of cooperation, to increase togetherness, to open up with each other, to improve the spirit of kinship, to build better communication, to increase work productivity, to respond to the development of the outside world, which is largely a part of organizational citizenship behavior. Based on this description, the purpose of this study is to determine the relationship between psychological contracts and organizational citizenship behavior and organizational culture as a moderating variable.

## **RESEARCH METHODS**

The present study utilizes correlational research design to investigate the correlation among psychological contract, organizational culture and organizational citizenship behavior and the moderating effects of organizational culture. Data for the study were collected from academicians and administrative staffs of Universitas Muhammadiyah Purwokerto (UMP), Indonesia and Universiti Teknologi Malaysia (UTM), Malaysia. A total of 313 sets of questionnaire were collected using convenience sampling method through online survey. The psychological contract instrument used in this study was a modification of the Psychological contract Inventory (PCI) developed by (Hui et al., 2004). The Psychological Contract Instrument is structured on the concept of a psychological contract that consists of three forms: transactional, relational, and balance. The psychological contract scale consists of 17 items. The organizational culture instrument used in this study was a modification of the instrument developed by Kreitner and

Kinicki (2001), which consists of four elements, namely organizational identity, collective commitment, social system stability, and coaching by organizations. The organizational culture scale consists of 14 items. The organizational citizenship behavior instrument used in this study was a modification of the instrument developed by Sharma and Sangeeta (2014). The measurement scale contains four elements, namely altruism, organizational compliance, sportsmanship, and loyalty. The organizational citizenship behavior scale consists of 28 items. Subjects respond to all items based on a 5-point Likert scale (1= strongly disagree to 5 = strongly agree).

The collected data were coded and analyzed using SPSS Version 20 and SMARTPLS Version 3.0. These data were analyzed using descriptive statistics, factor analysis, and structural equation modeling (SEM) in order to test the hypotheses. SEM analysis is used because it can test complex and multi-level hypotheses simultaneously, errors in each observation are not ignored but still analyzed so that SEM is more accurate for analyzing questionnaire data involving perceptions and is able to analyze reciprocal models simultaneously because this model cannot be completed by simultaneous linear regression analysis.

## **RESULTS AND DISCUSSION**

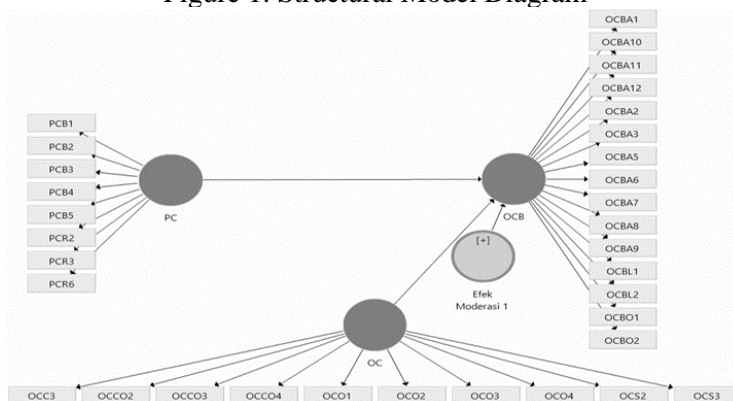
### **Demographic Data**

Based on demographic data, the characteristics of respondents from the 313 subjects who participated, UMP staff totaled 188 (60.1%) and UTM staff totaled 125 (39.9%), 51.4% were women, and 48.6% were men. Respondents who are Indonesian are 60.1%, and Malays are 39.9%, work status as lecturers is 59.4% and staff is 40.6%. The average age of the respondents was 36 - 45 years and the working period of the respondents was 6 - 15 years.

### **Validity and Reliability of Measures**

This research model will be analyzed using the Partial Least Square (PLS) analysis technique with the SmartPLS 3.0 program. Figure 1 is the schematic of the PLS program model being tested.

