Impact of Work Values in Promoting Organizational Citizenship Behavior Among Academicians: The Mediating Roles of Job Satisfaction

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ABSTRACT

Organizational citizenship behavior (OCB) has become an increasingly important aspect in improving organizational performance, employees' work attitude and behavior. However, research that focuses on work values, work attitude and OCB is still limited specifically in higher education institution (HEI) setting. Higher education workers particularly academicians at present portray a high individualistic culture with lesser OCB due to a great pressure and demand existed in the setting. This paper aims to investigate how certain work values promote academicians' organizational citizenship behavior and highlights the role of job satisfaction as a mediator between the aforementioned relationships. Work values in this study were looked at two aspects of terminal and instrumental. Meanwhile, OCB was looked at into two aspects namely OCB towards individual (OCBI) and organization (OCBO). This study population involved 460 academics retrieved from both private and public HEIs which were used a structural modelling approach in testing the hypotheses. The findings revealed that work values significantly predicted OCB. Both terminal and instrumental work values have a significant influence on academics' degree of OCB. Job satisfaction on the other hand mediates the relationship between terminal work values and OCB. The implication of this paper related to theoretical, empirical and policy advancement in relation to OCB at work was included.

Keywords: Job satisfaction, organizational citizenship behavior, work values

INTRODUCTION

Academicians have long been acknowledged as the university's backbone in striving for rating and performance. However, due to greater demand, academicians at present face a constant pressure in terms of mounting workload and high demands. Academicians today are not only responsible for teaching and learning, but for striving equally in research, grants, supervision, publication, training, student service, administrative duties and social responsibility (Hamid et al., 2018). Tougher requirement and harsher environment have caused academicians to be more individualistic kind of population who care only on their personal achievement (Ujang, 2011). Although changes are necessary in improving HEIs, problems stem from this issue should be wisely acknowledged. This is to avoid the outbreak of unproductive behavior within the setting. In Malaysia HEIs context, a system called as Key Amal Indicator (KAI) has been introduced as part of initiative to motivate organizational citizenship behavior and positive culture at work (Ujang, 2011). The fostering of organizational citizenship behavior (OCB) is imperative in enhancing the performance in universities (Macfarlan, 2007). This is because OCB creates a positive and supportive working environment by promoting helping behavior, guidance and support (Belogolovsky & Somech, 2010). This can boost university's overall performance by compelling ways of working while publishing journals, executing studies and services.

William and Anderson (1991) categorized two broad dimensions of OCB, which were organizational behavior performed towards *organization* (OCBO) and individual (OCBI). OCBO covers various types of behavior that were profitable to organization. For instance, the act of following procedure that helps easing managerial process. Meanwhile, OCBI concerns on behavior performed to help specific individuals such as covering for colleagues who are absent from work (William & Anderson, 1991). Body of literatures suggests that work values can boost OCB occurrence (Azlyn et al., 2010; Macfarlane, 2007; Podsakoff et al., 2000). In HEIs, having an upright work values help employees to better support the needs of students, colleagues and external stakeholders (Super, 1970), which eventually increase performance. Two most common types of work values are *intrinsic* and *extrinsic* work values (Limthanakom et al., 2008; Rokeach, 1973; Ros, 1999). Although work values component has been receiving a lot debate worldwide, those two are the most acceptable and widely applied (Hirschi, 2010). Since The Work Values Inventory (WVI) by Wu et al. (1996) was adopted in measuring the work value in this particular study, intrinsic work value was evaluated by terminal value. Meanwhile, extrinsic was measured by instrumental value. Intrinsic value (terminal) comprises three sub-dimensions of self-growth tendency, self-realization tendency and self-esteem tendency. Meanwhile, external (instrumental) value consists of four

dimensions, which are social interaction tendency, organizational security and economic benefits tendency, stability and anxiety-free tendency, as well as recreations, health and transport tendency (Ho, 2006).

