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In-Text Citation: (Santol et al., 2022)
To Cite this Article: Santol, M. A. bin, Hamzah, S. R. binti, Ismail, I. A. bin, & Asimiran, S. bin. (2022). The Mediating Role of Organizational Commitment on the Relationship of Organizational Citizenship Behavior and Organizational Culture with Good Governance among Malaysian Civil Servants. *International Journal of Academic Research in Business and Social Sciences*, *12*(8), 734 – 750.

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The Mediating Role of Organizational Commitment on the Relationship of Organizational Citizenship Behavior and Organizational Culture with Good Governance among Malaysian Civil Servants

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Abstract
This study is aimed at investigating the mediating effect of organizational commitment on the relationship between organizational citizenship behavior and organizational culture with good governance among civil servants in Malaysia. This cross-sectional study involved 207 departmental records officers from 27 ministries in Malaysia selected through stratified random sampling. Data were collected from self-administered questionnaires. The results of the study indicated that there was a significant relationship between organizational citizenship behavior and organizational culture with good governance. Organizational commitment mediated both relationships. The findings of the study could provide useful recommendations for ministries/departments to ensure that aspects of organizational citizenship behavior and organizational culture are integrated with planning and implementing best practices in records management in the Malaysian public sector.
Keywords: Organizational Citizenship Behavior, Organizational Culture, Organizational Commitment, Good Governance, Public Sector

Introduction
Every government recognizes the importance of transparency and accountability in fostering public trust (Mingo & Cerrillo-i-Martinez, 2018), these being concerns that can be improved through good records management. While records are important documental authentications and assets for an organization, their management is not always accorded top priority (Yusof, 2015). Records that are not managed efficiently can jeopardize the integrity of the public service (Malaysian Public Service Department, 2019; National Archives of Malaysia, 2016). In records management, accountability and transparency are important considerations to prevent bureaucracy and the abuse of power (Mingo & Cerrillo-i-Martinez, 2018; Yusof, 2015). Therefore, it is very important for the public service to have not only complete, accurate information, but also to manage it efficiently and effectively. The ability

of the public sector to keep records properly will contribute to a well-managed, efficient government.

Effective records management enables information to be used efficiently to its maximum utility. Poor accountability would result in the legislation and operations of an organization running ineffectively (Mingo & Cerrillo-i-Martinez, 2018; Yusof, 2015; Isa & Ismail, 2011). Thus, stringent records management policies must be implemented by organizations (National Archives of Malaysia, 2016). Policies act as a guide for taking appropriate action and making decisions. They should assist in formulating long-term strategies (Mokhtar, 2021; National Archives of Malaysia, 2010; Isa, 2009). Without set policies, organizations would not know what to keep and what and when to dispose of; organizations cannot plan job development, nor make financial allocations for training (Mokhtar, 2021; Yusof, 2015). For instance, the public sector in the United States and Australia have implemented records management that are compliant with standards, and which have been proven successful (Yusof, 2015). However, in many developing countries, despite having laws that regulate records management, transparency and accountability in the public sector have not improved much owing to the low level of awareness and lack of enforcement (Mingo & Cerrillo-i-Martinez, 2018). Hence, records management has a significant relationship with accountability and transparency, service delivery, and quality of service.

Records officers need to give due consideration to the following: 1) Important records require priority protection based on the content and value they possess; 2) Be aware of security risks if valuable information falls into the hands of unauthorized persons; 3) Take action to dispose of records in accordance with the record disposal schedule that has been set; 4) Every piece of information becomes evidence for self-defense and action in court, and finally, 5) Good records management will ensure that records are preserved properly (Abd. Kadir, 2021; National Archives of Malaysia, 2010). For example, these records could be needed as evidence in disputes related to individual issues, borders, citizenship, and national sovereignty.

