

**The Relationship Between Organizational Citizenship
Behavior And High Performance Organization:
Case Study At Padiberas Nasional Berhad**

AZMI BIN ALI

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA**

2010



KOLEJ PERNIAGAAN
(College of Business)
Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PROJEK
(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
AZMI BIN ALI (802133)

Calon untuk Ijazah Sarjana
(Candidate for the degree of) **MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas projek yang bertajuk
(has presented his/her project paper of the following title)

**THE RELATIONSHIP BETWEEN HIGH PERFORMANCE ORGANIZATION AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT PADI BERAS NASIONAL BERHAD**

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.
(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia : **MR. MOHD FAIZAL BIN MOHD ISA**

Tandatangan
(Signature)

Tarikh
(Date) : **13 OCTOBER 2010**

PERMISSION TO USE

In representing this thesis in partial fulfillment of the post graduate degree from Universiti Utara Malaysia, I agree that the University library make it freely available for inspection. I further agree that permission of copying may be granted by supervisors or, in their absence, by the Dean of Research and Postgraduate Studies Office. It is understood that any copying or publication or use of this thesis or part thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or to make other use of materials in this thesis, in whole or in part shall be addressed to

Dean of Research and Postgraduate Studies Office

College of Business

Universiti Utara Malaysia

06010 Sintok

Kedah Darul Aman.

ABSTRAK

Competition in the world business has becoming more tense and demanding. Consumers have become more aggressive and demand for a more innovative and quality product. In the Malaysian context, government has urged corporations to enhance their operation by emphasizing on human capital development. Therefore, the purpose of this study was to identify the difference between office location and organizational citizenship behavior (OCB) dimension. In addition, this study also examine the relationship and the influence of the OCB dimensions toward high performance organization (HPO). To attain the objective, a quantitative method was employed and data were collected through questionnaire. This measurement of this study is adaption from Sekaran (2000) as she suggested the determination of sampling design and sampling size helps the researcher to draw conclusions that would be generalized to the population of interest.

A total of 300 questionnaires were distributed to the all level of employees from Northern and Central Region of Padiberas Nasional Berhad (BERNAS), however only 123 (41.0%) were received and used for analysis. Analysis ANOVA test, Pearson correlation and regression analysis were been used in this study. The finding shows there is a significant difference between all five dimensions of OCB with office location. The correlation was at moderate level between dimensions of OCB with HPO. The most important OCB dimension is value, which is the highest beta score ($\beta = .371$; $p < .005$). This study suggests that there are relationship between OCB and HPO in Bernas. It also suggest that management would need to highly considered of encouraging high participation from employees, promote trust and enhance development and training program to achieve status as high performing organization.

ACKNOWLEDGEMENT

Bissmillahirrahmanirrahim,

Alhamdulillah. Thanks to Allah SWT, whom with His willing giving me the opportunity to complete this research.

I would like to express my sincere gratitude to my research supervisor, Encik Mohd Faizal bin Mohd Isa for his patience, guidance and profesionalism. My appreciation to all lecturers in Human Resource Management Department, College of Business (COB), Universiti Utara Malaysia especially Kuala Lumpur Campus for their advice and support in completion of my study. It has been a great privilege to learn from such generous and enthusiast lecturers.

I would like to express my sincere appreciation to Encik Mohamad Nazuir bin Ahmad Toe, Senior General Manager and Encik Mohd Ghaus bin Omar, Senior Manager of Human Capital and Administration Division for their support.

My utmost appreciation to my beloved wife, Rosliza binti Othman @ Basir for her understanding, encouragement and support throughout my study. To my beloved and wonderful children, Azhar, Afiqah, Ahmad Azib and Ahmad Akif, I dedicate this effort to you.

Deepest thanks and appreciation to my parents, family and others for their cooperation and encouragement from the beginning till the end. Also thanks to all of my friends and everyone, that have been contributed by supporting my work and help myself during the final year project progress till it is fully completed.