In addition, previous study highlighted that work values can increase employee's attitude in terms of job satisfaction (Bhatia et al., 2012). Empirical evidences suggested that an academician with a good work value tends to show a high level of job satisfaction (Froese & Xiao, 2012; Ho, 2006; Lim, 2010), which in turn enhances their OCB in organizations (Lim, 2010). Henceforth, this particular paper observes at how the variable can perform in between work values and OCB and validate it within HEIs setting. This paper is underlined by the Value-attitude-behavior hierarchy model by Homer and Kahle (1988) in which it is assumed that there is a strong relationship existed among values, attitudes and behaviors of individual against any situations and circumstances (Milfont et al., 2010). Based on this theory, work values can influence OCB directly and indirectly through job satisfaction. In addition, the main feature of the model is that it emphasizes on the mediating role of attitudes on the relationship between values and behaviors (Milfont et al., 2010). Thus, all of these objectives at the end of the paper contribute to a better understanding of OCB in HEIs setting particularly by connecting it to work values and job satisfaction. This will help future researchers, practitioners and policy makers to further understand revolving issues around OCB at work and ways to improve it.

LITERATURE REVIEW

Conceptualization of Work Value

The general terms of 'value' was firstly introduced by Rokeach (1973), which referred to the individual needs and desires towards any situation in their life. Work value refers to the value, satisfaction, or reward desired by an individual to his or her work (Koivula, 2008). It is a part or subset of overall human basic value where it specifically emphasizes on the need and desire to perform better at work. Since then, the concept has been expanded where researchers started to investigate the values at work. Previous study on work value has gathered numerous dimensions in explaining work values in organization (Spitzmuller et al., 2008). Super (1970), for instance, divided work values into a total of 15 dimensions known as altruism, aesthetics, creativity, intellectual stimulation, achievement, independence, prestige, management, economic returns, security, surrounding, supervisory relations, association, way of life and variety. Meanwhile, Robinson and Betz (2008) divided work value into three dimensions, which were intrinsic, extrinsic and concomitant values. Ho (2006) in contrast classified work values into two dimensions namely terminal values and instrumental values. Nevertheless, this paper follows the two dimensions of work values categorization (terminal value, instrumental values) as argued by Ho's (2006). The reason is because these two types of work value are the most used values at work and can accurately capture various scenarios in an organization (Hirschi,

2010). As aforementioned, terminal values comprised three dimensions, which are self-growth tendency, self-realization tendency and self-esteem tendency (Ho, 2006). All of the terminal values are related to individual's internal needs and desire towards work. These include the need for personal achievement and skills, fulfilling lifelong goals, self-recognition and desire to gain respect from others. Meanwhile, instrumental value involves four dimensions, which are social interaction tendency, organizational security and economic benefit tendency, stability and anxiety-free tendency and lastly recreation, health and transport tendency.

Although work value is a subjective need and desire of an individual, its importance could not be ignored. This is because, value itself is a fundamental core for the human being especially in shaping their attitude and belief towards life. That is why, one's value is often observed and evaluated in the process of hiring new people for an organization. Previous studies highlighted that among the important antecedents of organizational citizenship behavior (OCB) is work values (Azlyn et al., 2010; Macfarlane, 2007; Podsakoff et al., 2000). Organizational citizenship behavior deals with voluntary commitment of an individual within an organization, which is the behavior that is not included as a real contractual task when the person is signing work agreement. It is a positive act and another form of consideration that an employee portrays in managing their work and in helping others. Super (1970)

suggested that work value helped individual to develop superior understanding not only about themselves, but also others, which was crucial for effective communication in an organization. By having clearer work value, one could use their senses to be more understanding and positive towards their surrounding while fostering more positive attitude within their environment.

The importance of work values does not only set on cultivating positive organizational culture including OCB, but it also profoundly significant towards increasing job satisfaction of individuals in the workplace (Bhatia et al., 2012). Job satisfaction concerns on the feeling of fulfillment among employees towards their job (Aziri, 2011). Having a satisfied worker is the key to a sustainable organization as it hinders high employee retention. In fact, empirical evidences pointed out that workers with good work values have high level of job satisfaction (Froese & Xiao, 2012; Ho, 2006; Lim, 2010), which in turn enhances their organizational citizenship behavior inside their organizations (Lim, 2010). Decades of studies on job satisfaction have demonstrated sound understanding on how personal and environmental factors affect employees' level of job satisfaction and how job satisfaction in turn influences a variety of important workplace behaviors (Crede et al., 2007). Reviews from previous studies revealed that job satisfaction is either as an independent variable or dependent variable. The mediator role of job satisfaction has been supported by many prominent models with one of them is value-attitude-behavior

hierarchy (Homer & Kahle, 1988). This model points out that positive attitude is able to act as a mediator between individual values and their behavior in an organization. This model assumes that values could influence behaviors directly and indirectly through attitudes modification.