In this present study, we specifically explore the mediating effect of organizational commitment on the relationships of organizational citizenship behavior and organizational culture with good governance among civil servants in Malaysia. Information on organizational citizenship behavior, organizational culture, organizational commitment and good governance in records management can contribute to understanding the influence of these components in promoting transparency and accountability in Malaysia. Planning, implementing and supervising related program activities improve good governance among records managers. The findings of study can contribute to improving the performance of civil servants, especially records managers who implement the Government's records management policies. In particular, this study would contribute to the efficiency of the 27 ministries involved in records management. The findings of this study would yield valuable insights to stakeholders to enable them to understand and appreciate the importance of good records management so that new policies could be implemented to improve further the management of records in the public sector. Civil servants entrusted with keeping records of information in the public sector are valuable national assets, and as such, stakeholders need to ensure that they are given appropriate training to carry out their duties effectively.

Literature Review
Good Governance

Good governance has gained traction in many countries worldwide since 1989 when the World Bank published the report 'Sub-Saharan Africa: From crisis to sustainable growth' (World Bank, 2007; 1989). This report dealt with the crisis of good governance in Africa, i.e., there was poor management of the country's economic and social resources. The concept of governance was used to aid reform programs organized by fund contributors (World Bank, 2007). The economic crisis in 1997 led to the introduction of major governance reforms in Southeast Asian countries (Yosinta, 2016; Wijayati et al., 2015). Many countries in the Asian region were forced to implement administrative reforms to bolster good governance (World Bank, 2007) that is generally regarded as an existing collective policy and oversight mechanism which enables a sustainable and responsible body to achieve organizational goals. Nowadays, good governance is of paramount importance as members of the public are becoming more concerned about issues of transparency and accountability following the failure of organizations to provide effective service delivery. Organizations, both public and private, are expected to comply with set regulations for good governance and sustainability (Malaysian Public Service Department, 2019; Aziz et al., 2018).

Many organizations and researchers accord different meanings to the key components of governance. According to the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) (2009), the key components are: 1) Efficiency - Processes and institutions produce management decisions or competencies that meet the needs of society. These decisions should enable the best use of the resources they have, including the use of natural resources and environmental protection; 2) Effectiveness - The process of producing accurate results and meeting the needs of society by using resources efficiently; 3) Accountability - Accountability is a key prerequisite of governance. Public services, private services and community organizations need to be accountable to the public and stakeholders for their actions, activities and decisions; 4) Transparency – There should be easy accessibility to information such as general knowledge, government policies and strategies; all citizens should have access to relevant information to monitor the actions of civil servants; 5) Participation – This is based on the recognition that all parties have the right to make decisions. This right is enacted either directly or indirectly. Participation is done either through intermediary institutions or legitimate representatives such as making decisions on public policy and having shared control over resources and institutions that affect the public ; 6) Rule of Law - The rule of law oversees a fairly enforced legal framework such as human rights requirements, clear and uniform laws implemented through an independent judiciary; 7) Equity - All members of society (regardless of gender, race, education, religion and politics) have the opportunity to improve their well -being. They have interests and are not excluded from the mainstream of society; 8) Responsive (Feedback) - Feedback refers to institutions and processes that try to serve all stakeholders within a reasonable time frame; and 9) Consensus Oriented - Consensus is associated with many angles in a particular society, managing diverse interests to reach an agreement on the interests of the whole society to achieve organizational development goals. It is basically the government getting opinions from the public before drafting, passing laws, and implementing policies (Mahmod, 2013).

Organizational Citizenship Behavior

In general, organizational citizenship behavior refers to work behavior performed voluntarily without being influenced by reward systems, job descriptions and employment contracts (Organ, 2018; Ibrahim et al., 2018; Robbins & Judge, 2017). Organizational citizenship behavior is a willingness to help colleagues, ensure customer satisfaction, observe punctuality, provide insights (Meyer & Allen, 1997), adhering to procedures without regard to personal interests (Organ, 2018), and helping organizations function more effectively (Robbins & Judge, 2017). Studies on organizational citizenship behavior contribute to the improvement of organizational performance through fostering good relationships among departments/divisions within the organization (Saputro, 2021). Employees with organizational citizenship and who possess critical thinking are willing to contribute ideas, whether requested or not, are active in the organization and perform responsibly for the sake of organizational progress (Ismail & Rosli, 2021; Nguyen et al., 2021; Ibrahim et al., 2018). Good organizational citizenship behavior on the part of employees helps to increase the ability of managers and other members of the organization to perform their tasks more efficiently and effectively (Saputro, 2021; Robbins & Judge, 2017).

