

The Determinant of Organizational Citizenship Behavior and Examining the Mediating Roles of Job Involvement:

Survey on lecturers of higher education of the ministry of industry in Indonesia

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Abstract—This study investigates whether Talent Management, Personality and Grit affect the Organizational Citizenship Behaviour and if so, whether the effect is mediated by Job Involvement or not. Using a sample of 217 lecturers at Higher Education of The Ministry of Industry In Indonesia in 2018, this study proves the association between Talent Management and Personality to Organizational Citizenship Behaviour is partially mediated by Job Involvement, but Job Involvement does not mediate the relationship between Grit and Organizational Citizenship Behaviour. This empirical finding reinforces previous studies about the relationship between Talent Management and Personality to Organizational Citizenship Behavior. The extension of the theoretical concept, to prove the association between Grit and Organizational Citizenship Behavior which mediated by Job Involvement, can not be proven in this study although some propositions suggest a link between Grit, Job Involvement and Organizational Citizenship Behavior. Finally, this finding offers empirical evidence of the importance of Job Involvement as a mediating variable, which means the presence of Talent Management and the potential of Personality do not automatically increase the level of Organizational Citizenship Behaviour, if there is no job involvement inside.

Keywords—organizational citizenship behavior; job involvement; lecturers of higher education

I. INTRODUCTION

The main issue in the study about “link and match” between labour market and universities in many countries is the problem associated with the lack of responsiveness of universities to the need of labour market. It is the main reason why a large number of highly educated people remain unemployed [1-3]. It is due to not only because there is no existence of the link between labour market and college as a supplier of these candidates, but it comes from the in optimal conditions in the internal management of universities. Many colleges prioritize internal perspectives in their management

and have not effectively managed the opportunities and challenges of labour market.

One interesting part in internal management in college is the issue of extra-role behaviour. Although the higher education law in many countries clearly regulates lecturer performance measurement, but the performances measurement is more than just an evaluation of in-role behaviour, but also an extra-role behaviour. The concept of extra-role behaviour is reflected in what is called the Organizational Citizenship Behaviour. Schnake defined OCB as “functional, extra-role, prosocial behaviour, directed at individuals, group, and organization” [4]. While Organ defined Organizational Citizenship Behaviour refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations [5]. This behaviour tends to see a lecturer as a social being as a member of an organization, rather than as an individual selfish individual. This extra-role behaviour is needed by higher education organizations, to facilitate the process of teaching and education, research and community service. Extra role behaviour is needed to improve the performance of human resources in college.

The main debate in achieving the target of OCB in college is the difficulty to optimize the dimensions of OCB, especially among lecturers. There is no reward or punishment for lecturers who do not apply the OCB. This unoptimal condition is caused by many things. First, Talent Management. Cappelli defined Talent Management as the process of ensuring of the organization attracts, retains, motivates, and develops the talented people [6]. Chodorek and Sudolska examined Organizational Citizenship Behaviour relationships with Talent Management, theoretically and empirically [7]. Although not exactly analysing the influence of Talent Management on OCB, the related studies such as Ajgaonkar et al. [8] and

Peyrat-Guillard and Glinska-Noweś [9] also empirically analysed the existence of OCB and Talent Management.

Second, Personality. McKenna and Horswill argued that Personality contains the physical, mental, moral and social qualities of the individual [10]. Personality refers to a dynamic and integrated dynamic, physical, mental, moral and social quality manifested in a unique and stable way of thinking, feeling and acting that characterizes one's response to the life situation, reflected in consciousness, extraversion, hospitality, emotional stability, and openness to experience. Some empirical studies such as Neuman and Kickul [11], Singh and Singh [12], Organ and Ryan [13] analysed the relationship between Personality and OCB.

Third, Grit. Duckworth, Peterson, Matthews, and Kelly introduced the concept of Grit as a consistency of interest and perseverance of effort [14]. Zhou revealed that one of the non-cognitive aspects that also have a positive influence for the result of someone's work is a Grit [15]. Lecturers who have a "Gritty" character, with the characteristics of persistence and high resistance in the face of challenges, will be able to encourage extra behaviours in the work. In relation to several studies that still debate the position and differences between Grit and Personality [16], this study attempts to extend the Personality variables used in the model, by placing Grit as the determinant of OCB in the model.

