LEADERSHIP AND INNOVATIVE CULTURE INFLUENCE ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND AFFECTIVE COMMITMENT: THE MEDIATING ROLE OF INTERACTIONAL JUSTICE

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ABSTRACT

The contribution of faculty members has a significant impact towards the performance of the university. However, there has been a lack of empirical evidence which examines the role of academics in eliciting positive behaviours at work. The main objective of this study is to test the causal relationships between antecedents (e.g., leadership and innovative culture), and behavioural outcomes (e.g., organisational citizenship behaviour and affective commitment). Notably, the research introduces interactional justice as potential mediator to investigate the indirect effect of leadership and innovative culture on organisational citizenship behaviour and affective commitment. Three hundred and twenty-four academics in Malaysia participated in this study. Partial least square structural equation modelling (PLS-SEM) was used to test the causal links between the constructs. Findings suggest that interactional justice mediates the relationship between leadership and work outcomes (e.g., organisational citizenship behaviour and affective commitment). This implies that leadership and interactional justice play a key role in eliciting positive workplace behaviours. However, contrary to our expectations, interactional justice does not mediate the relationship between innovative culture and behavioural outcomes. The implications of the findings are discussed and recommendations for future research are proposed.

Keywords : Innovative culture; Leadership style; Interactional justice; Affective commitment; Organisational citizenship behaviour

1. INTRODUCTION

It has been articulated that when employees perceive a trustworthy exchange in an organization, they experience a sense of obligation that motivates them to reciprocate towards positive work behaviours such as organization citizenship behavior (OCB) and affective commitment that benefits the organization((Chenevert, Vandenberghe, & Tremblay, 2015). Proactive and

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committed employees position themselves adequately by going the extra mile for the institutions that they are employed ensuring the sustainability of the institutions. Previous empirical findings on subjects related to organizational citizenship behavior has provided a framework in further comprehending this relatively new area of behavior in the study of organizational behavior but the studies are lacking in higher education institutions (Alondenene & Majauskaite, 2016)). The importance of positive work behaviors has been addressed by scholars to investigate further what provokes this behavior. Employee commitment has been consistently found to be related to employees workplace behavior. Affective commitment has been empirically tested and it was found to have the strongest form of influence towards employees behavior as compared to continuance and normative commitment(Jain, 2016). The sense of belonging and emotional attachment towards the organization in this form of commitment has strong benefits in facilitating organizational development(Jain, 2016).OCB and affective commitment are desired productive behaviors by most organizations. Most studies on OCB and affective commitment has been successfully tested in business organizations and there remains a question if the same theory and framework can be applied in higher education institutions (Amzat & Idris, 2010) to reap its benefits. The research on organizational citizenship behavior and affective commitment has proven that this work outcomes has contributed significantly to organizational effectiveness and improvement on work environment and context (Dennis W. Organ, M.Podsakoff, & MacKenzie, 2006). OCB and affective commitment both contributes significantly in achieving higher performance goals in the organization. Proactive employees and committed employees are desired by most organizations because of its influence towards organizational development   in terms of less resistance to change and ability to adapt (Ortiz, Rosario, & Marquez, 2015; Ozduran & Tanova, 2016) thus it is important to explore further what constitutes this positive work behavior. In the competitive environment coupled with turbulent environment it is important to meet up with fast, demanding and flexible requirements of the market to ensure sustainability. Extant studies have revealed the importance of proactive behavior and committed employees in today's organization (Podsakoff et al., 2014))but the lack of empirical findings in its applicability in the higher education institutions intrigued this study to explore what constitutes this behavior.

Despite understanding the importance of the positive work behavior among employees there seems to be lack of understanding on what motivates this form of behavior. Interactional justice has been conceptualized as a potential mediator. Accordingly, the study examines whether interactional justice mediates the relationship between leadership, innovative culture, OCB and affective commitment. The importance of interactional justice is justified in terms of the perception formed by the employees because it develops trust. The positive perception of interactional justice assists in the formation of trust which subsequently has an effect towards positive work behavior (Mohammad, Quoquab, Makhbul, & T.Ramayah, 2016). Leadership style exemplified in the form of intellectual stimulation and personal recognition further strengthens the relationship between the leader and employee thus motivating employees to exhibit positive work behavior(Mekpor & Kwasi-Dartey-Baah, 2017). It is important to recognize the that the components conceptualized in a leadership style which contains elements of positive motivation and freedom to think allows a sense of well- being among employees which further paves the way for positive working relationship and subsequently positive work behaviors(Alondenene & Majauskaite, 2016). Innovative culture creates in - group collectivism among employees by creating an environment which challenges ideas and thinking. Leadership style exhibited by the leader in encouraging intellectual stimulation attempts to create innovative culture in the organization (Mekpor & Kwasi-

Dartey-Baah, 2017). Innovative culture cannot be expected to be created on its own without the support of a leader specifically in their leadership style (Yu, 2017).

Our objective in this study is to examine how the relationships among leadership style, innovative culture and interactional justice influences positive work behavior. More precisely, we address how interactional justice as a potential mediator of these relationships. Our study also aims to fill in the gap in widening the literature by testing the variables in the Malaysian context specifically among faculty members in higher education institutions. Faculty members play a crucial role in the development of education in the country and it is important that positive work behaviours are developed in them first to ensure a sustainable workforce is created by them. We believe the findings of our study can expand our understanding on the crucial role of leadership and innovative culture in eliciting positive work outcomes in an alternative setting and in a collectivist culture. Scarcity of research in the education industry in this area will be able to assist decision makers in this industry in comprehending the importance of leadership and organizational culture in the formation of interactional justice among faculty members.

The next section of this paper will highlight the importance of social exchange theory in firming the relationship of this variables in the development of a reciprocal process.