In the current study, we investigate how organizational citizenship behavior contributes to good governance in the civil service. In addition, we investigate the relationship between organizational citizenship behavior and good governance as mediated by civil servants' organizational commitment. Given the presumed positive effect of organizational citizenship behavior on good governance, the following hypothesis is proposed:

Hypothesis 1: There is a positive and significant relationship between organizational citizenship behavior and good governance.

Organizational Culture

Aamodt (2012) defines organizational culture as the shared values, beliefs and practices that exist in an organization. Organizational culture is needed in organizations to shape employees' thinking and actions (Indrayati, Chandrarin & Supanto, 2020). Indirectly, organizational culture is associated with organizational leadership and governance (O'Connor & Byrne, 2015). Studies have confirmed the impact of organizational culture on organizational performance (Pathiranage, 2019; Unger et al., 2014). Similarly, Starbucks Coffee Company founder Howard Schultz explains that organizational culture is a critical factor in Starbucks' success (Flamholtz & Randle, 2012). The experiences, knowledge, beliefs, and new perceptions of organizational members are sources of organizational culture (Priyakesuma et al., 2020; Nguyen & Aoyama, 2014). The culture embraced by the top management is often identified and practiced by the employees of the organization, thus contributing to good governance.

Thus, we can expect that organizational culture has a positive relationship with good governance. The following hypothesis is formulated:

Hypothesis 2: There is a positive and significant relationship between organizational culture and good governance.

Organizational Commitment as a Mediator

The concept of organizational commitment is explicated by Allen and Meyer (1996) in the three-dimensional theory of organizational commitment, i.e., employees with commitment to continuity, affective commitment, and normative commitment will feel a higher level of relevance to their organization (Khattak et al., 2017; Allen & Meyer 1996). There is commitment to continuity when the individual employee is inclined towards making small investments over time so as to avoid voluntary disengagement from the organization. Affective commitment emphasizes the binding force between the employee and the organization, such that the employee desires to remain a member of the organization, accepting its values and goals in exchange for certain psychological rewards. Thirdly, normative commitment refers to the work ethics and responsibilities of employees that would drive them to do their job well under all circumstances. Organizational commitment is also defined as an employee's psychological spirit to want to remain working with the organization (Haque et al., 2019). Klein & Park (2015) argue that as an attitude, organizational commitment is defined as a strong desire to remain in the organization and accept its organizational goals, as well as having the confidence to achieve these goals. Organizational commitment also refers to the employee's love for and loyalty to the organization (Haque et al., 2019); it is reflective of the employee's desire to identify with the organization (Astuty & Udin, 2020; Ingsih et al., 2020).

Organizational commitment has been shown to mediate the relationship between organizational citizenship behavior and factors of procedural fairness, distributive justice, and personal cooperation with organizational citizenship behavior (Lin et al., 2008). Furthermore, the study of Lam & Liu (2014) indicates that organizational commitment factors exert a significant mediating effect on the relationship between organizational identity and intention to quit work. Even the presence of organizational commitment through social relationships in organizations of a voluntary nature indicates quality engagement behaviors (Siciliano & Thompson, 2015; Cha et al., 2007). Thus, it can be expected that organizational commitment could modify the factors leading to good governance.

Hypothesis 3: Organizational commitment mediates the relationship between organizational citizenship behavior and good governance.

