Structural Equation Model Cause of Organizational Citizenship Behavior of Personnel of Kasetsart University Sriracha Campus, Thailand

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Abstract

The purposes of this research are namely: 1) to study the levels of organizational citizenship behavior; 2) to investigated the validity of the factor influencing organizational citizenship behavior with empirical data; and 3) to explore the relationships among organization justice perception, job satisfaction and job burnout of Personnel of Kasetsart University Sriracha Campus. The sample were 300 persons who working at Kasetsart University Sriracha Campus by stratified proportional sampling method. The data is collected by using questionnaire estimation. The statistics used in this research are respectively mean, standard deviation, and the confirmatory factor analysis (CFA) is used to analyze the construct validity. The results show that: 1) the levels of organizational citizenship behavior was as rather high level; 2) the model influencing organizational citizenship behavior well fitted to empirical data: Chi - Square = 133.119 df = 111 p-value = 0.075 CMIN/df. = 1.199 GFI = 0.973 AGFI = 0.926 NFI = 0.977 IFI = 0.996 RMSEA = 0.023 RMR = 0.015 by all variables were casual factors directly affected to organizational citizenship behavior while organizational justice perception, job satisfaction and job burnout indirectly affect the organizational citizenship behavior through organizational commitment. The factors directly affect organizational commitment contain three factors, which are organizational justice perception, job satisfaction, and job burnout. All variables in the model account for 83.1% of the total variance in organizational citizenship behavior; 3) Job burnout produces negative relationship on organizational justice perception and job satisfaction, nonetheless, job satisfaction provides a positive relationship with organizational justice perception.
Keywords: Organizational Citizenship Behavior, Organizational Justice Perception, Job Satisfaction, Job Burnout, Organizational Commitment

Introduction

The notion of an organizational citizenship behavior has been introduced since the 1938, Barnard (1938) defines such term as an intention to cooperate. Later, scholars have been conducting relevant studies with regards to this particular matter and they finally have reached an agreed upon definition as well a number of relating compositions amounting to such notion. It is discovered that most of the proposed definitions and compositions on the concerned matter are considerably similar. An idea proposed by Organ, Podsakoff and Mackenzie (2006) is commonly known and widely adopted. In Organ's explanation, he states that the composition of an organizational citizenship behavior must be comprised of 5 components, namely: (1) Altruism, this is a behavior of certain individual who seeks out to help others without hoping or expecting anything in return; (2) Conscientiousness, this is an intention to perform and be fully responsible towards the given tasks notwithstanding the fact that it might take the time after working hours, as well as an action which is strictly complied with the organization's rules and policies; (3) Sportsmanship, this is a tolerance towards any work related difficulties or uneasiness, including the stress arising out of work; (4) Courtesy,

this refers to a compassion and sincerity towards others, including a willingness to accept other people's thoughts and opinions; and last but not least, (5) Civic Virtue, this is an organizational cooperation upon collaborating and working together as well as taking responsibility regarding the given tasks. Many scholars have come to a conclusion that a good organizational citizenship behavior must stem from oneself, that is to say, a willingness to act without any force or coercion and without any expectations to gain benefits in return. It can be viewed that a good organizational citizenship behavior is crucial and highly beneficial in order to achieve successful and effective organization management.

Nowadays, educational institutions are striving to improve and develop themselves so that they can be viewed as an excellent choice and a desired destination for those who wish to further their studies as well as being an up-to-standard education institution. There are various factors that could help foster certain education institutions to achieve such aspired goals. These factors are, for example, the available programs offered to perspective students, supporting tools that encourage study and learning. Nevertheless, the most important factor of all concerns the institutional personnel, either it is a supporting staff or an academic staff, all of which are considered highly essential towards the institutional development and advancement. Various bodies of the educational institutions usually set up an assessment criteria so as to evaluate the performance of their working staffs. The evaluation is conducted in order to be employed and relied upon as an indicator and a justification for paying higher salaries or extending the employment contracts. That is to say, factors regarding academic tenure, numbers of academic work, expertized positions, and collaborations within the organization activities, all of which are assessment factors that could reveal and encourage positive behaviors of the employee as the employee would wish to obtain good evaluation results. It can be seen that an exercise of good organizational citizenship behavior contains certain changes and shifts of perceptions. In other words, an act which is committed in the hope of getting things in return is now deemed as an act arising out of pressure, without any willingness to do so. Should this type of behavior strive and continue, in the long term, this would produce negative effects on parts of the organization, rendering the particular organization to become unsuccessful.