CONTENT

Permission to use	I
Abstract	II
Acknowledgement	III

CHAPTER 1

1.1	Introduction	1
1.2	Problem Statement	3
1.3	Research Questions	6
1.4	Research Objectives	7
1.5	Significance of the study	7
1.6	Scope of the research	8
1.7	Organization of the study	8

CHAPTER 2 – LITERATURE REVIEW

2.0	Introduction	10
2.1	High Performance Organization	10
2.2	Organizational Citizenship Behavior	20

CHAPTER 3 – RESEARCH METHODOLOGY

3.0	Introduction	32
3.1	Location of the Study	32
3.2	Research Design	32
3.2.1	Type of Research	33
3.2.2	Population and Sampling Procedure	34
3.3	Data Collection Method	35
3.4	Research Framework	36
3.5	Design of Questionnaire	37
3.5.1	Variables and Measures	37
3.5.2	Interpretation of Variables	37
3.6	Research Instruments	41
3.6.1	Pilot Test	41
3.6.2	Reliability Test	42
3.6.3	Data Collection Procedure	42
3.7	Data analysis techniques	43
3.7.1	Descriptive Statistics	43
3.7.2	Inferential statistics	44
3.8	Conclusion	45

CHAPTER 4 – FINDING

4.0	Introduction	46
4.1	Survey Responses	46
4.2	Pilot Study	47
4.3	Data Screening	47
4.4	Normality	47
4.5	Demographic	48
4.6	Organizational Citizenship Behavior and Location	50
4.7	Correlation Analysis - Organizational Citizenship Behavior and High Performance Organization	51
4.8	Regression Analysis for OCB dimensions to HPO	52
4.9	Conclusion	53

CHAPTER 5 : DISCUSSIONS, LIMITATION, RECOMMENDATIONS AND CONCLUSIONS

5.0	Introduction	55
5.1	To examine the perceptions of the acceptance level of employees in the organization towards High Performance Organization based on location.	56
5.2	To examine the relationship between Organisation Citizen Behavior and High Performance Organisation initiatives in Padiberas Nasional Berhad.	57
5.3	To identify influence of Organization Citizenship Behavior to High Performance Organization in BERNAS.	59
5.4	Limitation	60
5.5	Recommendation	60
5.6	Recommendation for future study	61
5.7	Conclusion	61

REFERENCES

CHAPTER 1 - INTRODUCTION

1.1 Introduction

The highly performed individual and organizations have extraordinary capability to harmonize own and organization objective to reach one mission. Factors that could lead to high performance including Leadership, Human Capital Management, Teamwork culture, continuous improvement, sincere and transparent in executing responsibility (November Monthly Address, The Ministry of Agriculture of Malaysia, November 2007).

The evolvement of the High Performance Organization was early mentioned and practiced in 1970's. The origin can be found in the work of Frederick W. Taylor and development of Henry Ford car manufacturing (Miller, 2010). Frederick W. Taylor (1856-1915) in his Scientific Management Theory based on four basic principles i.e the development of a true science of management, scientific selection of workers, scientific education and development of the worker and friendly cooperaton between management and labor. Taylor devised the engineering work by measuring the time required for the different movements or operations within a job, seeking to rearrange those in the ideal way, and establishing measurable standards. Thus, it created an entirely new method of management that advanced the production process. It also established basis for improving productivity that lead to lower production cost (Miller, 2010)

The contents of
the thesis is for
internal user
only

REFERENCES

- Alison M. Konrad, Alison M.(2006). *Engaging employees through high-involvement work practices*. Ivey Business Journal, March/April 2006
- Armstrong. C, Flood, Patrick C., Guthrie James P., Liu W, Mccurtain S, Mkamwa T, Danford A, Richardson M, Stewart P, Tailby S and Upchurch M (2008). *Should High Performance Work Systems Include Diversity Management Practices?*. New Technology, Work And Employment, - 2008
- Arthur, J.B. (1994) 'Effects of Human Resource System on Manufacturing Performance and turnover', *Academy of Management Journal*, 37(3):670-687
- ArthurYeung A, Woolcock P. & Sullivan J.,(1996). *Identifying and Developing HR Competencies for the Future: Keys to Sustaining the Transformation of HR Functions*. The California Strategic Human Resource Partnership, Human Resource Planning
- Bergeron, Diane M. (2007). *The potential paradox of organizational citizenship behavior: good citizens at what cost?* *Academy Of Management Review*. 2007, Vol. 32, No. 4, 1078–1095.
- Bihn Nga Giap, Hackermeier. I, Jiao. X, & Sakina Pramod Wagdarikar (2005). *Organizational Citizenship Behavior and Perception of Organizational Justice in Student Jobs*. *Psychology of Excellence, Instructional Design, Job Analysis & Job Design*
- Boxall P, Macky K (2009.)*Research And Theory On High-Performance Work Systems: Progressing The High Involvement Stream*. *Human Resource Management Journal*, Vol 19, no 1, 2009, pages 3–23
- Boxall. P, & Macky, K (2009). *Research and theory on high-performance work systems: progressing the high involvement stream*. *Human Resource Management Journal*, Vol 19, no 1, 2009, pages 3–23
- Bünyamin Akdem_R, Orhan Erdem, Sedat Polat(2010), *Characteristics Of High Performance Organizations*. *The Journal Of Faculty Of Economics And Administrative Sciences* , Vol.15, No.1 pp.155-174.
- Chaudhuri, Kaushik(2009). *A Discussion on HPWS Perception and Employee Behavior*, *Global Business and Management Research*, Vol. 1, No. 2, pp. 27-42
- Chuang. Chih-Hsun, Liao. Hui (2010) *Strategic human resource management in service context: taking care of business by taking care of employees and customers*. *Personnel Psychology*, 63, 153–196
- Conner, J, & Ulrich, D. (1996), *Human Resource Roles: Creating Value, Not Rhetoric*. *Human Resource Planning*