Hypothesis 4: Organizational commitment mediates the relationship between organizational culture and good governance.
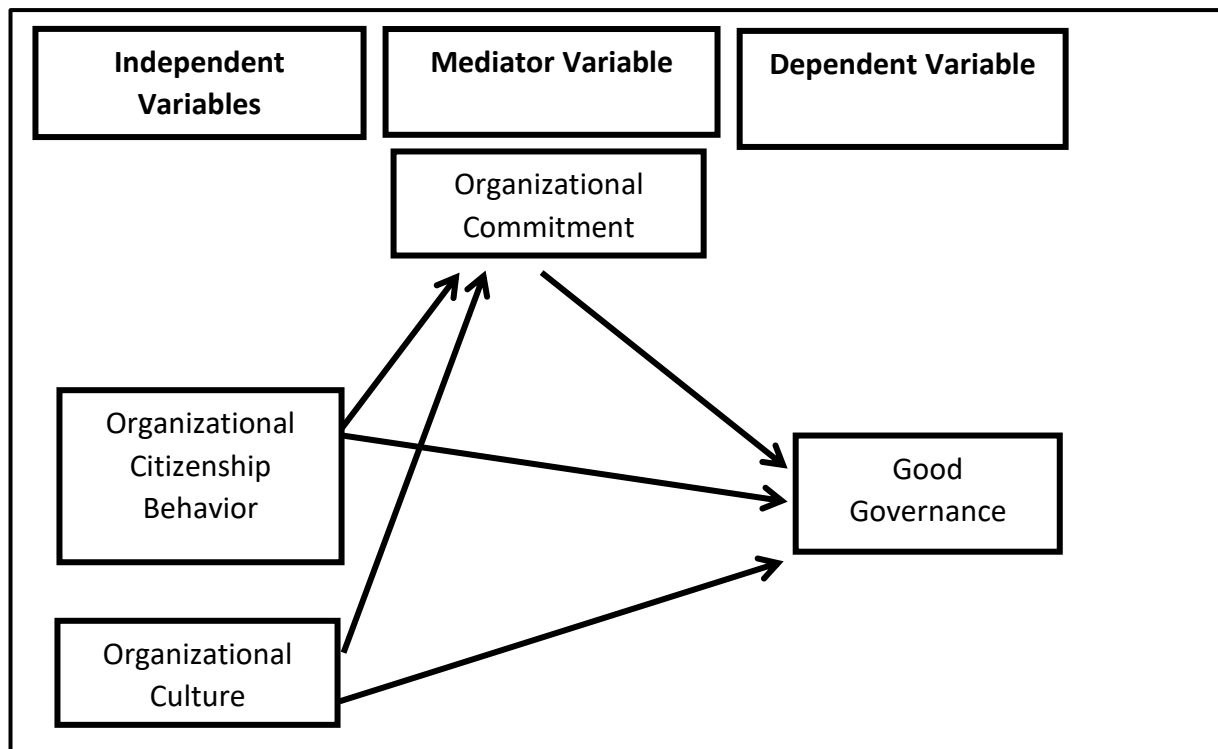
Figure 1: Study Framework

Research Methodology

The data for this study were collected from a cross-sectional survey using self-administered questionnaires. The respondents were Departmental Records officers from 27 ministries in Malaysia. Questionnaires were given to 207 potential respondents; the population size was considered sufficiently representative of this study as stipulated by (Sekaran, 2010; Krejcie & Morgan, 1970). Correlation statistics were used to describe and measure the degree of relationship between two or more variables, namely organizational citizenship behavior, organizational commitment, organizational culture. The mediator factor in this study, organizational commitment, was explained through the MATRIX procedure: PROCESS Procedure for SPSS Version 3.5. Hypothesis testing was done to investigate the relationships of the variables with good governance and the mediating effect of organizational commitment on these relationships.

Participants

Of the 207 record officers, 50.2% were men and 49.8% were women, all of whom were at least 24 years old. Regarding the educational background of the participants, 50.7% possessed the Malaysian Certificate of Education, 32.4% had diplomas, 14% graduated with a Bachelor's degree, ad 2.9% with post graduate degrees (Master's and PhD). The respondents held various positions, viz. officer (56%), senior officer (27.1%), manager (14%) and senior manager (2.9%). The demographic profile on job tenure showed that most respondents (52.5%) had worked less than 5 years, 25.9% had worked 6-10 years, and 17.9% had worked more than 10 years.