Fourth, Job Involvement. Robbins, Judge, and Hasham defined Job Involvement as the degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth [17]. Some empirical findings from previous research has found a link between Job Involvement on OCB [18-21]. On the other hand, Job Involvement is also associated with Talent Management [22], Personality [23,24] and Grit [25].

This paper contributes in the analysis of the determinant of OCB, by placing Job Involvement as a mediating variable. The position of Job Involvement as a mediating variable that links Talent Management, Personality and Grit to OCB, become the novelty in this study, theoretically. The concept of "Grit", which is the one of the psychological aspects, is placed as a new variable that becomes the determinant of Organizational Citizenship Behaviour. This is done as an effort to complete the Personality dimensions that are considered insufficient for this case. The debate over the study of Grit, whether as a dimension of Personality or a new approach in the study of positive psychology, provides space for this research to elaborate the relationship between Grit and OCB. Although in previous studies, the concept of Grit is more popular applied to the case of students, this study predicts that Grit is also important in the achievement of OCB among lecturers and become the determining factor of their job involvement. For policy, the results will contribute to the development of internal process of the vocational higher education in Indonesia.

II. LITERATURE REVIEW AND HYPOTHESES

In the operational dynamics of nonprofit organizations, especially in universities, extra-role behavior is really needed. This behavior is needed to support organizational activities that can not always be done formally or can be valued with money.

This extra-role behavior is popular as an Organizational Citizenship Behavior (OCB), which is defined as voluntary behavior, not officially accepting awards but be able to contribute to the development of productivity and organizational effectiveness. According to Organ, OCB is conceptualized as synonymous with the concept of contextual performance, defined as performance that supports the social and psychological environment in which task performance takes place [26]. LePine et al. explained that OCB is a behavior that benefits the organization and does not receive an explicit award because the behavior carried out is not a job demand or not included in formal work [27]. Furthermore, OCB can be implemented in altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

A. Talent Management and Organizational Citizenship Behavior

Talent is something that already exists naturally in a person, while Talent Management refers to a set of processes designed within the organization to ensure that each employee is at the peak of his potential. Smilansky defined Talent Management as an integrated set of corporate initiatives aimed at improving the calibre, availability and flexible utilisation of exceptionally capable (high potential) employees who can have a disproportionate impact on business performance [28]. While these processes should be integrated in the 'regular' Human Resource management processes, Talent Management processes are designed to ensure that the business improves its competitive advantage through the effective utilization of a small number of exceptional individuals in key leadership positions. Cappelli defined The Talent Management as the process of ensuring that the organization attracts, retains, motivates, and develops the talented people [6]. Collings and Mellahi proposed the Global Talent Management includes all organizational activities for the purpose of attracting, selecting, developing, and retaining the best employees in the most strategic roles on a global scale [29].

As an organization, universities must also apply Talent Management in their internal process. Talent Management applied must be able to encourage each lecturer to work on their peak potential, because not all of lecturers have educational talents that can support their professionals. Some empirical findings revealed the existence of a relationship between Talent Management and OCB such as Chodorek and Sudolska which analyzed the importance of relationship between Talent Management and OCB [7] and Ajgaonkar et al. which concluded the significant differences in preference for OCB's achievement (altruism, conscientiousness, sportsmanship, courtesy and civic virtue) with motivation at work place [8]. Based on the previous studies and propositions, the hypothesis built in this study is H₁: Talent Management is positively associated with Organizational Citizenship Behavior".

B. Personality and Organizational Citizenship Behavior

Personality can be refers to cognitive and behavioural patterns that show stability over time and across situations. McKenna and Horswill suggested that Personality contains the physical, mental, moral and social qualities of individuals [10].