2. THEORETICAL BACKGROUND AND LITERATURE REVIEW

2.1. *Social Exchange Theory*

Social exchange theory is defined as a voluntary "reciprocation of favours" (Blau, 2009) further elaborating that when one gives a favour, there is obligation to repay for this favour. According to social exchange theory an expectation is formed when a favour is rendered and a sense of personal obligation is formed on the recipient (Blau,2009). Perceived balance improves the relationship between the employee and leader relationship but the imbalance may create negative work behaviour being displayed by the employee (Lau, McLean, Lien, & Hsu, 2016). A leadership style which manifests itself in terms of creating a supportive culture, recognition and team work is most likely able to cultivate a positive work outcome (Yu, 2017)Yiing and Kamarul, 2009; (Silverthorne, 2003). Employees reciprocate positive work behaviours when they perceive fairness in the organisation in terms of how resources are fairly allocated and procedures are implemented fairly and communicated with proper interpersonal skills by the leader (Willams, Pitre, & Zainuba, 2002). Trust is an important component derived by employees when fairness is perceived which further strengthens the relationship between leader and employees. The three variables discussed in this article which is leadership style, supportive culture and interactional justice when presented favourably to employees in an organisation strengthens the sustainability of commitment to the relationship between employee and organisation (Blau,2009). Such reciprocation will create more positive work attitude and productive work behaviour (Dennis W. Organ et al., 2006).

2.2. *Organisational Citizenship Behaviour*

Organisational citizenship behaviour is described as a discretionary behaviour demonstrated by employees which is directly nor recognised by a formal reward system and promotes effective functioning of an organisation (D.W Organ, 1988).The term discretionary is not an enforceable behaviour and its omission is not necessarily recognized and rewarded by the organisation (D.W

Organ, 1988). The five dimensions in OCB are altruism, courtesy, sportsmanship, civic virtue and conscientiousness. Altruism is explained when employees assist each other in any task related matters. Courtesy is when employees treat their colleagues with respect. Sportsmanship is when employees have developed a positive mind set on the organization despite unfavourable circumstances. Civic virtue is when employees are concerned with organisation's welfare and conscientiousness is when a behaviour of an employee's goes beyond the contractual requirement of the organisation(D.W Organ, 1988). Human resources in an organisation play a vital role in organisation's effectiveness therefore the quality of relationship and their contribution inevitably plays a crucial importance in organisations excellence. A favourable working environment based on good relationship among employees presents itself a favourable organisational effect contributing to high performance goals (Ortiz et al., 2015).A good harmonious relationship among employees is demonstrated when a nurturing and helping behaviour is established resulting in them enjoying their work despite not being under   supervision (Lazauskaite, Urbanaviciute, & Bagdziuniene, 2015; Ozduran & Tanova, 2016). The core of OCB explains components of voluntary behaviour without monetary rewards which creates a challenge for organisations to expect this   proactive behaviour from their employees (Jain, 2016).Theoretically , citizenship behaviours demonstrated by employees are believed to 'lubricate' the social machinery contributing to the organizational development (Bolino, Turnley, Gilstrap, & Suazo, 2010). Social exchange theory further elaborates that when employees are treated well by their organisations they reciprocate this with favourable behaviour by engaging in OCB (Sabir, Gary, & L.Cooper, 2013). Previous studies have reaffirmed that there are several contributing factors towards OCB such as individual related factors like competency (Chen, Lin, Tung, & Ko, 2008; Kagaari & Munene, 2007), professionalism (Cohen & Kol, 2004) and also organisational related factors such as leader member relationship (Ehrhart, 2004; Lo, Ramayah, & Kueh, 2006),leadership styles ((Wang, 2014) and other organisational related factors. In summary, a favourable organisational atmosphere is expected to be established so employees reciprocate this with positive OCB.

2.3.   *Affective Organisational Commitment*

Organisational commitment is conceptualized by three dimensions : affective (want to), continuance (need to) and normative (ought to) commitment (T. D. Allen, Barnard, Rush, & Russel, 2000).Affective commitment is employees emotional attachment to, identification with and involvement with the organisation (J. P. Allen, Meyer, & Smith, 1993).Committed employees will go beyond their normal job requirements and make a more significant contribution further engaging in OCB and positive work outcomes (J. P. Allen et al., 1993; Perryer & Jordan, 2010). Affective commitment is a form of commitment most desired by organisations because it is illustrated with the emotional connection employees have towards their organisation which ultimately benefits the organisation(Ortiz et al., 2015). It is the probably the best predictor of organisational commitment and performance contributing to human capital. An employee may show dissatisfaction with a job and yet not dissatisfied with the organisation but prolongs this process which   most likely will contribute towards negative job outcomes which will diminish organisational performance. Affective commitment is an important tool for human resources to connect employees attachment and identification with the organization because this identification and involvement with the organization increases positive job outcomes(Ortiz et al., 2015; Robbins, 1999).Past studies have further enhanced the impact of affective commitment towards stronger identification with the organization simultaneously employees demonstrating in positive work outcomes (Ortiz et al., 2015). Studies done in the context of Malaysia has further confirmed the

relationship between affective commitment and positive work outcome elaborating namely when there is an emotional attachment to the organization in the form of loyalty ,positive work outcomes are derived (Farzaneh, Dehghanpour, & Kazemi, 2014; Messner, 2013).