Measures

To measure good governance in this study, we used the measurements by Yosinta (2016), and the measurements adopted by the (United Nations Economic and Social Commission, 2009; and the World Bank, 2007). There were 49 items in the questionnaire that required responses rated on a five-point Likert scale ranging from 1= strongly disagree to 5= strongly agree. The internal consistency coefficient calculated for the reliability for this study was 0.98. Organizational Citizenship Behavior was measured using the Organizational Citizenship Behavior Scale (OCBS) by (Podsakoff & MacKenzie, 1989). Each item was rated on five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). The instrument achieved high reliability with $\alpha=0.72$. To assess organizational culture, we employed the Wallach (1983) 24-item Organizational Culture Index (OCI) which profiled culture into three dimensions, namely bureaucratic, innovative, and supportive. Responses were rated using a four-point scale (ranging from 1 = Does not describe my organization, to 4 = Describes my organization most of the time). In this study, the Cronbach's Alpha for internal consistency coefficient was calculated as 0.900. To measure organizational commitment, the instrument by Allen and Meyer (1996) was used, with 15 items and a five-point Likert scale to rate responses, ranging from 1= strongly disagree to 5= strongly agree. The internal consistency coefficient calculated for the reliability of this study was 0.79.

Findings

The means, standard deviations, internal consistencies, and correlations were computed for all the study variables, as shown in Table 1. Internal consistency (Cronbach's alpha) for all variables ranged between $\alpha = 0.720$ and $\alpha = 0.900$. All significant relationships between the variables were in the expected direction. Organizational citizenship behavior was found to be positively and significantly correlated with good governance ($r = 0.392$, $p < 0.01$). In accordance with Hypothesis 1, good governance was positively related to organizational citizenship behavior in this sample of civil servants. Next, organizational culture was positively related to good governance ($r = 0.474$, $p < 0.01$). Thus, Hypothesis 2 was accepted. Organizational commitment was also found to be positively and significantly correlated with good governance ($r = 0.269$, $p < 0.01$). Hence, the scores on an organizational citizenship behavior, organizational culture, and organizational commitment predicted positive associations with good governance of the civil servants.

Table 1
Means, standard deviations, Cronbach alpha, and correlations of main variables

Variable	Cronbach alpha	M	SD	Range Min	Range Max	Intercorrelations 1	Intercorrelations 2	Intercorrelations 3	Intercorrelations 4
1. Good governance	0.983	4.015	.350	3.02	5.00	1			
2. Organizational citizenship behavior	0.720	3.425	.296	2.45	4.25	.392**	1		
3. Organizational culture	0.900	3.090	.351	3.11	4.00	.474**	.218**	1	
4. Organizational commitment	0.792	2.997	.383	2.33	4.00	.269**	.231**	.129**	1

Notes: ** p < 0.001;

The data were further analyzed using the multiple regression analysis with the forced enter method (Table 2) to determine the contributions of an organizational citizenship behavior, organizational culture, and organizational commitment to variations in good governance. It was found that organizational citizenship behavior (std β = 0.303, p = 0.000), organizational culture (std β = 0.474, p = 0.000) and organizational commitment (std β = 0.156, p = 0.000) significantly influenced good governance of the civil servants who participated in this study ($F_{(3, 142)}$ = 45.845, p < 0.001). The largest beta coefficient was 0.474 for organizational culture, making it the strongest contribution in explaining good governance. The coefficient of determination, R^2 = 0.492, suggested that 49% of the variance in good governance among civil servants was explained by the three independent variables, organizational citizenship behavior, organizational culture, and organizational commitment.

Table 2
Multiple linear regression for independent variables on good governance (n=207)

Variable	Unstandardized Beta β	Unstandardized Beta Std. error	Std. Beta	t	p
Organizational citizenship behavior	.474	.061	.404	7.713	.000
Organizational culture	.359	.070	.303	5.097	.000
Organizational commitment	.142	.054	.156	2.638	.000

Note: p < .001, β = standardized regression coefficient, t value = test statistics of β, R= .701, R^2 = .492, Adjusted R^2 = .481

Mediation Analysis
The PROCESS plug-in (Hayes, 2018) was used to perform the mediation analysis, with organizational citizenship behavior and organizational culture as the independent variables, good governance as the dependent variable, and organizational commitment as the mediation variable (Figure 1). Controlling for the mediating role of organizational commitment on the relationship between organizational citizenship behavior and