There are a number of studies that have been conducted to examine relevant factors affecting the level of an organizational citizenship behavior, this includes factors concerning justice perception perceived within the organization, job satisfaction, organization commitment, and job burnout. Accordingly, the researcher aims to examine the relationship between job satisfaction, organizational justice perception, organizational commitment, and job burnout, all of which evidently produces certain effects upon the level of organizational citizenship behavior amongst the working staffs of Kasetsart University, Siracha campus. The study is carried out using the stratified proportional sampling method. The study findings would be beneficial to the personnel management so that effectiveness can be achieved. Moreover, it would also encourage and stimulate the concerned personnel to willingly express good organizational citizenship behaviors and ultimately result in the success of the given organization on the long run.

Review Literature

Organ (1988) defines organizational citizenship behavior as an individual behavior of which is expressed voluntarily without knowingly realising the organization rewarding system. Such behavior supports and fosters the overall operation efficiency of an organization, is performed willingly and voluntarily without uses of force or subject under work pressure or any penalty. It can be observed that a good organizational citizenship behavior refers to an act to carry out the given tasks willingly regardless of the fact that such task may or may not yield any rewards or benefits, but rather renders the work to become more successful and

effective, leading to the success of such given organization. This research is based on the principles and ideas of Organ's organizational citizenship behavior as such principles are widely accepted and well established. In his theory, Organ lists out 5 components with regards to organizational citizenship behavior, which can be seen as follow: (1) Altruism, (2) Conscientiousness, (3) Sportsmanship, (4) Courtesy and (5) Civic Virtue.

Organizational commitment is referred to as a scenario where the working employee feels as a part of the organization, wishes for the organization's success, and is loyal as well as committed to the organization. This is consistent with the definition proposed by Spector (2003) in which it is stated and described as an individual organizational commitment that comprises of accepting the organization's goal, a determination to perform at utmost effectiveness, and an intention to be loyal and always stay with such organization. Moreover, Wanlop (2011) also states that organizational commitment can be portrayed as the employee's perception of being a part of the organization, having faith, devotion, and the readiness to commit oneself to the belonging organization.

Following relevant literature reviews vis-a-vis the elements of organizational commitment that are widely recognised and accepted, the theory proposed by Allen and Meyer (1990) who were experts on the topic, the elements can be categorized into 3 parts as follow: (1) Mentality element - this is expressed through certain emotions and feelings e.g. loyalty, love, warm-hearted, happiness, and content (Jaros, Jermier, Koehler and Sincich, 1993); (2) Concerning staying loyal to the organization - this can be viewed as a sheer will and desire of an individual to work for his or her organization with certain believes that should he or she leave the organization, it would be his or her disadvantages. Also, it could refer to a notion where the employee feels that he or she has been devoting himself/herself to such organization for so long and it would be a tremendous loss to leave the organization at this point, thereby, these people would tend to stay as long as possible within the organization so as to maintain and keep their interests and advantages (Schultz, 2002); (3) Norm of Society - this refers to a reflecting image of certain senses of responsibility towards the work, the need to carry out the given tasks, yet, disregards any emotional attachment. Such norms do not necessarily change or depend upon other interest factors that are rewarded by the organization e.g. emotional commitment and the attachment of being (Jaros et al., 1993).