- Dervitsiotis, Kostas N (2006). *Building Trust For Excellence In Performance And Adaptation To Change*. Total Quality Management Vol. 17, No. 7, 795–810, September 2006
- DG. Bachrach , BC Powell, E Bendoly & G R Richey (2006). *Organizational Citizenship Behavior and Performance Evaluations: Exploring the Impact of Task Interdependence*. Journal of applied science (2006)
- Caspersz. D, (2006). *The 'Talk' versus the 'Walk': High Performance Work Systems, Labour Market Flexibility and Lessons from Asian Workers*. Asia Pacific Business Review Vol. 12, No. 2, 149–161
- Douglas C. Engelbart (1992). *Toward high-performance organizations: a strategic role for Groupware*. Doc# 132810 DCE 6/92
- Ehrhart, G, Bliese, Paul D. & Thomas, J. L. (2006). *Unit-level OCB and unit effectiveness: Examining the incremental effect of helping behavior*. Human Performance, 19(2), 159–173
- Finkelstein, Mary A (2006). *Dispositional predictors of organizational citizenship behavior: motives, motive fulfillment and role identity*. Social Behavior And Personality, 2006, 34(6), 603-616
- Godard, J (2001). *High Performance And The Transformation Of Work? The Implications Of Alternative Work Practices For The Experience And Outcomes Of Work*, Industrial and Labor Relations Review, Vol. 54, No. 4 (July 2001).
- Guthrie. James P., Flood, Patrick C., Liu. W and Mccurtain. S(2009). *High performance work systems in Ireland: human resource and organizational outcomes*. The International Journal of Human Resource Management, Vol. 20, No. 1, January 2009, 112–125
- JR Schermerhorn, JG Hunt, RN Osborn, (2003), *Core concepts of Organizational Behavior*, Wiley Inc.
- Kerka, Sandara (1995), *High Performance Organization. Myth and Realities*, Education Resources Information Center
- Hsi-An Shih, H., Chiang Y., Hsu C., (2006). *Can High Performance Work Systems Really Lead To Better Performance?* International Journal of Manpower, Vol. 27 Iss: 8, pp.741 - 763
- Hunter, Laura and Erin Leahey. 2008. "Collaborative Research in Sociology: Trends and Contributing Factors". American Sociologist 39:290–306
- Jamrog JJ & Overholt. M. H. (2004). *Measuring HR and Organizational Effectiveness*. Wiley Periodical. Inc. pp 33-45