organizational culture in relation to good governance, both were tested using Model 4 of the plug-in PROCESS 3.5 macro in SPSS developed by (Hayes, 2018). Table 3 shows the first mediation analysis results which indicated that organizational citizenship behavior directly and positively predicted good governance ($\beta = 0.413$, $t = 5.375$, $p < 0.001$). In addition, organizational citizenship behavior also positively predicted individuals' levels of organizational commitment ($\beta = 0.299$, $t = 3.404$, $p < 0.001$). Organizational commitment had a significant predictive effect on good governance ($\beta = 0.172$, $t = 2.904$, $p < 0.001$). See Table 3 for the goodness of fit and significance of outcomes and predictors in the tests for the mediating effects of organizational commitment. For the analysis of statistical power, the R^2 values in our F-test were 0.054 (organizational commitment as the outcome) and 0.187 (good governance as the outcome). According to the standard for R^2 values proposed by Cohen (2006) the statistical power for organizational citizenship behavior and organizational commitment relationship was of medium effect size ($R^2 = 0.190$) and statistical power for organizational citizenship behavior, organizational commitment and good governance relationship was of a medium effect size.

Next, for the second mediation analysis, the results showed that organizational culture directly and positively predicted good governance ($\beta = 0.447$, $t = 7.406$, $p < 0.001$). In addition, good governance positively predicted civil servants' levels of organizational commitment ($\beta = 0.141$, $t = 1.858$, $p < 0.001$) that had a significant predictive effect on good governance ($\beta = 0.194$, $t = 3.504$, $p < 0.001$). For the analysis of statistical power, the R^2 values in our F-test were 0.017 (organizational commitment as the outcome) and 0.269 (good governance as the outcome). According to the standard for R^2 values proposed by Cohen (2006), the statistical power for organizational culture and organizational commitment relationship factor was of a small effect size ($R^2 = 0.02$) and statistical power for organizational culture, organizational commitment and good governance relationship was of a large effect size.

Table 3
Testing the mediating effects of organizational commitment

Regression equation		Goodness of Fit		Significance		
Outcome First variable	Predictor	R^2	F	β	SE	t
Organizational commitment		0.054	11.589			
	Organizational citizenship behavior			0.299	0.088	3.404**
Good governance		0.187	23.528			
	Organizational citizenship behavior			0.413	0.077	5.375**
	Organizational commitment			0.172	0.059	2.904**
Second variable Organizational commitment		0.017	3.452			
	Organizational culture			0.141	0.076	1.858
Good governance		0.269	37.523			
	Organizational culture			0.447	0.060	7.406**
	Organizational commitment			0.194	0.055	3.504**

Note: ** $p < 0.001$

The significance of the mediating effect was tested with a bootstrap method in the sampling process. PROCESS can construct bias-corrected percentile and Monte Carlo Confidence Interval (CI) for indirect effects (Hayes, 2013). The determination of mediation effect is based on "zero" (0) value location in confidence interval (CI) (Hayes, 2009); if the CI does not contain the "zero" (0) value, it means the indirect or mediation effect is statistically significant.

Table 4 shows that the bias-corrected 95% percentile of CI (β = 0.052, CI = 0.009, 0.113) for organizational citizenship behavior did not include a zero value. These findings hence revealed that the indirect effect of organizational citizenship behavior on good governance through the mediator (organizational commitment) was statistically significant, thereby supporting Hypothesis 3. The total effects, direct effects, and total indirect effects for the first mediation analysis were 0.464, 0.412, and 0.052 respectively. The direct effects of organizational citizenship behavior on good governance, 0.412, accounted for 89% of the total effects and the total indirect effects "organizational citizenship behavior ►organizational commitment ► good governance" accounted for the remaining 11% of the total effects.

Next, the bias-corrected 95% percentile of CI mediation analysis of organizational commitment in relationship between organizational culture and good governance was β = 0.027, CI = 0.000, 0.064. Although a zero value appeared at the lower confidence interval, the CI did not encompass zero by including both positive and negative values. These findings revealed accordingly that the indirect effect of organizational culture on good governance through the mediator (organizational commitment) was statistically significant, thereby supporting Hypothesis 4. The total effects, direct effects, and total indirect effects were 0.474, 0.447, and 0.027 respectively. The direct effects of organizational culture on good governance, 0.447, accounted for 94% of the total effects and the total indirect effects "organizational culture ▶ organizational commitment ▶ good governance" accounted for the remaining 6% of the total effects.