Organizational Justice Perception refers to an individual perception towards organization's reward system or a process in which such rewards are given out (Gordon, 2002). Considering various thoughts proposed by many scholars, the composing elements of organizational justice perception can be grouped into 4 parts: (1) Compensation - this can be identified as justice with respect to rewards allocation; (2) Procedural matters - processed in which the organization employs so as to access the fairness of such rewards allocation; (3) Relationship between the organization's personnel - this is justice as expressed by the authority in charge. The expressions can be expressed by, for instance, honoring and acknowledging the employee's importance; (4) Information awareness - this is a presentation of information regarding the rewards allocation system which must be clear, accurate, and reasonable.

Job Satisfaction refers to the employee's feelings and perceptions towards relevant factors with respect to their current job, which are physically and mentally responsive. This reflects a notion of work behavior whether it is satisfactory or unsatisfactory, happy or unhappy. Respectively, Jewell (1998) further explains and defines such term as an emotion or feelings of certain individual that are responsive and essential to the work context, of which is key variable towards determining the individual's work behavior. If the employee has job satisfaction for his or her job, this means that he or she is content to the job. Many scholars have mentioned factors in connection to job satisfaction e.g. Herzberg, Mausner, and Snyderman. (1959), Vroom (1964), Munson and Heda (1974), Locke (1976), Spector (1997). Accordingly, it could be concluded that there are 9 factors contributing to job satisfaction,

namely: (1) Respectable status, (2) Job description, (3) Career advancement opportunities, (4) Matter of administration, (5) Organization personnel's relationship, (6) Monthly salary and other relevant work benefits, (7) Policy and management, (8) Work responsibility, and lastly (9) Work environment.

Job burnout can be defined as emotional exhaustion, depersonalization and reduction of personal accomplishment. These factors are results form undergoing and ongoing work stresses that cannot be efficiently tackled with over times, leading to negative effects both physically and mentally to the working employee. This research ultimately examines factors contributing to job burnout basing on Maslach and Jackson's work (1986), of which there are 3 main components namely: (1) Emotional exhaustion - a state in which certain individual is under the impression that he or she is overwhelmed with too much work and feels physically as well as mentally exhausted to face others; (2) Depersonalization - a case where certain individual perceives negative perceptions and attitudes towards others, caring less for his or her works and the people surrounding him or her; and (3) Reduced personal accomplishment - this is a feeling of being unsuccessful with work, assuming oneself as a failure and less valued, lacking self-confidence and is under the feeling that others do not trust him or her.

The research and analysis articles have been found the factors which produces effects towards the level of organizational citizenship behavior are job burnout (Schepman and Zerate, 2008), organization justice perception (Cohen-Charash and Spector, 2001; Pakorn, 2015; Sirima, Montree, and Naraphol, 2016), job satisfaction (Vecchio, 2000; Sirima et al., 2016; Mohammad, Habib, and Alias, 2011) and organization commitment (Podsakoff, Whiting, Podsakoff, and Blume, 2009: Meyer, Stanley, Herscovitch, and Topolnytsky, 2002; Pakorn, 2015; Sirima et al., 2016)

The factor that affects to the level of organization commitment are job burnout (Saibua, Napaporn, Montree, and Prayong, 2014; Najihah, Mizan, Nosyamina, and Jeniwaty, 2010), job satisfaction (Pakorn, 2015; Kijpokin, Thanasuwit, and Bundit, 2016; Sirima et al., 2016; Gonzalez and Garazo, 2006) and organization justice perception (Sirima et al., 2016; Demirel and Yucel, 2013; Matthew, Chang, and Jae, 2012)

Research Methodology

The research subjects in this particular study are drawn from the academic staff and supporting staff within the University of Kasetsart, Sriracha campus, who has been in active since the first half of the 2015 academic term. The size of the subject group is prescribed to comprise of at least 10 examples per 1 parameter (Hair, Black, Babin, and Anderson, 2010). Within this study, there are 24 parameters, hence, the number of sampling subjects should not be under 240 personnel. In this particular research, 300 subjects are involved, of which all 300 have been selected and drawn from by using a stratified proportional sampling method.