These qualities are dynamic and integrated, which can be observed by others in everyday life. According to Passer and Smith, Personality is a way of thinking, how to feel and how to act, which is different and lasts relatively long, which characterizes a person's response to a life situation [30]. Meanwhile Santrock explained that Personality is a difference in thoughts, emotions and behavior that give characteristics to the way of individuals adapt to the world [31].

Greenberg and Baron concluded that there are five dimensions in Personality, which consist of Conscientiousness, Extraversion, Agreeableness, Emotional Stability and Openness to experience [32]. Daft et al. defined the conscientiousness as the degree to which a person is responsible, dependable, persistent, and achievement oriented [33]. Extraversion is the degree of assertiveness, willingness to be friendly and the ability to socialize individually. Agreeableness defined as the degree to which a person is able to get along with others by being good-natured, cooperative, forgiving, compassionate, understanding, and trusting. Emotional Stability or sometimes called Neuroticism is characterized by traits like tense, moody, and anxious. Neuroticism is the degree to which a person is well adjusted, calm, and secure. Openness to experience is defined as the degree to which a person has a broad range of interests and is imaginative, creative, and willing to consider new ideas.

Organ and Ryan, in a meta-analysis, found very little empirical support for a Personality disposition and OCB relationship [13]. Neuman and Kickul concluded that achievement, agreeableness, and conscientiousness predicted five types of organizational citizenship behavior [11]. Singh and Singh indicated that conscientiousness and extraversion were found to be positively correlated with all the five dimensions of OCB [12]. Furthermore, Elanain concluded about the importance of an attitude of openness to experience, perseverance, and emotional stability in predicting the achievement of OCB [34]. Based on these empirical findings and propositions, the second hypothesis of this study is, H₂: Personality is positively associated with Organizational Citizenship Behavior.

C. Grit and Organizational Citizenship Behavior

One non-cognitive aspect that is relatively stable from the individual and to differentiate himself from others is Grit. Duckworth et al. introduced Grit as a concept of persistence, which includes resilience and enthusiasm to achieve long-term goals [14]. There are two main dimensions of Grit which consist of consistency of interest and perseverance of effort. Culin, Tsukayama, and Duckworth defined Grit as a tendency to pursue long-term goals [35]. Although the concept of Grit was originally developed in students, but essentially the Grit is within each individual. The consistency of interest and perseverance of effort are two dimensions of Grit that are important for being "Gritty" lecturers.

The placement of Grit as an exogenous variable in the model is based on the opinion of some researchers who conclude that the indicators on "Grit" have a similar tendency on Personality indicators in the "five factor model" and Personality measure "Hogan Personality Inventory" [36,37].

However, this research model distinguishes the dimensions of Grit from those in Personality, to avoid overlapping indicators. In addition, there is a belief from the initiator of his theory who considers that Grit is different from the concept of Personality. Based on these propositions, the third hypothesis built in this study is H₃: Grit is positively associated with Organizational Citizenship Behavior

D. Job Involvement and Organizational Citizenship Behavior

Robbins and Judge suggested that job involvement can be interpreted as the degree to which people are known from their work, participate actively in it, and consider their achievements important for their self-esteem [38]. Employees with high involvement in their work will really care about their work. Robbins and Judge concluded several indicators to see job involvement, which include participating in their work, showing their work as the main thing and seeing their work as something important for their self-esteem [38]. There are several previous studies and propositions that analyze the relationship between job involvement and OCB such as Nwibere [19] and Ueda [20]. Based on this, the fourth hypothesis in the study is: H₄: Job Involvement is positively associated with Organizational Citizenship Behavior.