Table 4
Bootstrap analysis of mediating effects of organizational commitment

Path	(β)	SE	Percentage of total effect	Bootstrapping BC percentile 95% CI	
				LL	UL
Organizational citizenship behavior factor					
Total effect	.464	.076	100%	.314	.614
Direct effect: OCB → GG	.412	.077	89%	.261	.564
Indirect effect:					
OCB→ OC → GG	.052	.026	11%	.009	.113
Organizational culture factor					
Total effect:	.474	.061	100%	.353	.595
Direct effect: OCul → GG	.447	.060	94%	.328	.565
Indirect effect:					
OCul → OC → GG	.027	.016	6%	.000	.064

Note: GG: Good governance; OCB: Organizational citizenship behavior; OC: Organizational commitment; OCul: Organizational culture; BC, bootstrap confidence; CI, confidence interval, Indirect effect is significant if 0 value falls outside the lower bound and upper bound of BC Percentile 95% CI

Discussion
Based on the Conservation of Resource theory, the study establishes a verifiable conceptual framework, and discusses the impact of organizational commitment on the relationships of organizational citizenship behavior and organizational culture in relation to good governance among civil servants. First, the findings showed that organizational citizenship behavior and organizational culture (H1 and H2), as resources, had a positive impact on good governance. This implies that the psychological factor arising from employees' behaviors plays an important role. The result is in concert with previous studies showing that organizational citizenship behavior contributes to the improvement of organizational performance through good relationships between departments/divisions within the organization (Saputro, 2021; Robbins, 2018). Organizational culture gives confidence to employees, motivating them to practice the culture to improve performance (Widasari & Putri, 2018; Wibowo, 2019). It not

only assists employees in meeting their work target, but also stimulates their personal growth and development. Employees with confidence in contending with work challenges and difficulties will be able to perform important tasks more efficiently and effectively; in other words, their success is due to better organizational citizenship behavior and organizational culture.

With regard to organizational commitment, it was found that this played an important mediating role in the relationships of organizational citizenship behavior, organizational culture, and good governance (H3 and H4). Both organizational citizenship behavior and organizational culture influenced good governance via the mediating mechanism of organizational commitment. This finding is consistent with those of (Khattak et al., 2017; Zoechriba et al., 2020). When organizations have good governance, they will usually achieve good performance. The finding that organizational commitment plays a mediating effect on good governance is supported by scholars such as (Rantelangi et al., 2017). Moreover, according to Lam & Liu (2014), organizational commitment factors exert a significant mediating effect on the relationship between organizational identity and employees' intention to quit work. Also, social relationships in organizations of a voluntary nature indicate quality engagement behaviors (Siciliano & Thompson, 2015).

Conclusions

The following conclusions were drawn:

a) Organizational commitment exerts a significant effect as a mediator in the relationship between organizational citizenship behavior and governance; and

b) Organizational commitment exerts a significant effect as a mediator in the relationship between organizational culture and governance.

The findings of this study have practical implications for civil servants responsible for records management. An improved service delivery system would lead to effective governance practices. Therefore, the authorities should improve current training programs so that employees learn better records management procedures, techniques and best practices. This study is limited to these factors, viz. organizational citizenship behavior, organizational commitment and organizational culture with regard to governance among civil servants. There are various other factors that affect governance among civil servants such as environment, politics, economy, law and so on. However, the researchers took into account only the closest social-ecological factors owing to the limitations of capacity, time and space. Therefore, it is suggested that future studies explore other factors that may have an indirect mediating effect on the relationship between organizational citizenship behavior and organizational culture in relation to governance among records managers. The governance factor could still be used and adapted to investigate its relationship with organizational citizenship behavior in different study contexts. As the sample in this study comprised only civil servants, further studies could examine the organizational citizenship behavior of records managers in statutory bodies, local authorities and educational institutions.

This study provides further evidence to support the argument that efficient records management helps improve organizational governance. We measure the relationship between organizational citizenship behavior and good governance. Our findings show that

there is a positive effect on governance, record managers will develop positive emotional attitudes to achieve organizational goals.

In terms of contribution, our study identifies organizational culture as an outcome of career success among record managers. The findings of this study also provide a better understanding of records management governance and their commitment to organizations in non-western contexts, particularly in terms of cultures such as Malaysia.

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