Relationship between Work Value and Organizational Citizenship Behavior

Reviews from literature highlighted that work value is among the prominent factors to establish high OCB occurrence in an organization. Recent research presented that there are several factors that can continuously promote OCB in an organization, which are related to the working environment and organizational culture (Zeyada, 2018). According to a previous study, terminal values such as self-growth tendency, self-realization tendency and self-esteem tendency have a positive relationship with OCB. For instance, a study by Lub et al. (2010) discovered that organization that needed achievement and development had a positive correlation with OCB. The particular study was conducted based on face-to-face on-site surveys among hospitality managers and found that satisfaction of work values was among the important keys to enhance OCB practice at work. Meanwhile, a study by Azlyn et al. (2010) on 200 academicians from a local university in Malaysia reported that work values had a positive relationship with OCB. The study that investigated the relationship between job status, job insecurity, work values with OCB found

that instrumental work values like social interaction tendency among employees fostered positive workplace environment and positive behavior within the setting. Therefore, the first hypothesis of this study is;

> Hypothesis 1: *Work values (terminal and instrumental) is positively linked to OCB of the respondents.*

The Mediating Effects of Job Satisfaction in between Work Value and Job Satisfaction

A huge number of researches have mentioned the link between work value with job satisfaction (Arciniega & Gonzalez, 2005; Hegney et al., 2006; Profeli & Mortimer, 2010). Previous study showed that job satisfaction was positioned as an independent and dependent variable. In addition, it was found that job satisfaction is a significant outcome of work values (Judge et al., 2010; Lim, 2010; Lyons et al., 2006). Furthermore, job satisfaction is not only observed as a significant outcome variables of work values (Hegney et al., 2006; Lim, 2010) but also a significant predictor of positive behavior in the workplace such as organizational citizenship behavior (Jam et al., 2012). A study by Profeli and Mortimer (2010) on students revealed a significant relationship between intrinsic work values and job satisfaction over time, which aligned with that by Froese and Xiao (2012) as well as Liao and Chen (2012). Herzberg Theory likewise mentioned the important role of intrinsic and extrinsic factors in motivating and enhancing job satisfaction (Profeli &

Mortimer, 2010). This theory argues that high satisfaction is needed in the form of resources such as status, self-actualization, growth, achievement and social factors.

Job satisfaction itself refers to employee's positive attitude that later become one of crucial concept in the workplace (Givaki et al., 2017). Job satisfaction is not only an element to maintain employee's interest and factor to foresee employee turnover rate, but has now gain more popularity as a method to further enhance positive work behavior including OCB (Hemakumara et al., 2018). In some studies, job satisfaction has been found to portray a positive relationship with OCB (Paille, 2010; Podsakoff et al., 2009). A study by Swaminathan and Jawahar (2011) for instance revealed how high job satisfaction improved OCB in the academic sector. A study done on 252 faculty members in Tamil Nadu revealed a moderate relationship between job satisfaction and OCB. This particular pattern was further found across several studies (Chiboiwa et al., 2011; Mehboob & Bhutto, 2012) where job satisfaction was found as a predictor of OCB.

In respect to the mediating role of job satisfaction in this study, it was assumed that job satisfaction has the capability to explain or in statistical terms mediate the relationship between work values and OCB. In order to understand the nature of mediator variable, researchers often refer to a popular explanation by Baron and Kenny (1986), which explains that one variable is considered a mediator when it is positioned either as an independent variable or dependent variable. A study by Ulfiani et al. (2014) found that job satisfaction was significant as a mediator in between self-efficacy and OCB. Meanwhile, a study conducted among 208 teachers in South Sulawesi, Indonesia discovered that job satisfaction acted as a negotiator in bridging the effects between self-efficacy and OCB, whereby enhancing self-efficacy improved job satisfaction, which then further promoted OCB level. Furthermore, the model of value-attitude-behavior hierarchy by Homer and Kahle (1988) also supported the mediating role of job satisfaction. This model posits that positive attitude can function as a mediator in between individual values and employee behavior whereby one's values can influence behavior directly and indirectly through attitude (Milfont et al., 2010). Since job satisfaction is one type of employee's attitudes, it was assumed that job satisfaction can act as a mediator variable that strengthens the relationship between work values and organizational citizenship behavior. That being said, below is the mediating hypothesis for this study:

> Hypothesis 2: *Job satisfaction mediates the relationship between work values (terminal and instrumental) and OCB of the respondents.*

Framework of Study

Figure 1 was presented the framework of study that proposed the role of job satisfaction as mediator in the relationship between work values and organizational citizenship behavior.
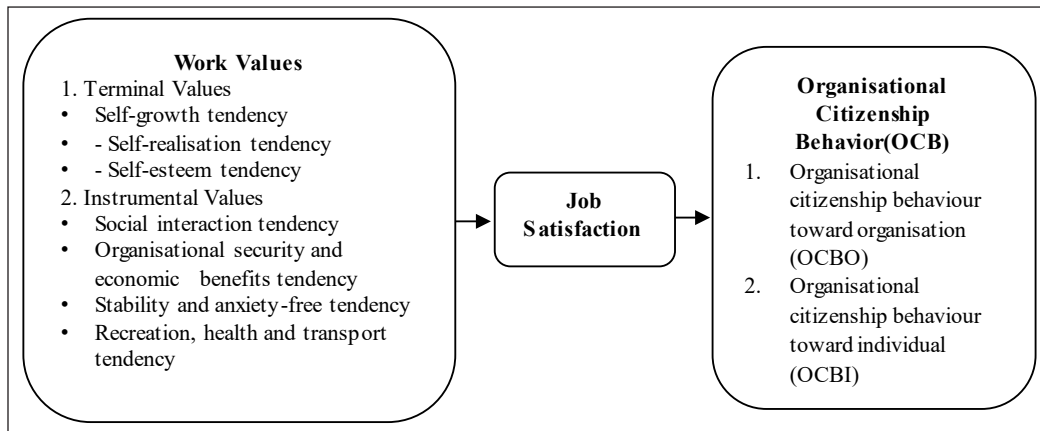
Figure 1. Framework of study

METHODS

Research Design

This study utilized a quantitative approach using survey as its research design. According to Cooper and Schindler (2003), research design refers to the blueprint for the data collection methods, measurement and data analysis methods used to answer the questions in the survey. Quantitative approach using survey or questionnaires demonstrates several advantages. First, it helps monitoring large data and more objective. Second, quantitative data is more quantifiable and in many circumstance can be easily generalized to a large population (Choy, 2014).

Population, Sample and Procedures

Sample was drawn from academicians of Malaysian public and private universities with two universities selected as samples (Multimedia University and University of Malaya). A set of questionnaires was sent to a total of 800 potential participants

with a stamped envelope addressed to the researcher. Potential respondents were briefed in the first page of the survey that their participation was voluntary and anonymous. A term where respondents could decline the study was also stated. All agreed participants were asked to complete and return the survey within a month. At the end, a total of 518 academicians completed the survey (for a response rate of 64.75%); however, a total of 58 participants (11%) were deleted based on Mahalanobis test (cutoff $p < 0.001$), leaving 460 participants as the final usable number.

Research Instrument and Validity/ Reliability of the Instrument

Work Value. 49 items of The Work Values Inventory (WVI) by Wu et al., (1996) was selected to measure the work values. Wu et al., (1996) and Ho (2006) reported this instrument had a high reliability with coefficient alpha ranging from 0.79 to 0.94. There were no reverse-score items and all items were scored with 5-point Likert

scale ranging from 1 as not important to 5 as very important. Confirmatory factor analysis result showed that *terminal value* was a three-factor model incorporating i) self-growth tendency, ii) self-realization tendency and iii) self-esteem tendency with acceptable model fit (X2=416.94, df=170, X2/df=2.45, GFI=0.92, RMR=0.02, CFI=0.96, RMSEA=0.06, AIC=538.94, CAIC=851.94). Meanwhile, *instrumental value* as a four-factor model incorporating i) social interaction tendency, ii) organizational security and economic benefits tendency, iii) stability and anxiety-free tendency, as well as iv) recreation, health and transport tendency. The result also demonstrated acceptable model fit (X2=641.28, df=316, X2/df=2.03, GFI=0.91, RMR=0.03, CFI=0.97, RMSEA=0.05, AIC=821.28, CAIC=1283.09).