The research tool employed within this study is a 6-section questionnaire, the sections are namely individual characteristics, organization justice perception, job satisfaction, job burnout, organization commitment, and organizational citizenship behavior. The construct validity for this particular study equals to 0.84 and the study contains 5 different levels of estimations.

The statistics used in this research are mean, standard deviation, and the confirmatory factor analysis (CFA) is used to analyze the construct validity and to investigated the validity of the factor influencing organizational citizenship behavior with empirical data. Also, the study sets out to explore the correlation and the cause and effect relevant to the level of organizational citizenship behavior, using the SEM model, which will allow the researcher to see different variables that contain different indirect and direct correlative effects.

Results

1. The levels of organizational citizenship behavior was as rather high level.
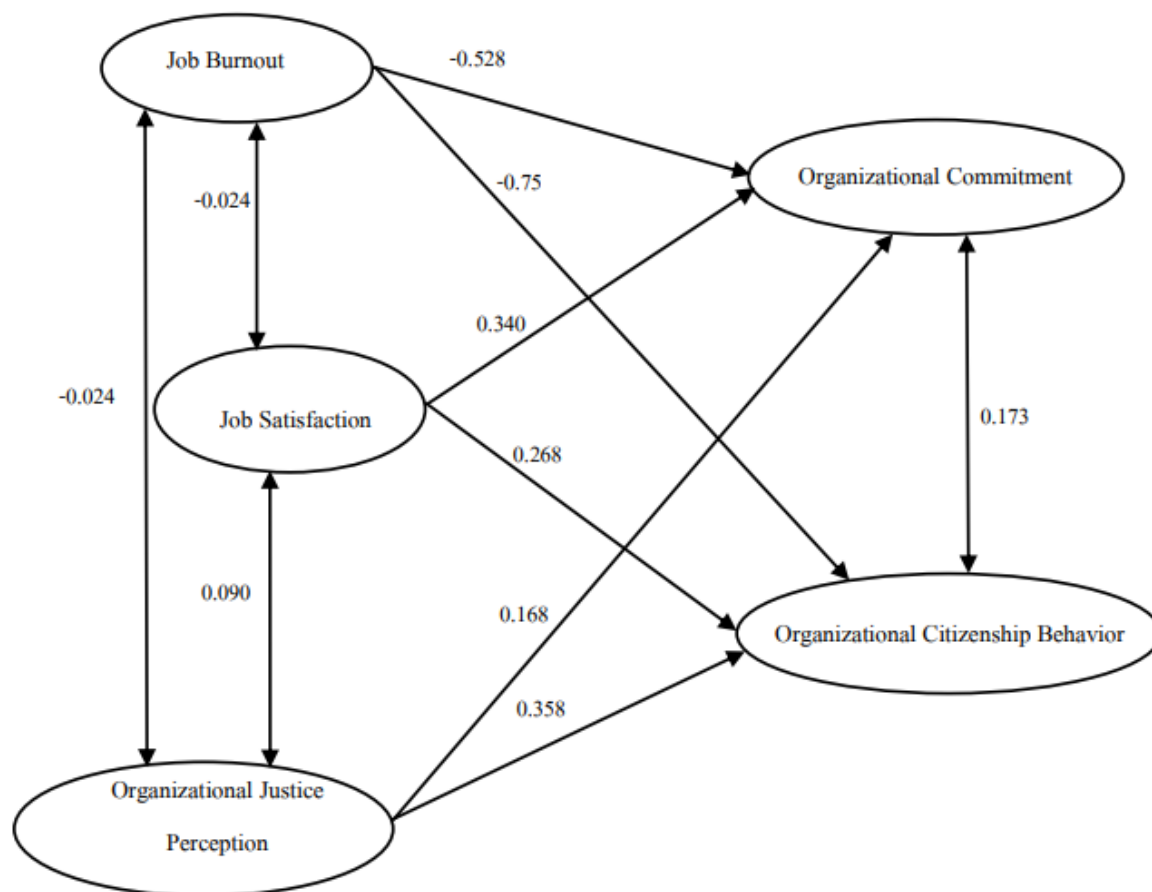

Figure 1 Result of Structural Model Cause of Organizational Citizenship Behavior

2. The model influencing organizational citizenship behavior well fitted to empirical data: Chi - Square = 133.119 df = 111 p-value = 0.075 CMIN/df. = 1.199 GFI = 0.973 AGFI = 0.926 NFI = 0.977 IFI = 0.996 RMSEA = 0.023 RMR = 0.015 and found.

Table 1 Standardized Regression Weight

Variable	Path	Variable	Coefficient	S.E.	CR	P-value	R^2
Organizational Citizenship	⟵	Organizational Commitment	0.173	0.087	1.99	0.047*	83.1
Organizational Citizenship	⟵	Organizational Justice	0.358	0.134	3.290	0.001*	83.1
Organizational Citizenship	⟵	Job Burnout	-0.75	0.237	-4.045	0.000*	83.1
Organizational Citizenship	⟵	Job Satisfaction	0.268	0.109	2.613	0.009*	83.1
Organizational Commitment	⟵	Job Burnout	-0.528	0.113	-6.649	0.000*	62.2
Organizational Commitment	⟵	Organizational Justice	0.168	0.104	1.971	0.048*	62.2

Table 1 (Con.)

Variable	Path	Variable	Coefficient	S.E.	CR	P-value	R^2
Organizational Commitment	⟵	Job Satisfaction	0.340	0.086	4.144	0.000*	62.2
Job Satisfaction	⟷	Organizational Justice	0.090	0.012	7.284	0.000*	-