2.4.   *Leadership Style*

A supervisor has a key role in ensuring that the environment which their subordinate works is facilitated to obtain optimal performance. Leadership styles can have differing effect on employees behaviour and job outcomes (R.F Piccolo & J.A Colquitt, 2006). Supervisors represent the organisation and they can influence employees emotional identification with the organisation so leadership styles of a supervisor is related to their commitment level and also positive work behaviours(Cohen & Kol, 2004; Meyer, Allen, & Smith, 1993).Leadership style can be explained from two different perspectives. First is leader focused and attempts to explain individual, group and organizational outcomes by examining specific leader behaviour. The second perspective is relationship based focusing explicitly on how one-on-one reciprocal social exchanges between leader and follower evolve, nurture and sustain the dyadic relationship (Bass, Avolio, & Goodheim, 1987; Graen & Uhl-Bien, 1995).The style of leadership incorporating a vision, fostering acceptance of goals, providing individualized support further stimulating employees intellectually is able to elicit positive work outcomes(Joo, Yoon, & Jeung, 2012);(Lo et al., 2006) .The nature of leadership style which is more transformative providing a vision for their followers with personal recognition is able to amplify the inherent traits of employees who are helpful and committed which ultimately benefits the organisation (Geijsel, Sleegers, Leithwood, & Jantzi, 2003; Pillai & Williams 2004). The ability of a leadership style which is more transformational in nature has positive association with affective commitment specifically because of its emotional appeal and promotes reciprocal exchange between employees and the organisation(L. M. Lapierre & R. D. Hackett, 2007). A leadership style which promotes a conducive working environment by personal stimulation and being vision oriented encourages citizenship behaviour because of the increased engagement of employees(Mekpor & Kwasi-Dartey-Baah, 2017). A significant improvement in employee engagement and citizenship behaviour was notable when a leadership style is perceived to be transformational in nature thus it is important for leaders to exhibit a leadership style which is more personal in terms of coaching and mentoring employees towards goal achievement in the organisation.

2.5.   *Innovative organisational Culture*

Organisational culture functions like a "glue" in holding employees and an organisation system together and simultaneously stimulating positive work behaviour (Schein, 2010). The influence of different segregation of organisational culture has produced differing work outcomes (Yiing and Kamarul, 2009). A innovative organisational culture refers to creative, results oriented and a challenging work environment(Yiing & Zaman, 2009). An employee is able to perform effectively when there is a match between their motivation and organisational culture thus producing significantly a positive work outcome (Lok & Crawford, 1999; Silverthorne, 2003) despite of differing cultural setting. The predominant components in an organisation culture which promotes an environment where employees are encouraged to be creative increases positive work outcomes among employees due to its ability of creating a culture of in-group collectivism namely instilling a feeling of pride, loyalty and active support structures (Messner, 2013).Innovative culture has also been reported to evoke a moderating effect between leadership behaviour and work outcomes

in the Malaysian context as compared to an organisational culture which is highly centralized (Yiing and Kamarul, 2009). An innovative culture needs a appropriate leadership style to promote its significance in terms of being supportive towards innovative culture which promotes creativity and challenge (Yu, 2017).

2.6.   *Interactional Justice*

Interactional justice is defined as the way the administration treats the justice receiver and concerns itself with human aspect of organisational practice(Cohen-Charash & Spector, 2001). It has two dimensions which is social sensitivity (demonstrating concern and respect for individuals) and informational adequacy (providing information relevant for decision making)(Colquitt, 2001). Interactional justice has been shown to have a positive and enhanced relationship between supervisor and subordinate leading to increased organisational performance(Byrne, 2005). The fair treatment in executing interactional justice with adequate interpersonal skills demonstrates trust among supervisor and subordinate in their relationship leading to positive work outcomes(Byrne, 2005). The perception of fairness in interaction between employees and supervisors not only develops trust but also enhances the leader- member interpersonal relationship thus increasing work outcomes(Li, Zhang, Zhang, & Zhou, 2016).There has been extensive studies linking procedural justice and positive work outcomes but there seems to be lack of focus in the importance of interactional justice predicting positive work outcomes((Elanain, 2010). It was understood in a study done in the Malaysian context that the understanding of fair procedures is not important but how well it is being implemented derives a positive working climate and work behaviour (Fatt, Khin, & Heng, 2010). Previous findings indicate a strong relationship between perception of justice among employees and positive work behaviour because trust is the component which is being derived when perception of fairness is embedded in employees mindset (Fatt et al., 2010; Mohammad et al., 2016).The relationship can also be further explained with social exchange theory (Blau,2009) whereby when employees feel that is a proper and fair interaction is applied in implementation of justice they reciprocate this with productive work behaviour. Studies in the Malaysian context has affirmed the significant correlation of perception of justice not only in terms of its application but how well it is being communicated to employees having an impact on job behaviour (Crow, Lee, & Joo, 2012; Fatt et al., 2010).

3. HYPOTHESES DEVELOPMENT

3.1.   *Leadership style, Innovative organisational culture and Interactional Justice*

Employees bring in a diverse set of attitudes, skills and experience to the workplace and it is not possible for a leader to develop a quality relationship on an equal basis with every employee. It is important for a leader to ensure that when procedures are implemented that human aspect of the interaction is given importance so employees perceive fairness((Walumba, Wu, & Orwa, 2008). In a study done in a Chinese paternalistic leadership style , interactional justice mediated the relationship between benevolent leadership and trust in supervisor further serving as a full mediator between moral leadership and trust in supervisor (Wu, Huang, Li, & Liu, 2012).
A leader who has the components of being vision oriented, stimulating employees and able to provide fair rewards are more inclined to develop trust with their employees which significantly has a positive effect on work outcomes(Lee, 2005; Walumbwa, Wu, & Orwa, 2008) further

enhancing the quality of relationship. A leadership style who holds high standard in vision, intellectual stimulation and personal recognition demonstrates remarkable virtues in exhibiting their leadership style and they have high tendency to treat their employees fairly and politely. The behaviour exemplified by this leadership style is most likely be able to make employee perceive a high level of interpersonal respect and interaction leading to the perception of higher interactional justice which in turn has a positive relationship with trust (Yu, 2017)Wu et al.,2012). It is relatively important for a leader not to be overwhelmed in focusing in task performance and eliminating the sense of interpersonal interaction with employees when organisational practices have to be implemented to ensure the trust level is sustained to derive positive work outcomes(Walumba,2008; (L. Lapierre & R. Hackett, 2007). Perception of fairness developed in the mind of employees presumably increases the quality of relationship between a leader and employees further sustaining the reciprocal process((L. Lapierre & R. Hackett, 2007).

