

THE INFLUENCE OF ORGANIZATIONAL COMMITMENT  
TOWARDS ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)  
AMONG CONTRACT STAFFS (VOT 29) IN  
UNIVERSITI MALAYSIA PERLIS

A thesis submitted to the Graduate School  
in partial fulfillment of the requirements for the degree  
Master of Science (Management),  
Universiti Utara Malaysia

by

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## ABSTRACT

The general purpose of this study was to examine the influence of organizational commitment towards organizational citizenship behaviour (OCB) among contract staffs (Vot 29) in Universiti Malaysia Perlis (UNIMAP). Three dimensions of organizational commitment (affective, continuance and normative commitment) identified by Allen and Meyer (1990) were examined with OCB. The research methodology consisted of survey data from 157 contract staffs in UNIMAP on their organizational commitment and OCB. The findings of the study indicated that on the nineteen hypotheses tested, seven was substantiated and twelve was not. For demographic factors, it was found that older contract staffs have higher level of affective and normative commitment. It was also found that contract staffs with longer work tenure have higher continuance and normative commitment. The findings also showed that supporting staffs have higher continuance and normative commitment. However, there was no significant difference between gender and organizational commitment. The findings also showed that all demographic factors (age, gender, tenure and post) did not have significant differences toward OCB. These findings suggest that contract staffs that have variance demographic factors exhibited different level of organizational commitment but equally the same level of OCB. In general, only affective commitment showed positive influence towards OCB. It showed that the contract staffs demonstrate higher extra-role (OCB) when they have strong affective commitment. Implications and directions for future research are discussed.

## ABSTRAK

Kajian ini bertujuan untuk mengkaji pengaruh komitmen terhadap gelagat kewarganegaraan organisasi di kalangan staf kontrak (Vot 29) di Universiti Malaysia Perlis (UNIMAP). Tiga dimensi komitmen (komitmen afektif, keterusan dan normatif) oleh Allen dan Meyer (1990) telah dikaji dengan gelagat kewarganegaraan organisasi. Kaedah penyelidikan terdiri daripada maklumat tinjauan 157 staf kontrak di UNIMAP terhadap komitmen dan gelagat kewarganegaraan organisasi mereka. Dapatan kajian menunjukkan daripada sembilan belas hipotesis yang diuji, tujuh telah disokong dan dua belas tidak disokong. Untuk faktor demografik, ia menunjukkan staf kontrak yang lebih berumur mempunyai peringkat komitmen afektif dan normatif yang lebih tinggi. Ia juga menunjukkan staf kontrak yang mempunyai tempoh kerja yang lebih lama mempunyai komitmen keterusan dan normatif yang lebih tinggi. Dapatan kajian juga menunjukkan staf sokongan mempunyai komitmen keterusan dan normatif yang lebih tinggi. Walau bagaimanapun, tidak terdapat perbezaan yang signifikan di antara jantina dan komitmen. Dapatan juga menunjukkan semua faktor demografik (umur, jantina, tempoh kerja dan jawatan) tidak mempunyai perbezaan yang signifikan terhadap gelagat kewarganegaraan organisasi. Dapatan ini mencadangkan bahawa staf kontrak yang mempunyai pelbagai faktor demografik menunjukkan peringkat komitmen yang berbeza tetapi peringkat gelagat kewarganegaraan organisasi adalah lebih kurang sama. Secara amnya, hanya komitmen afektif menunjukkan pengaruh positif terhadap gelagat kewarganegaraan organisasi. Ini menunjukkan staf kontrak membuktikan peringkat gelagat kewarganegaraan organisasi yang tinggi apabila mereka mempunyai komitmen afektif yang kukuh. Implikasi dan hala tuju untuk kajian masa hadapan adalah dibincangkan.

## ACKNOWLEDGEMENTS

Alhamdulillah, I have completed my thesis. Writing and researching for this thesis were very interesting for me. All the challenges that I had encountered were very useful for me to appreciate the value of knowledge. I would like to extend my gratitude to my supervisor, Puan Nazlina bt. Zakaria for educating and helping me to complete this thesis. Her guidance and direction are deeply appreciated. I would also like to thank my colleague Ahmad Farez b. Ahmad Fizri for his opinions and suggestions. Your advices are highly appreciated. To all my close friends, your valuable kindness, concern and help are unforgettable. Lastly, to my beloved family, thank you very much for the support, motivation, love and concern.

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

Relationships among work-related perceptions, attitudes and behaviour in the work setting have been an interesting topic in behavioural research. One of the important reasons is that attitudes are believed to have significant impacts on human resources organizational behaviours. These behaviours are likely to be determined by attitudes such as the employees' individual commitment. Employees, as the citizens of the organization need to show their commitment that can consequently lead to citizenship behaviour to their organizations.

Commitment is an attitude of company loyalty exhibited by employees. It stems from the employees' combined belief that the goals, objectives, and values of the organization are congruent with their own. As noted by Mowday, Porter and Steers (1982), commitment is the 'relative strength of an individual's identification with and involvement in the organization' in terms of values and goals. O'Reilly and Chatman (1986) observed that organizationally committed individuals were more likely to exhibit organization-serving behaviours. These behaviours are those that directly or indirectly benefit the organization, the work unit, or some other worker. If an employee works more hours on the job, he/she may be serving the organization, work group, or co-workers by that very action, regardless of the level of impact on the worker's other performance measures. Those behaviours and attitude will lead employees to voluntarily engage in the behaviours that go beyond the formal job requirement and subsequently lead to OCB.

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