E. Job Involvement as a Mediating Variable

Placing Job Involvement as a mediator in the relationship of Talent Management, Personality and Grit to OCB, aims to provide a more realistic relationship and strengthen the influence of antecedent to OCB. There was a causal relationship between Job Involvement and OCB [19,20], Talent Management and Job Involvement [22], Personality and Job Involvement [23,24], Grit and Job Involvement [25]. Although it does not directly quantify the relationship between Grit and Job Involvement, Rimfeld et al. concluded that Grit is very similar to Personality and influences academic achievement [36]. Ryne and Brandon also concluded that Grit is similar to the "five factor model" in Personality measurement and influences career achievement [37]. Based on literature and proposition, the following hypotheses can be built:

- H₅: Job Involvement mediated the relationship between Talent Management and Organizational Citizenship Behavior
- H₆: Job Involvement mediated the relationship between Personality and Organizational Citizenship Behavior
- H₇: Job Involvement mediated the relationship between Grit and Organizational Citizenship Behavior

III. RESEARCH METHOD

A. Data

The population of this study was the Lecturer at the Ministry of Industry of the Republic of Indonesia in 2018. The total population is 475 lecturers. Considering that not all of lecturers are active for various reasons, the sample in this study were 217 active lecturers. The sampling technique used was stratified random sampling and the data was collected by using the questionnaire.

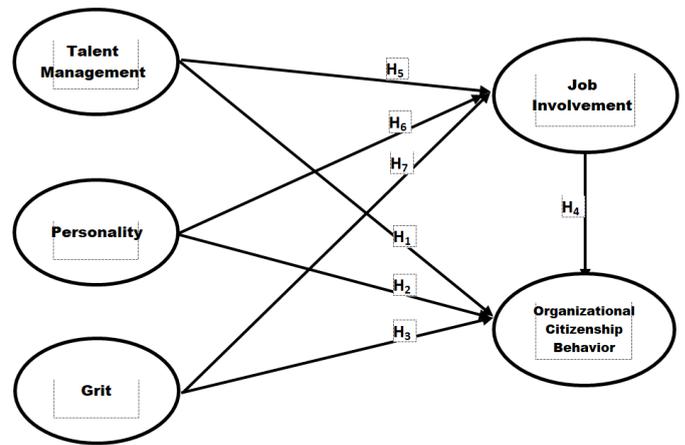
B. Variables and the Measures

Organizational Citizenship Behavior (OCB) is an endogenous variable in this research. Some exogenous variables in the model consist of Talent Management, Personality and Grit. Job Involvement is a mediating variable in the model. The definition of variables and measurement indicators are described as follows:

- Organizational Citizenship Behavior (OCB) is the voluntary behavior that cannot be imposed and not officially awarded but able to contribute to the development of productivity and organizational effectiveness, as measured by indicators adopted from Podsakoff, Mackenzie, Moorman and Fetter, consist of : a) altruism (b) conscientiousness (c) civic virtue (d) courtesy and (e) sportsmanship [39].
- Personality is a way of thinking, a way of feeling and a different way of acting, which lasts a long time, and characterizes a person's response to a life situation. Reflective indicators for this variable consist of: Conscientiousness, Extraversion, Agreeableness, Emotional Stability, Openness to experience [32].
- Talent Management defined as an integrated set of corporate initiatives aimed at improving the calibre, availability and flexible utilisation of exceptionally capable (high potential) employees who can have a disproportionate impact on business performance. Talent Management as the process of ensuring that the organization attracts, retains, motivates, and develops the talented people. Reflective indicators for this variable include: a) Recruitment, employee placement and succession planning, b) Training and development and c) Retention Management [28,40,41].
- Grit is a psychological variable based on a positive psychology group, which prioritizes the persistence as an indicator of long-term success. Duckworth, Peterson, Matthews, and Kelly identified two main dimensions of Grit, which included consistency of interest and perseverance of effort [14].
- Job Involvement can be interpreted as the degree to which people are known from their work, participate actively in it, and consider their achievements is really important for self-esteem. The reflective indicators for this variable consist of: participating in their work, showing that their work was the main thing and assuming that their work was important for self-esteem [38].

C. Empirical Model

Figure 1 shows the application of empirical models used, namely PLS Model With Mediating Effect. This study will estimate the causal relationship between Talent Management, Personality and Grit on Organizational Citizenship Behavior, with Job Involvement as a single-mediator.



Note:
Empirical Model is extended by related theories [5,13,14,28,32,38,40].