An innovative culture promoting creativity in thinking and stimulating employees can create a norm of high regards and respect emphasizing communication specifically the human aspect of interaction in implementing procedures. The interpersonal relationships with the conducive culture of cooperativeness is given importance in the work context concurrently producing positive work outcomes(Chen et al., 2008; Hakan Erkutlu, 2011). In retrospect, a leadership style highly focusing in people relationship and a culture emphasizing on innovativeness presumably creates perception of fairness heightening the reciprocal exchange (Joo et al.,2012;(Hassan & Hashim, 2011). If an organisational culture emphasizes on relationship, thinking and stimulation of the mind individuals are more inclined to perceive an elevated level of interpersonal interaction and to perform positive work behaviours(Erkutlu,2011). The emphasis given by the organisation to fairness in interpersonal treatment communicates to employees the organisational culture practiced which is more innovative or hierarchical in its approach because this reflects team orientation and people. (Erdogan & Liden, 2002). An innovative organisational requires a great deal of empowerment to be designated to employee which forms the perception of trust among employees which ultimately develops a perception of fairness in treatment and communication. This reciprocity of goodwill by the organisation in terms of innovative organisational culture) creates an obligation on the employees part to reciprocate in positive work attitude and behaviour.(U. A. Agarwal, 2014).Thus, the following hypotheses are proposed:

H1: Leadership style will be associated with interactional justice
H2: Innovative organisational culture will be associated with interactional justice

3.2.   *Interactional Justice and Affective Commitment*

Past studies have repeatedly shown the link between perception of fairness and positive work outcomes from theoretical and empirical standpoint. Affective commitment is the relative strength of emotional identification of an employee and their involvement with an organisation ((N. J. Allen, and Meyer,J.P., 1990). The Malaysian context presents itself as a highly collectivist culture manifesting itself to a close long term commitment to be member group where loyalty overrides societal rules and regulations and perception of fairness in interaction is given utmost importance (Hofstede, Hofstede, & Minkov, 2010). Thus, if an employee feel that they have been treated fairly by the organisation, they believe the organisation has their welfare taken into importance and through reciprocity they provide their emotional identification in exchange for the perception of fairness in their treatment(Cohen & Kol, 2004). This positive link has been confirmed by a plethora

of previous empirical studies((Cohen-Charash & Spector, 2001) further strengthening the development of our hypotheses. It is important to promote the feeling of justice perceptions among employees because it reinforces the commitment to the organization(Crow et al., 2012; Ohana, 2014). We thus contend that by addressing employees needs in organisational factors, interactional justice should foster affective commitment towards the organization. Past studies have reaffirmed the importance of interactional justice in generating affective commitment. Affective commitment is first sign in social exchange theory highlighting the reciprocity of employees towards the organisation. Instructions conveyed by the person who is communicating the decision or implementing is given importance by employees in terms of the quality of interpersonal treatment that they receive from the individual who is in-charge (Supervisor/ President) when decision is implemented or communicated in the organisation.(Swalhi, Zgoulli, & Hofaidhllaoui, 2017). Given the previous theoretical arguments, we posit the following hypotheses:

H3: Interactional justice will be associated with affective commitment

3.3.   *Interactional Justice and OCB*

It has been suggested that OCB could be considered an input for one's equity ratio that raising and lowering one's level of OCB could be a response to inequity (Organ,1988). A leader's response in responding to the needs of employees in being treated fairly increases positive attitude in helping co-workers (Ehrhart, 2004).It is believed that when more employees in an organisation are aware of fairness in organisational justice it increases the exhibition of OCB because it signifies trust (Willams et al., 2002; Yilmaz & Tasdan, 2009). It is important to address the main component which is being derived to the development of perception of fairness is trust which has a predominant strength in cultivating proactive behaviours among employees (Williams et al.,2002). Interactional justice not only enhances the positive linkage between leader-subordinate relationship but also offers its beneficial consequences towards the organisation (Byrne, 2005). The fair treatment applied in this relationship also conveys trust in this relationship which ultimately leads to increased extra-role behaviours. Interactional justice which mainly emphasizes on human aspects of fairness may have an enhancing effect on an individual with certain predisposition in personality which can have an influence towards OCB dimensions (Elanain,2010). Although the concern for justice is universal, cross-cultural studies has revealed a significant amount of differences in collectivist culture whereby interactional justice has amplified as a strong predictor of citizenship behaviour as compared to distributive and procedural justice and other positive work behaviours (Elamin & Tlaiss, 2015). Thus:

H4: Interactional justice will be associated with OCB

3.4.   *Interactional Justice as A Mediator*

Interactional justice is defined as how an individual is being treated which includes respect and dignity during implementation of procedure (Byrne,2005). Interactional justice places an extensive amount of importance in communication and interpersonal elements during the process of implementation of procedures (Bies & Moag, 1986; Byrne, 2005). Previous studies have indicated the positive link between interactional justice towards commitment towards leaders ((Bhal, 2006),increased conscientiousness ((Ehrhart, 2004; Yilmaz & Tasdan, 2009) and supervisor satisfaction(Cohen-Charash & Spector, 2001). When employees perceive they are not being

treated fairly this will lead to negative work outcomes (Fatt et al., 2010, Crow et al., 2012). Fair treatment conveys trust between leader and supervisor and previous studies have not focused on interactional justice to predict OCB (Elanain, 2010). Interactional justice has also been found to have partial mediation with work outcomes (Gumusluoglu, Karakitapoglu-Aygun, & Hirst, 2013) and a mediation effect on leader-member relations ,work attitudes and behaviour(Bhal, 2006). Interactional justice has also been suggested to mediate the relationship between personality and OCB further elaborating that personality has strong impact on the perception of interactional justice further promoting positive work behaviours(Elanain, 2010). The importance of interpersonal relationships in developing trust has to be taken into account because it facilitates the perception of justice .It is suggested that when a damage is done on interpersonal relationships in the form of negative perception of interactional justice it violates trust which can result in counter- productive behaviours(Tomlinson, 2012). Interactional justice is formed as a perception in the mind of the employees and it is viewed as a interpersonal respect .(Wu et al., 2012). Leadership style which manifests itself in personal recognition and intellectual stimulation coupled with an organisation culture which promotes challenge and creative thinking significantly enhances the level of trust among employees. The element of trust eventually is able to promote positive work behaviours in an organisation. The above literatures have empirically proven that perception of interactional justice in the form of interpersonal respect has a strong tendency to form trust and thus it is important for leadership style and innovative culture to facilitate this perception to form trust.