Job Burnout	⟷	Organizational Justice	-0.024	0.007	-3.144	0.002*	-
Job Burnout	⟷	Job Satisfaction	-0.024	0.008	-2.943	0.003*	-

* p-value < 0.05

Table 2 Standardized Effects

Variable	Effect	Job Burnout	Job Satisfaction	Organizational Justice Perception	Organizational Commitment	R^2
Organizational Citizenship Behavior	Direct Effect	-0.750	0.268	0.358	0.173	83.1%
	Indirect Effect	-0.091	0.059	0.029	0.000	
	Total Effect	-0.841	0.327	0.387	0.173	
Organizational Commitment	Direct Effect	-0.528	0.340	0.168	0.000	62.2%
	Indirect Effect	0.000	0.000	0.000	0.000	
	Total Effect	-0.528	0.340	0.168	0.000	

1) All variables were directly effects to organizational citizenship behavior by job burnout is highest and negative effect to the organizational citizenship behavior (-0.75) but organizational justice perception (0.358), job satisfaction (0.268) and organizational commitment (0.173) are positive effects to the organizational citizenship behavior in order. All variables in the model account for 83.1% of the total variance in organizational citizenship behavior at 0.05 significant. As table 2.

2) Organizational justice perception, job satisfaction and job burnout are indirect effects to the organizational citizenship behavior through organizational commitment by job burnout is highest and negative effect (-0.091) but job satisfaction (0.059) and organizational justice perception(0.029) are positive effects to the organizational citizenship behavior in order at 0.5 significant. As table 2

3) The factors directly effect to the organizational commitment contain three factors, which are organizational justice perception, job satisfaction, and job burnout by job burnout is highest and negative effect (-0.528) but job satisfaction (0.340) and organizational justice perception(0.168) are positive effects to the organizational commitment in order. Those variables account for 62.2% of the total variance in organizational commitment at 0.5 significant. As table 2.

4) Organizational justice perception is a positive relationship with job satisfaction (0.090) but has negative relationship with job burnout (-0.024) at 0.05 significant. As table 1.