Job Satisfaction. Job satisfaction was measured using Copenhagen Psychosocial Questionnaire (COPSOQ) by the Danish National Public Centre. The job satisfaction sub-scale of COPSOQ was developed in 1997 with the scales having a good reliability (Kristensen et al., 2005). The instrument was measured by eight items. All answers were rated with 5-point Likert scale with 1- highly unsatisfied to 5- highly satisfied. The result of confirmatory factor analysis revealed the scale as a one-factor model with good model fit (X2=60.44, df=14, X2/df=4.32, GFI=0.97, RMR=0.02, CFI=0.98, RMSEA=0.08, AIC=104.44, CAIC=217.33). All items loadings were acceptable within range of 0.63 to 0.76.

Organizational Citizenship Behavior (OCB). William and Anderson's (1991) scale was used to measure OCB. The scale comprised of seven items of organizational citizenship behaviors toward organization (OCBO) and seven organizational citizenship behaviors toward individual (OCBI). In particular study, Cronbach alpha for OCBO and the OCBI scales were 0.83 and 0.88, respectively (Turnley et al., 2003). Confirmatory factor analysis showed the scale as a two-factor model incorporating OCBO and OCBI with acceptable model fit (X2=95.82, df=69, X2/df=1.40, GFI=0.97, RMR=0.02, CFI=0.99, RMSEA=0.03, AIC=170.24, CAIC=354.96). All items had acceptable factor loadings above 0.50 cutoff.

Data Analysis

This study conducted Structural Equal Modelling (SEM) using AMOS version 22. Confirmatory factor analysis was performed to confirm the measurement detail of all scales used, while latent modeling was used for hypotheses testing. The mediation effect was executed using AMOS by applying the bootstrapping approach with 1000 samples.

RESULT

Model Fit of the Overall Structural Model

Prior continuing with hypotheses testing, overall structural analysis was performed to test model fit among all the latent constructs. Overall model for the effect of work values on OCB yielded an acceptable fit (X2=3747.89, df=1841, X2/df=2.04, GFI=0.79, RMR=0.03,

CFI=0.91, RMSEA=0.05, AIC=4097.89, CAIC=4995.85). Similarly, the model of mediating job satisfaction showed a reasonable fit (X2= 4577.29, df=2356, X2/df=1.94, GFI=0.78, RMR=0.03, CFI=0.91, RMSEA=0.50, AIC=4977.29, CAIC=6003.542.5).

Demographic Profile

For demographic profile, this study consisted of 215 male (46.7 %) and 245 female (53.3 %) academicians, which made a total of 460 participants for the overall respondents. A total of 216 academicians (47.0%) were from a private university and 244 others (53.0%) were from a public university. Participants in this study were divided into four ethnic groups, which are 252 Malay (54.8%), 116 Chinese (25.2%), 60 Indian (13.0%) and 32 participants (7.0%) from other. In terms of age, participants in this study were mostly above 40 years old (158 respondents) and only 55 participants aged around 25 to 30 years old. Majority of participants were married, which totaled up to 349 academicians (75.9%) in this study. Since this study focused on public and private academicians, participants included most lecturers and senior lecturers (179 participants) with only 27 participants who were professors. Besides, 178 participants held a Master's degree and 282 participants held a Ph.D. All participants in this study mostly had a working tenure ranging from 6 to 15 years.

The Direct Effect of Work Value on Organizational Citizenship Behavior

The first hypothesis was tested using AMOS. As mentioned, latent modeling technique was adopted in modeling the result. Overall, work values only contributed 15% to OCBO and 18% to OCBI. Result from Table 1 indicates that only one dimension from terminal work value, which is *self-esteem tendency,* has a significant effect on OCBO, thus partly supporting the first hypothesis. In contrast, for OCBI, only one dimension, which is *Recreation, health and transport tendency*, showed a significant positive effect on OCBI. Other dimensions of terminal and instrumental work values reported very small and no significant effect on OCBO and OCBI.