Hence, the study predicted that leadership style and innovative culture influence affective commitment and OCB through its effect on interactional justice. Thus:

H5: The relationship between leadership style, affective commitment and OCB will be mediated by interactional justice.

The quality of employees dependent on resources, expertise, attitude of staff and this requires a constant creative spirit, experimentation and openness to new ideas and less resistance to change. This often requires the organisation to improve the overall culture to be more receptive towards change (Trivellas & Dargenidou, 2009). An organisational culture which promotes relationship, stimulation of minds it is able to increase the level of interpersonal interactions further eliciting positive work outcomes. An organisation must recognise the need of emphasizing positive interpersonal interactions because the reciprocity of goodwill is able to encourage employees to return the favour with positive work behaviours (P. Agarwal, 2016; H. Erkutlu, 2012) . Organisation culture forms creative thinking and involvement of employees in the organisation and plays a pivotal role in developing this. In a collectivist culture personal relationships are given emphasis and it is normal to show importance to personal relationships and interactions to sustain the existence of the team (Lau et al., 2016).

H6: The relationship between innovative culture, affective commitment and OCB will be mediated by interactional justice.

Figure 1
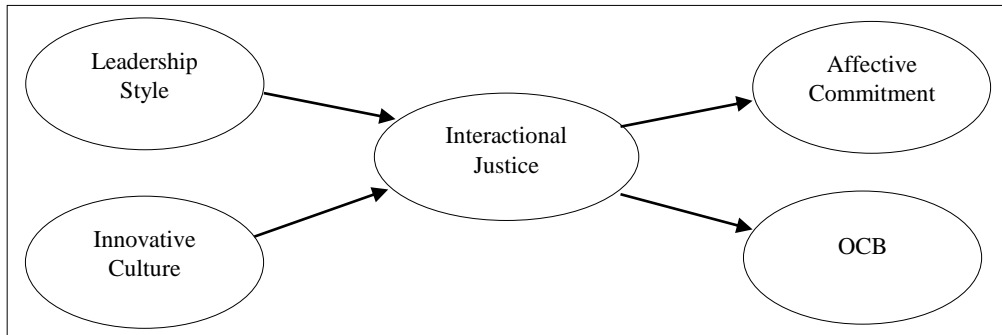
4. METHODOLOGY

4.1.   Context of Study

A university's reputation, interactive learning and commitment of faculty members are what attracts students (Alondenene & Majauskaite, 2016).   Recent studies have reflected recent developments on positive work behaviours in higher education and increasing existing research is geared towards business organisation but lacking in higher education institutions(Bogler & Somech, 2005; Lazauskaite et al., 2015).Therefore ,expansion of studies in this area is required by scholars to further investigate faculty members proactive behaviour and affective commitment in faculties. This study has also been tested in the Malaysian context which presents itself differently to the Western context. Malaysia being a collectivist society (Hofstede, 2007) presents itself uniquely to test this variables which predominantly has been successful in the Western context.

4.2.   Survey Instruments

Data was gathered with self-administered questionnaires. The leadership style was measured by the scale developed by Bass's Multifactor Leadership (MLQ-Form 5 adapted from (Asgari, Silong, Ahmad, & Samah, 2008; Rafferty & Griffin, 2004) which has fifteen questions. The innovative organisational culture was measured using the scale adapted by ((Wallach, 1983; Yiing & Zaman, 2009) which is Organisational Culture Index (OCI) which has eight questions. Interactional justice from organisational justice measured using questions adapted from Asgari et al.,2008 and has six questions. Affective commitment from organisational commitment was measured using questions from Meyer and Allen,1993 and has eight questions. OCB questions were adapted from Asgari et al.,2008 and has twenty questions. The selected measurement scales have indicated satisfactory reliability and validity in previous studies.

4.3.   Data Collection Procedures

The academic head or deans of the respective faculties were contacted first in order to seek their permission to conduct the survey. The questionnaires were hand delivered. A total of 1926 questionnaires were distributed to academics in private universities in Malaysia among faculty

members. Random sampling method was employed. Three hundred and twenty-four questionnaires were usable with a response rate of 16.8%.

5. DATA ANALYSIS AND RESULTS

Partial least squares structural equation modeling (PLS-SEM) was used to test the study hypotheses using SmartPLS 3.0 (Ringle, Wende, & Becker, 2015). A two-stage approach was adopted including measurement model (e.g., internal consistency reliability, convergent validity (CV), and discriminant validity (DV)) and structural model (e.g., path coefficient, coefficient of determination, and effect size) (Andersen & Gerbing, 1988; Hair, Hult, Ringle, & Sarstedt, 2017).

5.1. Measurement Model

The assessment of measurement model consists of internal consistency reliability, convergent validity, and discriminate validity. Internal consistency reliability, which can be assessed through composite reliability (CR), demonstrates whether the items used in the study are reliable (McNeish, 2017). A CR value between 0.70 and 0.90 is generally considered satisfactory; however, values between 0.60 to 0.70 are also acceptable in exploratory research (Hair, Hult, Ringle, & Sarstedt, 2014). As presented in Table 1, the results of measurement model indicate that all constructs yield acceptable internal consistency reliability; affective commitment (0.890), innovative culture (0.867), interactional justice (0.938), leadership style (0.954), and organizational citizenship behavior (0.894).