Figure 1: Structural Model Diagram



Measurement of the research model will be evaluated based on the value of Convergent Validity, Average Variance Extracted (AVE), and composite reliability (CR). Convergent Validity is done by looking at the item reliability (validity indicator) which is indicated by the loading factor value. The loading factor value is greater than 0.7 which is said to be valid (Hair et al., 2014). According to Sarwono (2016) that the outer loading value = 0.5 can still be tolerated to be included in a model that is still under development and below the value of 0.50 is omitted from the analysis. The result of the average variance extracted (AVE) which shows a value above 0.5 is recommended (Hair, et. Al., 2006). Composite Reliability (CR) is the part used to test the reliability value of an indicator on a variable. Reliability testing with composite reliability can be strengthened using the Alpha Cronbach value. The recommended minimum composite reliability value is 0.70, although the composite reliability value of 0.60 - 0.70 can still be considered acceptable (Hair et al., 2011). The summary of the measurement model in this study is presented in Table 1 below.

Table 1: Result of the measurement model

Latent Variable	Items	MV	SD	Outer Loading	Cronbach's Alpha	CR	AVE
Psychological Contract							
	PCB1	4.073	0.900	0.712	0.882	0.908	0.523
	PCB2	3.937	0.913	0.684			
	PCB3	4.399	0.596	0.775			
	PCB4	3.956	0.796	0.738			
	PCB5	3.987	0.876	0.739			
	PCR2	3.905	0.834	0.680			
	PCR3	4.212	0.624	0.732			
	PCR6	4.437	0.652	0.719			
Organizational Culture							
	OCC3	3.797	0.849	0.722	0.898	0.914	0.515
	OCCO2	3.997	0.766	0.688			
	OCCO3	4.180	0.649	0.719			
	OCCO4	4.224	0.658	0.723			
	OCO1	4.177	0.586	0.707			
	OCO2	4.123	0.602	0.640			
	OCO3	4.038	0.694	0.794			
	OCO4	3.886	0.768	0.777			
	OCS2	3.861	0.739	0.703			
	OCS3	3.775	0.875	0.687			

Organizational Citizenship Behavior							
	OCBA1	4.300	0.604	0.758	0.955	0.959	0.641
	OCBA10	4.276	0.627	0.744			
	OCBA11	4.109	0.713	0.703			
	OCBA12	4.218	0.669	0.737			
	OCBA2	4.211	0.572	0.753			
	OCBA3	4.260	0.589	0.775			
	OCBA5	4.348	0.569	0.733			
	OCBA6	4.243	0.639	0.755			
	OCBA7	4.201	0.636	0.765			
	OCBA8	4.233	0.620	0.806			
	OCBA9	4.144	0.652	0.706			
	OCBL1	4.329	0.628	0.685			
	OCBL2	4.457	0.576	0.673			
	OCBO1	4.401	0.603	0.724			
	OCBO2	4.339	0.636	0.711			
	OCBO3	4.399	0.597	0.773			
	OCBO4	4.246	0.655	0.671			
	OCBO5	4.407	0.576	0.770			
	OCBO7	4.419	0.532	0.695			
	OCBS2	4.281	0.558	0.752			

To test discriminant validity, an additional analysis was performed by comparing the average variance exchange (AVE) and the correlation between constructs. If the AVE square root value of each construct is greater than the correlation value between constructs and other constructs in the model, it is said to have good discriminant validity (Hulland, 1999). The comparison of the correlation with the square root AVE (as shown in bold in Table 2) shows that the correlation between the two constructs is smaller than the square root AVE of the two groups.

Table 2: Discriminant validity assessment

	<b>Organizational Culture</b>	<b>Organizational Citizenship Behavior</b>	<b>Psychological Contract</b>
Organizational Culture	0.717		
Organizational Citizenship Behavior	0.639	0.735	
Psychological Contract	0.304	0.323	0.723

Furthermore, hypothesis testing is carried out to analyze the causal relationship (causality) among variables in the model based on the value of the critical ratio (CR). In the case of PLS- SEM, the CR is known as the t-stat value. The T-value is obtained via bootstrapping and must be greater than 1.96 (Chin, 1998). If the t-stat value is greater than 1.96 (sig. 5%) and has a positive relationship, then the hypothesis is supported. The results of hypothesis testing can be seen in Table 3.

## Finding

Table 3: Results of the structural model analysis.