Table 1
Direct effect of work values on OCB

Direct effect		Standardized Regression	S.E.	C.R.	R^2
Self-growth tendency	OCBO	0.13	0.09	1.64	
Self-realization tendency		-1.12	0.09	-1.25	
Self-esteem tendency		**0.17***	**0.07**	**2.06**	
Social interaction tendency		0.07	0.05	1.05	0.151
Organizational security and economic benefits tendency		0.01	0.05	0.76	
Stability and anxiety-free tendency		-0.09	0.07	1.03	
Recreation, health and transport tendency		0.11	0.09	1.35	

Table 1 *(continue)*

Direct effect		Standardized Regression	S.E.	C.R.	R²
Self-growth tendency	OCBI	-0.01	0.10	-0.13	
Self-realization tendency		0.06	0.10	0.62	
Self-esteem tendency		0.15	0.07	1.87	
Social interaction tendency		0.12	0.06	1.76	0.180
Organizational security and economic benefits tendency		-0.01	0.06	-0.12	
Stability and anxiety-free tendency		-0.17	0.08	-1.89	
Recreation, health and transport tendency		**0.33***	**0.10**	**3.88**	

Note: *p<0.01, **p<0.001

Mediating Effects of Job Satisfaction

For the mediation effect of job satisfaction, the hypothesis was examined using bootstrapping approach with 1000 samples. The direct effect, indirect effect and total effect statistics were observed to examine whether or not there was any specific mediation effect existed for job satisfaction. Table 2 presents the direct and indirect effects of model of job satisfaction as a mediator. Indirect effect of job satisfaction was observed significant only in a relationship between *self-realization*

tendency (terminal) with OCBO and OCBI. However, the rest of the paths however were not significant, henceforth only partly supporting Hypothesis 2.

In summary, the present results ascertained that work value contributed 15% to OCBO and 18% to OCBI. The finding revealed that job satisfaction only fully mediated the relationship between self-realization tendency as well as OCB (OCBO and OCBI). However, job satisfaction did not mediate any relationships between other dimensions of work values.

Table 2
Mediator role of job satisfaction in the relationship between work values and organizational citizenship behavior

Work Values → Job Satisfaction →Organisational citizenship behavior	Indirect effect	Direct effect	Bias-correlated 95%		Types of Mediator
			Lower bound	Upper bound	
Self-growth tendency→OCBO	0.01	0.12	-0.02	0.05	No
Self-growth tendency→OCBI	0.02	0.03	-0.03	0.08	No
Self-realization tendency→OCBO	**0.06***	**-0.16**	**0.01**	**0.10**	**Full**
Self-realization tendency →OCBI	**0.06***	**-0.01**	**0.01**	**0.15**	**Full**
Self-esteem tendency→OCBO	0.02	0.11	-0.01	0.08	No
Self-esteem tendency →OCBI	0.04	0.11	-0.02	0.12	No
Social interaction tendency→OCBO	0.004	0.07	-0.03	0.04	No

Table 2 *(continue)*

Work Values → Job Satisfaction →Organisational citizenship behavior	Indirect effect	Direct effect	Bias-correlated 95%		Types of Mediator
			Lower bound	Upper bound	
Social interaction tendency →OCBI	0.01	0.12	-0.04	0.06	No
Stability and anxiety-free Tendency→OCBO	0.01	0.001	-0.04	0.05	No
Stability and anxiety-free Tendency→OCBI	0.01	-0.02	-0.06	0.08	No
Organizational security and economic benefits Tendency →OCBO	-0.003	0.01	-0.05	0.04	No
Organizational security and economic benefits Tendency →OCBI	-0.01	-0.16	-0.08	0.06	No
Recreation, health and transport Tendency →OCBO	0.004	0.11	-0.03	0.05	No
Recreation, health and transport Tendency →OCBI	0.01	0.32**	-0.06	0.07	No

Note: $*p<0.01$, $**p<0.001$

DISCUSSION

This paper demonstrated positive and significant effects of certain dimensions of work value on OCB, which is consistent to several former studies (Azlyn et al., 2010; Jahangir et al., 2004). It was discovered that those who scored high in terminal/instrumental values showed greater OCB in the university. Specific results pointed out that only one dimension of terminal value in particular *self-esteem tendency* affected OCB in the HEIs with positive degree of relationship. This result ascertained that a high level of self-esteem was required for an individual to engage in OCBO at work. In regard to this, this study argued that those with higher self-esteem were more satisfied and objective, henceforth promoting more engagement in using positive behavior at work (Sparrow et al., 2010).