CV assesses the "extent to which a measure correlates positively with alternative measures of the same construct" (Hair et al., 2014, p. 102). It can be assessed by taking into consideration the average variance extracted (AVE) (Avkiran, 2017). An AVE value 0.5 or above is required to achieve acceptable CV (Hair et al., 2017). Given the AVE is associated with the outer loadings; an outer loading should be 0.708 or higher to achieve at least 50% variance (0.5). The results show that all outer loadings were above threshold value (0.708), except 9 items; AC1, IC1, IC2, LS3, LV1, OCBC1, OCBC2, OCBC3, and OCBC4, have scores between 0.6 and 0.7. These items (with low loadings) were maintained as all the constructs have already achieved satisfactory AVE scores (0.5 and above), and, deletion of such items can create content validity issue (Hair et al., 2017).

Table 1: Internal Consistency Reliability and Convergent Validity

Construct	Items	Item Loading	AVE	CR
Affective Commitment	AC1	0.835	0.62	0.89
	AC2	0.692		
	AC3	0.817		
	AC5	0.839		
	AC7	0.742		
Innovative Culture	IC1	0.658	0.523	0.867
	IC2	0.605		
	IC5	0.730		
	IC6	0.776		
	IC7	0.711		
	IC8	0.837		

Construct	Items	Item Loading	AVE	CR
Interactional Justice	IJ1	0.809	0.716	0.938
	IJ2	0.715		
	IJ3	0.828		
	IJ4	0.889		
	IJ5	0.923		
	IJ6	0.897		
Leadership Style	LC1	0.772	0.599	0.954
	LC2	0.814		
	LC3	0.791		
	LPR1	0.780		
	LPR2	0.833		
	LPR3	0.817		
	LS1	0.782		
	LS2	0.752		
	LS3	0.648		
	LSL1	0.796		
	LSL2	0.798		
	LSL3	0.841		
	LV1	0.665		
	LV2	0.719		
OCB_	OCBA1	0.79	0.515	0.894
	OCBA2	0.754		
	OCBA3	0.778		
	OCBA4	0.777		
	OCBC1	0.678		
	OCBC2	0.619		
	OCBC3	0.644		
	OCBC4	0.676		

We reported that discriminant validity (DV) based on heterotrait-monotrait (HTMT) ratio of correlationsheterotrait-monotrait (HTMT) ratio of correlations criterion compared to Fornell-Lacker criterion and croo-loading factors , because it clearly performs better than the traditional approaches of on discriminant validity assessment (Hair et al.,2017). DV is assessed by the means of HTMT, a recent and conservative approach in PLS-SEM literature for DV (Henseler, Ringle, & Sarstedt, 2015). DV refers to the "extent to which as construct is truly distinct from other constructs by empirical standards" (Hair et al., 2017, p. 104). To achieve satisfactory level of DV, (Henseler et al., 2015) recommend a HTMT value of 0.90. In other words, a HTMT value above 0.90 highlights a lack of DV, thus indicates that the constructs are conceptually similar. The results indicates that HTMT was established at HTMT.90; all constructs have HTMT score less than 0.90, thereby indicating that all constructs of present study (affective commitment, leadership style, innovative culture interactional justice and organizational citizenship behavior) are conceptually different. Table 2 presents the results of DV.

Table 2: Discriminant Validity: HTMT Criterion

Latent Constructs	1	2	3	4	5
1. Affective Commitment					
2. Innovative Culture	0.596				
3. Interactional Justice	0.627	0.465			
4. Leadership Style	0.735	0.63	0.709		
5. OCB	0.561	0.366	0.562	0.485	

5.2. Structural Model

Upon confirmation of measurement model, structural model was assessed to test the conceptual model consisting 8 different theoretically driven hypotheses. Several parameter including coefficient of determination (R^2), path coefficient, effect size (f^2) were estimated, as suggested by (Hair et al., 2017). R^2 assesses model's predictive power (Hair, Black, Babin, & Anderson, 2010). R^2 values 0.75, 0.50 and 0.25 are respectively described as substantial, moderate and weak (Hair et al., 2014). The results of the present study suggest that innovative culture and leadership style together explains about 44% ($R^2 = 0.445$) variance in interactional justice, thus suggesting a weak to moderating level of predict power of the model. Further, interactional justice (OCB: $R^2 = 0.276$, and affective commitment: $R^2 = 0.319$) indicated a weak to moderate level of predict power of the model.

Effect Size (f^2) which measures specific exogenous construct's substantive impact on endogenous construct (Hair et al., 2017) was then assessed. Cohen's (1988) guidelines—0.02, 0.15, and 0.35, respectively, indicate small, medium and large effects, were used to assess the effect size of exogenous constructs. The results indicates that leadership style has a large effect on interactional justice ($f^2 = 0.504$), and interactional justice has large effect on both OCB ($f^2 = 0.382$) and affective commitment ($f^2 = 0.469$). However, unexpectedly, results ($f^2 = 0.004$) suggest that innovative culture has no substantive effect on interactional justice. The results of f^2 are presented in Table 3.

With regard to direct effects, results of path coefficients suggest that leadership style has a strong impact on interactional justice (H2: $\beta = 0.634$, $p = 0.000$, $t = 11.360$). Furthermore, interactional justice significantly impacts both organizational citizenship behavior (H3: $\beta = 0.526$, $p = 0.000$, $t = 9.089$) and affective commitment (H4: $\beta = 0.565$, $p = 0.000$, $t = 12.961$). However, contrary to our expectations, the results suggest an insignificant relationship between innovative culture and interactional justice (H1: $\beta = 0.057$, $p = 0.167$, $t = 0.966$). As such, H2, H3, H4 were supported, whereas H1 was not supported.

Mediating hypotheses were tested using indirect effect approach with bootstrapping method (5000 resamples) as recommended by Preacher and Hayes (2004, 2008). The results of indirect effect indicate that interactional justice significantly mediates the relationship between leadership style and affective commitment (H5: $\beta = 0.358$, $t = 7.403$, $p = 0.000$), and organizational citizenship behavior (H6: $\beta = 0.333$, $t = 6.881$, $p = 0.000$). However, contrary to our hypotheses, innovative culture did not indirectly effect neither on affective commitment (H7: $\beta = 0.032$, $t = 0.943$, $p = 0.173$) nor on organizational citizenship behavior (H8: $\beta = 0.030$, $t = 0.936$, $p = 0.175$). Overall, the results of indirect effect suggest that H5 and H6 were supported and H7 and H8 not supported, as presented in Table 4.