Fig. 1. Empirical model: PLS model with Single-Mediator.

D. Analytical Method

To analyze the causality relationship between several exogenous variables (Talent Management, Personality and Grit) to endogenous variable (Organizational Citizenship Behavior) with Job Involvement as a mediator, the stages of analysis carried out : 1) Direct Effect Estimation of exogenous variable to endogenous variables , by estimating the direct effects of Talent Management, Personality and Grit to OCB, 2) Direct effect estimation between exogenous variables and mediator, by estimating the effect Talent Management, Personality and Grit to Job Involvement as a mediator. 3) Indirect Effect Estimation between exogenous variables and endogenous variables, by estimating the effect of Talent Management, Personality and Grit to OCB which mediated by Job Involvement.

IV. RESULTS AND DISCUSSION

A. Measurement Model Analysis

The output of the measurement model is used to evaluate the relationship between indicators and constructs by assessing reliability and validity. Table 1 shows the results of the reliability evaluation with composite reliability and cronbach Alpha, and the results of convergen validity that can be guided from loading factor and average variance extracted (AVE). It can be seen that the composite reliability and Cronbach's Alpha have fulfilled the requirement that is greater than 0.7. Fornell and Lacker required composite reliability and Cronbach's Alpha must be above 0.7, and Average Variance Extracted (AVE) must have criteria above 0.5 [42].

Because of many indicators in the model, the output of loading factor is not displayed, but it is certain that AVE for all constructs is greater than 0.50. To get the fit model, some indicators are smaller than 0.4 have been dropped from the model. This study still maintains several indicators with loading factors between 0.4-0.7, because of the consideration of the expansion of indicators in each variable. Hair et al. suggested that in some cases when the loading factor is not

sufficient, especially for newly developed questionnaires, the loading factor between 0.4-0.7 must still be considered [43]. The impact of deleting some indicators with the loading factor below 0.4 can increase the Average Variance Extracted (AVE) and composite reliability above the threshold.

TABLE I. MEASUREMENT MODEL ANALYSIS

Latent Variable	Composite Reliability	Cronbach's Alpha Coefficients	Average Variance Extracted (AVE)
Organizational Citizenship Behavior	0.976	0.973	0.639
Job Involvement	0.945	0.938	0.519
Talent Management	0.953	0.947	0.549
Personality	0.952	0.947	0.542
Grit	0.973	0.967	0.786

Furthermore, evaluation of the measurement model with a reflective construct was also carried out by looking at the output of discriminant Validity. This value is analyzed by comparing the square root of AVE for each construct with the correlation value between constructs in the model. A good category is shown from the square root AVE for each construct that is greater than the correlation between constructs in the model [43]. The output in table 2 shows that this criterion is accordance with the requirements. The values in the diagonal column and parentheses are higher than the correlation between the latent variables in the same column, above or below it. For example, the discriminant validity for Organizational Citizenship Behavior has been fulfilled because the square root of AVE is 0.799, and this is greater than 0.615, 0.407, 0.507 and 0.406. It means there is no redundant or offending indicator.

TABLE II. DISCRIMINANT VALIDITY

	Organizational Citizenship Behaviour	Job Involvement	Tax Management	Personality	Grit
Organizational Citizenship Behavior	(0.799)	0.615***	0.507***	0.507***	0.406***
Job Involvement	0.615***	(0.720)	0.431***	0.564***	0.335***
Tax Management	0.407***	0.431***	(0.741)	0.446***	0.195***
Personality	0.507***	0.564***	0.446***	(0.736)	0.437***
Grit	0.406***	0.335***	0.195***	0.437***	(0.887)

Diagonal element: square root of AVE;
off-diagonal: correlation between constructs.
***Significant at $p < 0.01$.
**Significant at $p < 0.05$.

B. Structural Model Analysis

For conducting the structural model testing, a step-wise approach is needed [44]. *First*, testing whether Talent Management, Personality and Grit directly influence

Organizational Citizenship Behavior. *Second*, doing the PLS estimation by entering the Job Involvement as a mediating variable. A summary for these two stages are shown in Table 3.