5) Job burnout is a negative relationship with job satisfaction (-0.024) at 0.5 significant. As

table 2.

Research Discussion

According to the research findings, it reveals that factor which produces direct effects towards the level of organizational citizenship behavior is job burnout as it contains adverse impacts due to an emotional fatigue and tiredness rendering a given personnel to feel discouraged to work for or help the organization. This is consistent with the work conducted by Schepman and Zarate (2008), of which it studies the relationship between burnout, negative affectivity and organizational citizenship behavior for human service employee. Accordingly, if encouragements are required so as to boost the level of organizational citizenship behavior, the organization must somehow try to make their personnel feel less tiredness and fatigue, reduce stress stimulants, and increase recreational activities such as an organizing of a monthly recreation activity or making the personnel feel that they are important and highly crucial to the organization.

Also, with respect to an organization justice perception which produces positive effects, when the employee feel and acknowledge a sense of organization justice vis-a-vis matters such as benefit sharing, information sharing, and a recognition that the work process is just and fair, all of which effectively produce an impact upon the level of organizational citizenship behavior. According to the meta-analysis put forward by Cohen-Charash and Spector (2001), it states that justice as to returning benefits, work process, information sharing, and individual relationship will essentially effect the level of organizational citizenship behavior. This is consistent with the study carried out by Pakorn (2015) and Sirima et al. (2016), in which it discovers that organization justice perception contains a direct impact upon the level of organization citizenship behavior. If an organization wishes to obtain a good level of its employee's organization citizenship behavior, such target must be achieved voluntarily and willingly without any forces or coercion exerted by the organization. With such approach, the organization could achieve the desired organization justice perception.

With regards to job satisfaction which contains positive influence i.e. job satisfaction with respect to the acceptance from their peers and supervisors, a sense of work challenges that match the individual's ability, a potential progressing career path and opportunities, including organization commitment and a sense of wishing to be a part of the organization, all of which ultimately affect the level of organizational citizenship behavior. Such result is uniform with the findings presented by Vecchio (2000) in which it states that job satisfaction will contain an impact upon the organizational citizenship behavior, for instance, an employee with low job satisfaction would tend to be more absent than those with higher job satisfaction. Such event results in a way that it requires the organization to seek out substitute to replace the absent employee. If the employee is satisfied with his or her job, this would lead to organizational cooperation, a sense of caring about others, helping his or her colleagues in certain tasks, and a sense of job responsibility including consideration towards others. This is in line with the work conducted by Sirima et al. (2016) in which it discovers that job satisfaction contains an effect upon the level of organizational citizenship behavior. That is to say, job satisfaction with respect to issues concerning job suitability and types of tasks, as well as a factor of work challenge and future opportunities all produce certain effects upon the level of organizational citizenship behavior. Another work found to be consistent with the aforementioned results is the study conducted by Mohamad et al. (2011) in which it reveals that job satisfaction both within and outside the organization effectively impacts the level of organizational citizenship behavior. Accordingly, a given organization can seek to increase the level of organizational citizenship behavior by encouraging and ensuring their working staffs to feel satisfied towards their job.

Last but not least, with respect to the organizational commitment that provides positive

effects towards the level of organizational citizenship behavior, the factor is consistent with the proposed meta-analysis put forward by Podsakoff et al. (2009) and Meyer et al. (2002), which are all in line with the research conducted by Pakorn (2015) and Sirima et al. (2016), in which it discovers that the organizational commitment produces positive impact upon the level of organizational citizenship behavior and this signifies that by making the employee become aware of the fact that they are an essential part of the organization or making them feel the least desire to quit their jobs dispute possible incentives and motive, would help generate a good level of organizational citizenship behavior within a given organization.

Upon other regards, when discussing a factor that directly affects the level of an organizational commitment, this is revealed to involve a matter of work fatigue and job burnout, which produce negative effects. This is persistent with the work carries out by Saibua et al. (2014) and Najihah et al. (2011) which reveal that by alleviating the pressure arising out of work, this would help the employee to feel and generate higher level of organizational commitment and loyalty.