Table 3: Results of Hypotheses Testing (Direct Effects)

Direct Effects	β	SE	t-value	CI	R^2	f^2	Results
H2: IC → IJ	0.057	0.059	0.966^{ns}	-0.044, 0.149	0.445	0.504	Not Supported
H1: LS → IJ	0.634	0.056	11.36*	0.535, 0.720		0.004	Supported
H4: IJ → OCB	0.526	0.058	9.089*	0.419, 0.609	0.276	0.382	Supported
H3: IJ → AC	0.565	0.044	12.961*	0.484, 0.630	0.319	0.469	Supported

LS = leadership style; IC = Innovative culture; IJ = interactional justice; OCB = organizational citizenship behavior; AC = affective commitment; SE = standard error; CI = confidence interval, ns = non-significant, *p =0.000

Table 4: Results of Hypotheses Testing (Indirect Effects)

Indirect Effects	β	SE	t-value	CI	Results
H5: LS → IJ → AC	0.358	0.048	7.403*	0.262, 0.451	Supported
H: LS → IJ → OCB	0.333	0.048	6.881*	0.242, 0.427	Supported
H6: IC → IJ → AC	0.032	0.034	0.943^{ns}	-0.035, 0.096	Not Supported
H: IC → IJ → OCB	0.030	0.032	0.936^{ns}	-0.034, 0.090	Not Supported

LS = leadership style; IC = Innovative culture; IJ = interactional justice; OCB = organizational citizenship behavior; AC = affective commitment; SE = standard error; CI = confidence interval, ns = non-significant, *p =0.000

6. DISCUSSION

The present study examined the relationship between leadership and innovative culture towards OCB and affective commitment mediated by interactional justice. The study further investigated whether interactional justice mediates leadership, innovative culture, OCB and affective commitment.

The present study revealed that leadership style as a valid predictor of interactional justice This is consistent with past studies whereby a leadership style incorporating components such as incorporating vision, fostering the acceptance of goals and able to intellectually stimulate employees is able to elicit the perception of interpersonal respect and trust. (Joo et al.,2012) The study suggested that a leadership style which exhibits high standard in vision, intellectual stimulation and personal recognition is able to demonstrate a leadership style high in its virtues which integrates trust and treating employees fairly and promotes a positive perception of trust. The leadership style incorporating this elements demonstrates interpersonal respect leading to a positive perception of interactional justice (Tomlinson, 2012; Yu, 2017). This is vital whereby it is important for a leader to equip themselves with such virtues to develop trust among faculty members in higher education institutions. The component of intellectual stimulation is critical when dealing with faculty members since they are primarily educated and considered as professionals.

Contrary to previous studies (Yiing & Zaman, 2009); Silverthorne, 2003; Lok and Crawford,1999), the study reported that there is no relationship between innovative culture and interactional justice .The results of the study showed that innovative culture does not have an effect on the perception of interactional justice .Our interpretation in understanding the findings of this study is that according to Hofstede, 2009 in terms of trying to understand the cultural dimensions, people in

Malaysia accept hierarchy which requires no further justification. An hierarchy is represented in the form of centralization and autocracy which is somewhat similar to bureaucratic culture which is described as hierarchical, power oriented and structured (Yiing and Kamarul,2009). The findings of this study contributes to the understanding of the literature that innovative culture does not contribute as a influential factor in in the perception of fairness in interactional justice in the form of interpersonal respect. Employees are expected to perform based on what they are told to do and a culture which requires them to be creative, participative and challenging does not elevate the perception of interpersonal respect. Thus, it is important to understand the cultural dimensions favoured in different countries and cultural setting before we can fairly conclude that innovative culture provokes positive outcomes in any setting.(Lok & Crawford, 1999; Silverthorne, 2003). It is important for administrators of higher education specifically the foreign universities who have branched out in Malaysia to understand the nature and background of the cultural setting in Malaysia which is collectivist will not necessarily elevate positive work behaviour such as OCB and affective commitment.P

Our findings indicated that interactional justice is valid predictor of affective commitment. Fair interpersonal dealings and interactions with employees will evoke positive work outcomes because primarily the element of trust is being developed (Li et al.,2016; Elanain, 2010). The perception of interpersonal trust among employees reinforces commitment because of its reciprocal effect. Employees believe with the presence of fair interpersonal dealings the organisation has taken into account the importance of their welfare and as a reciprocation they form attachment and loyalty towards the organisation(Jain, 2016; Ohana, 2014).

This study reported that interactional justice is a valid predictor of OCB. Interactional justice is formed as a perception in terms of interpersonal respect . Employee fairness in interpersonal dealings in the form of proactive behaviour such as OCB (Elanain, 2010). The social exchange theory (Blau,1964) addressed that employees reciprocate their behaviour in what and how they perceive their organisation treats them. Interpersonal respect in advocated in the form of interactional justice which ultimately encourages the exhibition of OCB . The fair treatment conveyed also communicates trust which focuses on human aspects of fairness which has an enhancing effect and thus influences OCB dimensions in an individual (Elanain, 2010; Jain, 2016).

Past studies done in the Malaysian context has confirmed that perception of justice is not only given importance to how it is being implemented but also to how effectively it has been communicated having a significant impact towards positive work outcomes (Fatt et al.,2010).
We can conclude from the findings of our study that leadership style which demonstrates vision, trust and intellectual stimulation influences positive perception of interactional justice subsequently employees demonstrating positive work behaviours such as OCB and affective commitment. A leadership style which primarily demonstrates personal recognition of employees is most likely able to influence the perception of high level of interpersonal respect leading to a positive perception of interactional justice (Yu, 2017). Thus, it is important for leaders in higher education institutions to possess such qualities in their leadership style in the dealings with faculty members to enable them to perceive a fair amount of fairness in daily interactions with faculty members, Positive perceptions of faculty members in higher education institutions towards their leaders gains trust which will elevate positive work outcomes among faculty members such as proactive behaviour and affective commitment(Wu et al.,2012;Walumbwa,2008). A leadership style which is transformational in nature and places emphasis on personal relationship is able to

enhance the quality of relationship specifically in interpersonal dealings which further increases positive work behaviours(U. A. Agarwal, 2014; Yu, 2017).