Hypothesis	Relationship	Std Beta	Std Error	t-value	P Values	Decision
H1	PC -> OCB	0.147	0.044	3.301	0.001	Significant
H2	OC -> OCB	0.593	0.035	16.987	0.000	Significant
H3	PC*OC -> OCB	-0.042	0.040	1.048	0.295	NS

Based on the results of the analysis, it can be concluded that there is a significant relationship between psychological contracts (PC) and organizational citizenship behavior (OCB) ( $\beta=0.147$ ,  $t=3.301$ ,  $p<0.01$ ). In addition, organizational culture (OC) has a significant influence on organizational citizenship behavior (OCB) ( $\beta=0.593$ ,  $t=16.987$ ,  $p<0.01$ ). However, organizational culture as a moderator variable did not play as the moderator in the relationship between psychological contracts and organizational citizenship behavior ( $\beta = -0.042$ ,  $t=1.048$ ,  $p > 0.05$ ).

Then, it can be concluded that Psychological contract and organizational culture can enhance organizational citizenship behavior. Organizational culture did not function as the moderator in this relationship study.

## Discussion

Based on the results of the structural model in this study (table 3), it shows that there is a significant relationship between psychological contract and organizational citizenship behavior ( $\beta = 0.147$ ,  $t=3.301$ ,  $p = 0.000$ ), so the hypothesis is supported. The results of this study support the research of Aranda et al (2017) which shows that there is a direct effect of psychological contract violations on Organizational Citizenship Behavior. (Jafri, 2012) found that psychological contract violations significantly predict Organizational Citizenship Behavior. These findings imply that organizations need to understand and properly manage employee psychological contracts. Otherwise, the perception of violations can jeopardize employees' citizenship behavior. This psychological contract process can have an impact on organizational citizenship behavior. In particular, the findings suggest that leaders should increasingly consider motivating their staff through the satisfaction of intrinsic needs for development, job content, and a pleasant work atmosphere (Lub et al., 2011).

Organizational culture has no role in moderating the relationship between psychological contracts and organizational citizenship behavior ( $\beta = -0.042$ ,  $t = 1.048$ ,  $p = 0.295$ ). However, the results also showed that there was a significant relationship between organizational culture and organizational citizenship behavior ( $\beta = 0.593$ ,  $t = 16,987$ ,  $p = 0.001$ ). Thus, organizational culture only function as a predictor on organizational citizenship behavior but not as moderator. These results are in line with a study by Djati and Adiwijaya (2009) showing that organizational citizenship behavior is also influenced by organizational culture. According to Shemernhorn et al (1994), organizational culture is a system of shared beliefs and values in an organization and directs the behavior of its members. Organizational culture serves as a social glue that binds all members of the organization together (Kreitner & Kinicki, 2001). Ghashghaeinia and Hafezi (2015) found that there is a significant positive relationship between the index of organizational culture and organizational citizenship behavior where the groups of managers, administrative officers, and faculty officers differ.

Furthermore, the results of research by Mohanty and Rath (2012) found that organizational culture has a positive influence on organizational citizenship behavior in different corporate sectors. A significant positive relationship was also shown between organizational culture and organizational citizenship behavior in both Egypt and Mexico, although a higher correlation was shown by Mexico than Egypt (Badawy et al., 2016). According to Jeong et al. (2019), organizational culture has a positive effect on

empowerment and organizational citizenship behavior for all types of organizational culture, except for hierarchical types.

In terms of implication, this study provides empirical data on the effect of psychological contract and organizational culture on organizational citizenship behavior among university staffs. This will help higher education institutions in both Indonesia and Malaysia to develop intervention by including the psychological contract and organizational cultures as the antecedents to enhance organizational citizenship behavior among the staffs. This can increase the productivity of the higher education institution to achieve their goal.

### **Limitations and Suggestions for Future Research**

The limitation of this study is that it does not analyze each dimension of each variable. Future research is expected to carry out research based on the dimensions of organizational culture and dimensions of psychological contracts so that contributions to organizational citizenship behavior can be known in more detail.

### **CONCLUSION**

From the results of the study, it can be concluded that there is a significant relationship between psychological contracts and organizational citizenship behavior. However, organizational culture as a moderator variable does not play a role in moderating the correlation between psychological contracts and organizational citizenship behavior. The results of this study can contribute to the development of theories and add insight into organizational citizenship behavior. In addition, the results of this study can also be used as additional references or information for researchers, stakeholders, and higher education management in making policies related to the development of lecturers and administrative staff. The findings of this study indicate the importance of organizational culture and psychological contract in the reciprocal relationship between university leaders with lecturers and administrative staff in order to have a good impact on organizational citizenship behavior.

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