- Jody Hoffer Gittel, JH. Seidner, R. Wimbush, J (2009). *A Relational Model Of High Performance Work Systems*. Organization Science
- Lawler E.E, III (2005). *Designing High Performance Organizations Center for Effective Organizations*. Asia Pacific Journal of Human Resources, 2005
- Liu W, James P. Guthrie, Flood Patrick C., Maccurtain S (2009). *Unions And The Adoption Of High Performance Work Systems: Does Employment Security Play A Role?* Industrial and Labor Relations Review, Vol. 63, No. 1 (October 2009).
- Liu. W, Guthrie. J. P, Flood P. C and Maccurtain. S (2009). *Unions and the adoption of high performance Work systems: does employment security play a role?* Industrial and Labor Relations Review, Vol. 63, No. 1.
- Macky. K, & Boxall. P (2007). *The relationship between 'high performance work practices' and employee attitudes: an investigation of additive and interaction effects*. Int. J. of Human Resource Management 18:4 April 2007 537–567
- Melestari Budaya Organisasi Prestasi Tinggi
<http://www.upm.edu.my/print.php?aktvt=berita&kod=200901080081446...>
- Michael Morley. M, Heraty. N (1995). *The high-performance organization: developing teamwork where it counts*. Management Decision March, MCB University Press Ltd. (UK), 1995 v33 n2 p56(8)
- Miller, Lawrence M (2010), *The High- Performance Organization An Assessment Of Virtues And Values Prepared For The European Bahá'í Business Forum*
- Min-Huei. Chien (2003). *A Study To Improve Organizational Citizenship Behaviors*. The Modelling and Simulation Society of Australia and New Zealand Inc. Vol. 3
- Nadim Jahangir, Mohammad Muzahid Akbar & Mahmudul Haq (2004). *Organizational citizenship behavior: its nature and antecedents*. BRAC University Journal, vol. I, no. 2, 2004, pp. 75-85
- November 2007 - “*Organisasi Cemerlang, Perkhidmatan Terbilang*” – Ministry of Agriculture
- Osterman. P(2006). *The Wage Effects Of High Performance Work Organization In Manufacturing*. Industrial And Labor Relations Review, Vol. 59, No. 2 (January 2006).
- Riki Takeuchi R, Chen G, Lepak David P. (2009). *Through The Looking Glass Of A Social System: Cross-Level Effects Of High-Performance Work Systems On Employees' Attitudes*. Human Resource Management, Personnel Psychology, 2009, 62, 1–29

- Riki Takeuchi R, Lepak David P., Wang H., Takeuchi K., (2007). *An Empirical Examination Of The Mechanisms Mediating Between High-Performance Work Systems And The Performance Of Japanese Organizations*. Journal Of Applied Psychology, The American Psychological Association 2007, Vol. 92, No. 4, 1069–1083
- Robert N. Beck(1987). *Visions, Values, and Strategies: Changing Attitudes and Culture*. Academy of Management
- Roberts R & Hirsch P.(2005), *Evolution And Revolution In The Twentyfirst Century: Rules For Organizations And Managing Human Resources*. Human Resource Management, Summer 2005, Vol. 44, No. 2, Pp. 171–176
- Boerner S., Dutschke E., & Wied S. (2008). *Charismatic leadership and organizational citizenship behavior: examining:The role of stressors and strain*. Human Resource Development International Vol. 11, No. 5, November 2008, 507–521
- Sears Jr. L. N. (1984). *Organization and Human Resource Professionals in Transition*. *Human Resource Management*, Winter 1984, Vol. 23, Number 4, pp. 409-421
- Sekaran, Uma (2000), *Research methods for business*, Third Ed. John Wiley & Sons Inc.
- Shaw, J.D., Gupta, N. and Delery, J.E (2005) ‘*Alternative conceptualizations of the Relationship between Voluntary Turnover and Organizational Performance*’. *Academy of Management Journal*, 48(1): 50-68
- Smith. F.L, (1994). *The high-performance organization*. Pulp & Paper, v68 n1 pS9(2)
- Tomer. J F (2001). *Understanding high-performance work sytems : the joint contribution of economic and human resource management*. *Journal of socio-economics*. 30 pp 63-73
- van Wart. M (1994). *The Wisdom of Teams: Creating the High-Performance Organization*. American Society for Public Administration, *Public Administration Review* Nov-Dec 1994 v54 n6 p577-579
- Wang J, Verma A (2010). *Explaining Organizational Responsiveness To Work-Life Balance Issues: The Role Of Business Strategy And High Performance Work System*. Center For Industrial Relations & Human Resources, University of Toronto.
- Willcoxson L. (2000). *Defining And Creating A High Performance Organisation*. *Australian Journal Of Management & Organisational Behavior*, 4(1), 100-106

Yalabik, Z. Y, Chen S, Lawler. J; Kim, K (2008). *High-Performance Work System And Organizational Turnover In East And Southeast Asian Countries*. Industrial Relations , Vol. 47, No. 1 (January 2008).

Yaping Gong Y., Chang S.,(2008). *How Do High Performance Work Systems (Hpws) Affect Collective Organizational Citizenship Behavior (OCB)? A Collective Social Exchange Perspective*. Academy Of Management

Zirgham ullah Bukhari, Umair Ali, Khurram Shahzad & Sajid Bashir (2009). *Determinants of Organizational Citizenship Behavior in Pakistan*, International Review of Business Research Papers Vol.5 N0. 2, pp. 132-150

Padiberas Nasional Berhad 2008 Annual Report