The findings of the study reported that innovative culture does not influence the perception of interactional justice and thus does not influence positive work outcomes.. Despite past studies suggesting the positive outcome of innovative culture (Yiing and Kamaru1, 2009; Silverthorne, 2003) our studies suggested that innovative does not influence the perception of interactional justice or positive work outcomes. The only explanation to further comprehend this finding is referring back to Hofstede, 2009 where in the studies among Malaysian it proposed that Malaysians favour hierarchy and centralization. They expect to be given instructions thus a culture which promotes creativity, results and challenge may not influence the perception of interpersonal interactions leading towards OCB and affective commitment. The above findings clearly illustrated the importance of interactional justice towards positive work behaviour so we need to address the importance of leadership style in cultivating innovative culture among employees. Despite being categorized by Hofstede, 2009 that Malaysian culture is hierarchical and compartmentalized, leaders in higher education institutions can play a pivotal role by transforming their leadership style to be more personal, stimulating and vision oriented to enable the perception of innovative culture by the academic members of the institutions. Innovation requires people to change and move beyond the status quo. It is the role of leaders and their leadership style which engages employees to harness their natural talents, creative spirit and a focus in goals (Nelson & Barnes, 2014). A leadership style which is transformational in nature amplify the relationship between leaders and employees minimizing the power distance, elevating trust and a perceived innovative culture which will ultimately increase positive work outcomes(Nelson & Barnes, 2014; Yu, 2017).

The current study paves the path for researches and scholars in Malaysia and other countries to conduct further research. Researchers are encouraged to test empirically the impact of bureaucratic culture, supportive culture, transactional leadership towards OCB and affective commitment. The strong support for social exchange theory in this study suggest that the development of leadership style can be notably promoted through the mediation effect of interactional justice which eventually promotes positive work outcomes. It highlights primarily the importance of interactional justice towards positive work outcomes and how leadership style can mitigate this process. It highlights the importance of appropriately connecting innovative culture and leadership style in eliciting positive work outcomes. This universalistic organisational behaviour approach applying social exchange theory has worked rather effectively in an Asian sample. The findings of this study found that perception of interactional justice is important in eliciting positive work outcomes. The research however found no indication that innovative culture is a necessary condition in encouraging positive work outcomes. It suggest that in a collectivist culture there is complexity and requires further studies. In advancing knowledge the study has contributed a better comprehension on the importance of leadership style and its influence on work outcomes and its facilitation towards innovative culture. The limitation of this study is that the data obtained in this study is from self-report methodology and there is a tendency of producing the effect of common method variance((Crampton & Wagner, 1994). Secondly, the data was collected mainly from academics and it might produce a differing results in another organisational setting. Third, the data was collected at a single point of time so the direction of causality cannot be determined.

6.1. Contributions, Limitations and Future Research

The findings in this study demonstrated the importance of interactional justice towards OCB and affective commitment. The perception of interpersonal communication in the dealings of superior towards employees when perceived positively contributes to trust which subsequently reaps positive work outcomes. Surprisingly, the results showed that innovative culture did not influence interactional justice towards OCB and affective commitment. It is important for policy makers and administrators in the higher education's setting to understand that most academic institutions operate on a hierarchical and compartmentalized culture. The setting of Malaysian (Hofstede, 2007) culture which is structured and compartmentalized hinders innovative thinking. The society accepts hierarchy so injecting a culture which promotes creative thinking may not be well received by the members of the organisation. Thus, it is important for policy makers in higher education institutions to gradually introduce an organisational setting which promotes innovative thinking for the sustainability of the institutions through their leaders. Turbulent changes in environment calls for this and a higher education institution which lays comfortable in imposed rules and protocols may not be able to cultivate innovative thinking and culture among academics and faculty members. Leadership style which is geared being more transformational in this study has suggested a positive link towards interactional justice, OCB and affective commitment. A leadership style in private higher education which is vision oriented, stimulating and personal recognitions seem to be well received contributing towards positive work outcomes. The interesting aspect of this finding in that the leadership components studied in this study which focuses on intellectual stimulation and vision oriented seems to be heading more towards innovative thinking. Our thoughts on these findings possibly could be with the influence of coaching and influence of a leader whose primary style is intellectual stimulation and personal recognition in able to influence the effect of interactional justice towards positive work outcomes rather than the organisation depending primarily on organisational culture. We suggest that the importance of leadership style in forming the appropriate culture which cultivates innovation may play a more significant role in influencing interactional justice, OCB and affective commitment. We recommend that private higher education institutions should focus more on polishing the leadership styles of academic heads and deans of faculty in cultivating an innovative culture among their faculty members. It is important for leadership style in higher education institutions to have a strong and a high-quality relationship with faculty members to minimize compartmentalized organisational culture and to promote innovative organisational culture.

Conducting in-depth interviews and focus group sessions with academic members to examine other factors might improve the exhibition of OCB and affective commitment in private higher education in Malaysia. In any research model, longitudinal studies provide strong inferences and better evidences and if this study could benefit from being examined in a longitudinal study. Scholars can conduct a comparative study between public and private universities to examine which culture is more dominant. Future studies should also explore whether the findings of this study have generalisability beyond higher education institutions within the Malaysian context

Future research can be geared towards other organisational setting in the Malaysian context to identify the influence of leadership style and innovative culture. Another possible future direction for this research is to use a differentiated measure of proactive behaviours which is geared more towards individual level such as peacekeeping and cheerleading instead of attitude and behaviour.

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