TABLE III. PLS RESULTS FOR DIRECT EFFECT AND THE MEDIATING EFFECT (PATH COEFFICIENTS, P VALUE AND R²)

Variable	Direct Effect	
	Path To	
	Job Involvement	OCB
Talent Management	(0.799)	
Personality	0.615***	
Grit (Per)	0.407***	
R ²	0.507***	
Grit	0.406***	
The Mediating Effect of Job Involvement		
Variable	Path To	
	Job Involvement	OCB
	Talent Management	0.224***
Personality	0.416***	0.130**
Grit (Gt)	0.110**	0.182**
Job Involvement (JI)		0.425**
R ²	0.368	0.454

***Significant at $p < 0.01$.

**Significant at $p < 0.05$.

*Significant at $p < 0.10$.

The direct effects of Talent Management, Personality and Grit on Organizational Citizenship Behaviour are 0.225, 0.324 and 0.219. Each estimation coefficient is statistically significant (p value <0.01). Thus, the hypothesis H₁: Talent Management is positively associated with Organizational Citizenship Behaviour, hypothesis H₂: Personality is positively associated with Organizational Citizenship Behaviour and hypothesis H₃: Grit is positively associated with Organizational Citizenship Behaviour, all are supported by the model.

To analyse the mediating effect of job involvement on the structural model, the next step is examining the job Involvement effect as a mediating variable. Table 3 shows the calculation of The Mediating Effect of Job Involvement in the model, while Figure 2 shows the effect of this indirect relationship graphically.

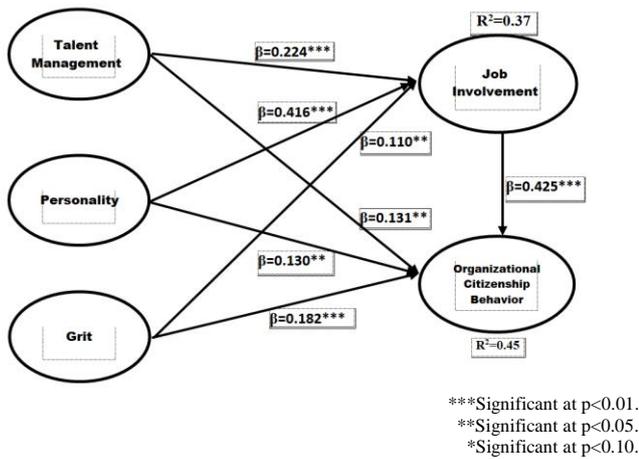


Fig. 2. Output of indirect effect model.

On the path of Talent Management to Organizational Citizenship Behaviour through Job Involvement (TM-JI-OCB), it was observed that Talent Management (TM) has a positive effect on Job Involvement (coefficient = 0.224; $p < 0.01$) and Job Involvement (JI) also affect Organizational Citizenship Behaviour (coefficient = 0.425; $p < 0.01$). Although the direct influence of Talent Management on Organizational Citizenship Behaviour remains significant (coefficient = 0.131; $p = 0.01$), this coefficient decreases from 0.225 to 0.131. It means that Job Involvement (JI) only mediates partially the relationship between Talent Management and Organizational Citizenship Behaviour. Despite of the indirect effect of Talent Management on Organizational Citizenship Behaviour through Job Involvement, and there is still a direct effect of Talent Management on Organizational Citizenship Behaviour.

On the path of Personality to Organizational Citizenship Behaviour through Job Involvement (PER-JI-OCB), there is a positive Personality effect on Job Involvement (coefficient = 0.416; $p < 0.01$) and Job Involvement also has a positive effect on Organizational Citizenship Behaviour (coefficient = 0.425; $p < 0.01$). The direct relationship of Personality to Organizational Citizenship Behaviour also remains significant (coefficient = 0.130; $p = 0.01$). The coefficient of this direct relationship decreases from 0.324 to 0.130, so it means that Job Involvement only mediates partially the relationship between Personality and Organizational Citizenship Behaviour.