When considering job satisfaction, which produces a positive effect towards the level of organizational commitment, this is in line with the research findings presented by Gonzales and Garazo (2006), Pakorn (2015), Kijphokin et al. (2016) and Sirima et al. (2016), in which it discovers that an employee with a risen level of job satisfaction would lead to an increase in the level of organizational commitment. This in turn would allow the organization to be able to increase the level of its employee's commitment and loyalty, by setting up an organizational culture where everyone is willing to agree upon and abide by, including handing out tasks that are interesting and giving a concrete and applicable policy incentives so that the employee could carry out and achieve the desired outcome. Also, the organization should provide and give out work orders and assignments that are systematically applicable so that the employee would find it satisfactory.

With respect to the least influential factor, this comes down to the organization justice perception, of which generates a positive effect towards the organizational commitment. This is persistent with the work conducted by Sirima et al. (2016), Demirel and Yucel (2013) and Matthew S. Crow, Chang-Bae Lee and Jae-Jin Joo (2012). Accordingly, the setting up of organizational justice perception within certain organization, either it concerns factors of benefits sharing, work process, information sharing, and work clarity that deals with an employee's promotion, all of which would ultimately render the personnel to feel greater commitment and loyalty towards their organization.

Considering the organization justice perception, it contains a positive correlation towards the level of job satisfaction, which is in line with the work presented by Yunhong, Jie and Xiaochen (2016) and Bakhshi, Kumar, Rani (2009). It also discovers that organization justice perception holds a negative correlation against job burnout. This is consistent with the study conducted by Gabris and Ihrke (2012) which it shows that upon boosting the employee's recognition concerning the organization justice perception, this would increase the level of job satisfaction in that the personnel would feel satisfied to work for the organization and help lessen and lower the level of job burnout, arising out of work stress, felt upon on parts of the employee.

When considering the topic of job burnout, this contains a negative correlation against the level of job satisfaction. Such results are persistent with the work carried out by Vroom (1964) which stipulate that by holding a negative perception towards one's work, this ultimately leads to one's dissatisfaction to work for a given organization. Therefore, by reducing the level of negative perception or diminishing the stress generated from work, this would result in an increased level of job satisfaction.

According to the study findings, it has been discovered that factors of job burnout, job satisfaction, and the level of organization justice perception contain an indirect impact upon

the level of organizational citizenship behavior through a variable of organizational commitment. As to job burnout, this produces a negative effect, whereas job satisfaction coupled with job satisfaction result in a positive impact. This is in line with the work of Organ and Bateman (1991), Kijpokin et al. (2016) and Masterson (2001). Accordingly, by reducing the stress, lowering work related pressure, creating the organization where it represents justice and clarity, encouraging the working staff to feel satisfied towards both working for the organization as well as working amongst their colleagues, all of which would lead to a higher level of a personnel's commitment and loyalty to the organization as well as fostering them to hold greater level of good organizational citizenship behavior.

Recommendations

1. Relying on the research findings, it can be viewed that job burnout can be considered as the highest influential variable that produce effects on the level of an organizational citizenship behavior, directly and indirectly. This could stem from the fact that there might be too much workload assigned to the personnel in a way that the personnel may feel the stress or generate negative perceptions towards their work. As a result, an organization should seek to lessen such incident of work related stress by creating agreeable and refreshing work environment as well as trying to reduce the stress caused by the assigned tasks, of which would essentially to lead to a desired level of good organizational citizenship behavior.

2. For future studies upon this particular matter, qualitative collection of data should be acquired as well so that a proper and effective analysis could be carried out.

3. It is advisory that a comparative study on the level of organizational citizenship behavior should be conducted upon all personnel working across all campuses listed under Kasetsart University so that this can later ultimately lead to possible developments of the personnel working under Kasetsart University in the future.

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