Only one dimension of instrumental work values was however linked to OCBI in this study. In particular, it was found that

recreation, health and transport tendency conveyed a significant positive effect on organizational citizenship behavior towards individuals (OCBI). This enlightened the importance of recreation, health and transport tendency to help others. Those who were balanced with their life had a high tendency to help others by voluntary sharing the workload or listening to problems. As mentioned in Herzberg theory, those with more resources tend to engage in more positive behavior including OCB (Ibrahim, 2014). This study however revealed that other than those two dimensions above had too small or no significant effect on OCB at work. Although some of the dimensions were proven their importance in former studies, they do not convey any significant effect on the study population. This could be possibly explained by the collectivist culture, which regularly practice helping and to respect others above concerning individual needs or desires. As collectivists put more emphasis

with group goals including helping others, therefore, it could be simply treated as a general cultural value, rather than values embedded with work (Cho & Yoon, 2009; Ting & Ying, 2013).

Apart of the previous results, this study also discovered the positive mediating potential of having a good job satisfaction in explaining work value and OCB at work. Out of several paths tested in this paper, job satisfaction was found only to deliver the effect from *self-realization tendency* (terminal) with both OCBO and OCBI. This established the feeling of academicians towards satisfaction on their personal needs and desires to improve job satisfaction and in turn improve OCB level at work (Sparrow et al., 2010). Consistent with some of former studies (Crede et al., 2007; Ulfiani et al., 2014), the present result reflects the primary argument highlighted in the value-attitude-behavior hierarchy by Homer and Kahle (1988). This study established an evidence centralized in HEIs that a positive attitude such as job satisfaction has a specific capability in functioning as mediator between employees' values and their behavior. Other than that, this result was partly supported by the Theory of Planned behaviors by Ajzen (1991) that suggested that the specific interaction between values, employee attitude and behavior in organization could produce a specific degree of outcome whereby employee willingness and readiness to accept or reject any situation had a link to their level of job satisfaction, which further promoted OCB at work.

IMPLICATION OF STUDY

This particular paper offers several important theoretical and organizational implications. First, it contributes to the extension on OCB and work value areas. From the findings, this study has listed several key areas that can be tackled to promote OCB at work within HEIs setting. First, out of several dimensions of work values outlined in this study, only *recreation, health and transport tendency* were particularly found to be linked with high OCB. This ascertains that employee's active and balance participation has a direct implication on the degree of OCB. Henceforth, policymakers and university in particular should focus more on this area to improve the frequency of positive behavior including OCB within the HEIs setting. Second this paper expands the discussion on the importance of job satisfaction in explaining work values with OCB within HEIs population. Henceforth, the information from this paper can help universities as well as Ministry of Education (MOE) to design a good intervention or training programs to enhance organizational citizenship behavior among academicians across Malaysia. These interventions or trainings can help the institutions to promote organizational citizenship behavior at work, which is one of the crucial area for organizational performance, motivation and health.

CONCLUSION AND LIMITATION

As a conclusion, this study has proven the direct effect of self-esteem tendency and recreation, health as well as transport

tendency with OCB in regards to Malaysian HEIs setting. Aligned with the Value-attitude-behavior hierarchy (Homer & Kahle, 1988), this study provides a contemporary evidence how positive attitude such as job satisfaction can be further utilise to strengthen the relationship between terminal values and OCB within the higher education setting. Likewise, this paper also highlights few practical explanations on the importance of intrinsic and extrinsic motivation towards enhancing academics' job satisfaction. Supported by Herzberg Theory, this study ascertains job satisfaction as a valuable resource that enhances positive work behavior at the higher education (Hemakumara et al., 2018). Since Malaysia holds strong in collectivist culture, majority its people have a good willingness to help others regardless the needs and desires. Result in this study also reported that work values contributed only 15% to OCBO and 18% to OCBI, henceforth the remaining 67% may relate to other factors that were not investigated in this study. Organizations that emphasize more on good behavior can help their employees to be more productive in their job and help them to carry their job effectively (Ulfiani et al., 2014). However, this paper has its own limitation. Since it was carried out in HEIs setting, the finding is only generalizable within the same setting. Second, the design of this study is cross-section, hence it does not allow causality inference.

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