Furthermore, on the path of Grit to Organizational Citizenship Behaviour through Job Involvement (Gr-JI-OCB), there is a positive effect of Grit on Job Involvement (coefficient = 0.110; $p = 0.026$). The direct relationship between Grit and Organizational Citizenship Behaviour is also significant (coefficient = 0.182; $p < 0.01$), and the effect of this direct relationship also decreases from 0.219 to 182. Thus, it can be concluded that Job Involvement also only mediates partially the relationship between Grit and Organizational Citizenship Behaviour.

Although the results of the calculation of direct and indirect effects in the model indicate that there is a partial mediation effect from Job Involvement, further calculations are needed to determine the mediation effect category. Hair et al. recommends the Variance Accounted For (VAF) method to calculate indirect effects in SEM-PLS mediation analysis, with VAF above 80% as full mediation, for VAF between 20% - 80% as partial mediation and for VAF less than 20% is categorized as no mediation effect [43].

Table 4 shows the calculation of VAF for the single mediation model. VAF of 0.297 on the path of TM-JI-OCB shows that Job Involvement is a partial mediation for the relationship between Talent Management to Organizational Citizenship Behaviour ($p = 0.009$). It is observed that VAF is 0.353 for the path of Per-JI-OCB, which also means that Job Involvement mediates partially the relationship of Personality and Organizational Citizenship Behaviour ($p < 0.01$). However, VAF of 0.177 in the path of Gr-JI-OCB concludes that there is no mediation. It means Job Involvement does not mediate the relationship between Grit and Organizational Citizenship Behaviour ($p = 0.121$). This finding concludes that Job Involvement only mediates partially the Talent Management and Personality relationship to Organizational Citizenship Behaviour, but does not mediate the relationship of Grit to Organizational Citizenship Behaviour.

TABLE IV. THE INDIRECT, DIRECT AND TOTAL EFFECT OF TALENT MANAGEMENT, PERSONALITY AND GRIT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Path TM-JI-OCB	
Indirect Effect = 0.224*0.425 TM → JI → OCB =	0.095***
Direct Effect TM → OCB = 0.225	0.225
Total Effect = 0.095 + 0.225	0.320
VAF= Indirect Effect Total Effect = 0.095/0.320	0.297
Path PER-JI-OCB	
Indirect Effect = 0.416*0.425 PER → JI → OCB =	0.177***
Direct Effect PER → OCB = 0.324	0.324
Total Effect = 0.177 + 0.324	0.501
VAF = Indirect Effect Total Effect = 0.177/0.501	0.353
Path GR-JI-OCB	
Indirect Effect = 0.110*0.425 GR → JI → OCB =	0.047***
Direct Effect GR → OCB =	0.219
Total Effect = 0.047+0.219	0.266
VAF = Indirect Effect/Total Effect = 0.047/0.266	0.177

V. CONCLUSION

Based on the result and discussion presented, this study concludes that there is a direct influence between Talent Management, Personality and Grit on OCB. By placing Job Involvement as a mediating variable, it was found that Job Involvement partially mediates the relationship between Talent Management and Personality to Organizational Citizenship Behaviour, but Job Involvement does not mediate the relationship between Grit to Organizational Citizenship Behaviour. This finding elaborates the previous research on the relationship between Talent Management and OCB [7], Personality with OCB [11,12,34] but in different case, because this study was conducted to lecturers in universities.

Contrast to previous studies that did not quantify the effect of Grit on OCB or Grit on Job Involvement [25,36,37], this study tries to prove empirically the influence of Grit on OCB with Job Involvement as a mediating variable. In a theoretical perspective, this study contributes to the expansion of theory, especially in analysing the more established causal relationships between Grit-Job Involvement-OCB. This study extends the determinant of OCB by placing Grit as an exogenous variable. This finding reveals that Grit has a significant direct effect on OCB, and Job Involvement does not mediate this relationship. This study has tried to apply the concept of Grit in the case of lecturers, the professional groups that need Grit in their work.

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