

**THE RELATIONSHIP BETWEEN WORK ENGAGEMENT, PERCEIVED
ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CITIZENSHIP
BEHAVIOR AT ZUN UTARA INDUSTRY SDN. BHD.**

By

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Othman Yeop Abdullah Graduate School of Business,
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ABSTRACT

The purpose of this study is to identify the correlation between work engagement and perceived organizational support (POS) towards organizational citizenship behavior (OCB) at Zun Utara Industry Sdn. Bhd. The study arises from the need to know the factors that can affect the OCB. This study is utilizing the quantitative approach and data collection was solely on questionnaire. The sampling of data collection is based on Zun Utara Industry Sdn. Bhd., the manufacturer of chest freezer and bottle cooler. Work engagement was measured with 10-items. POS was measured with 8-items. OCB was measured with 10-items. All dimensions were measured with Five Point Likert Scale. A total of 80 sets pre-printed questionnaires was distributed, 76 sets questionnaires were returned and valid to process. The data was analyzed by using Statistical Package for Social Science (SPSS) version 19.0. Technique of data analysis used in this study including frequency analysis, descriptive analysis and reliability analysis. The Pearson Correlation was applied to test the hypotheses developed and investigate the correlation between independent variables and dependent variable. Besides, multiple regression analysis is conducted to analyze the relationship between independent variables and dependent variable. From the research finding, it provides better understanding of the factor influence the OCB in manufacturing sector. The findings revealed that work engagement was statistically and significantly affect to OCB. Some of the recommendations for future research have been provided for improvement.

Keywords: Work Engagement, Perceived Organizational Support, Organizational Citizenship Behavior, Manufacturing Sector.

ABSTRAK

Kajian ini adalah bertujuan untuk mengenalpasti perhubungan di antara penglibatan kerja dan penyerdaran sokongan organisasi terhadap tingkah laku kewarganegaraan organisasi dalam Zun Utara Industry Sdn. Bhd. Kajian ini timbul daripada keperluan untuk mengetahui faktor-faktor yang boleh menjejaskan tingkah laku kewarganegaraan organisasi. Kajian ini menggunakan pendekatan kuantitatif dan pengumpulan data adalah bertumpu kepada soal selidik. Persampelan pengumpulan data adalah berdasarkan kepada Zun Utara Industry Sdn. Bhd., sebuah penghasil peti sejuk dingin beku. Penglibatan kerja diukur dengan menggunakan 10-item. Penyerdaran sokongan organisasi diukur dengan menggunakan 8-item. Tingkah laku kewarganegaraan organisasi adalah diukur dengan 10-item. Semua pengukuran telah menggunakan 'Five Point Likert Scale'. Sebanyak 80 set soal selidik bercetak telah diedarkan, antara 76 soal selidik telah dikembalikan dan sah untuk proses. Data yang dikutip telah dianalisis dengan menggunakan Pakej Statistik Untuk Sains Social (SPSS) versi 19.0. Teknik analisis data yang digunakan dalam kajian ini termasuklah analisis kekerapan, analisis deskriptif, dan analisis kebolehpercayaan. Kolelasi Peason telah digunakan untuk munguji hipotesis dan menyiasat hubungan antara pembolehubah bebas dan pembolehubah bersandar. Selain itu, analisis regresi berganda dijalankan untuk menganalisis hubungan rakan diantara pembolehubah bebas dan pembolehubah bersandar. Dari hasil kajian ini, ia membolehkan pemahaman yang lebih mendalam tentang faktor yang mempengaruhi tingkah laku kewarganegaraan organisasi dalam sektor penghasilan. Dapatan penyelidikan ini menunjukkan bahawa penglibatan kerja secara statistik, dengan ketaranya memberi kesan kepada tingkah laku kewarganegaraan organisasi. Beberapa cadangan telah diberi untuk penambahbaikan kajian yang akan datang.

Kata Kunci: Penglibatan Kerja, Penyerdaran Sokongan Organisasi, Tingkah Laku Kewarganegaraan Organisasi, Sektor Penghasilan.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

Organizational citizenship behaviors (OCB) is one of the important determinants and leading factors that contribute to overall organizational effectiveness and towards to the success of the organization in an intensity competitive environment. Organizational citizenship behaviors have a positive relationship on employee's performance and well being, and this in turn has noticeable flow-on effects on the organization (Zhang, 2011). According to Organ, Podsakoff and MacKenzie (2006), encourage organizational citizenship behaviors can lead to beneficial consequences such as enhance productivity, free up resources, creation of a motivating working environment and create social capital. Besides that, OCB is linked to low employees turnover rate and absenteeism, task satisfaction and increase organizational performance (Pablo, 2011; Abdallah, 2012; Jackson, Rossi, Hoover, & Johnson, 2012).

Organization is actively improved and encouraged this behavior among the workers or employees because this positive behavior able to contribute to overall organizational effectiveness and efficiency. There are many determinants or factors which are influential to the OCB within the organization. Different of task responsibility may influent the OCB level of

the employees towards the organization. In this study, the researcher focus on work engagement and perceived organizational support (POS) as the independent variables that need to measure in OCB.

In material realistic world, majority of the employee are unwilling to do over or pay extra commitment to the organization. They will leave the company on time; also attend to work on time with intent to avoid from late punishment. Work engagement is define as the employee participation in the scope of task that assigned by the employer. Commonly, higher level of the employees has bigger and wider job responsibility and involvement.

However, for the employees who have POS is tending to contribute more to the company. The employees tend to be more willingly or agree to dedicate to the organization success without affected by the pay or rewards system. This positive behaviour is shown when the employer is concerning and appreciate on the employee contribution and taking cares on employee's well-being (Rhoades & Eisenberger, 2002).

When people talk about industrial sector, people automatically associate to the bottom level's operator. However, in practically, industrial sector has formal organizational structure that cooperates together in aiming to the same objective. The company structure usually contain with three layers in the structure of management, which are strategic management, tactical management and operational management. All of this level has different tasks and job responsibilities that are assigned to organizational member. Anyway, all levels are work together and aim to the same organization objective.

Strategic management also called as top management. The employees in strategic management level, is the member who work on behalf of the owner. They are authorized and empowered by the owner of the firm to allocate company resources and decision making. Strategic management level involve in develop goal, implement policy and plan in order to achieve the company mission, vision and objective. In short, the top management is decision maker in setting the direction of the organization on behalf of the owner and always concern in company benefit at first (Rothman, 2010). The position involved in the strategic management level such as board of directors, vice-president, CEO, COO, head of department and others. They are planner for long term objective and pursuit to organization mission and vision.

Tactical management level, also called as middle management, is the level which the members who always perform with refer to the strategic management decision. For example, when strategic management announces the plan that they want to implement, tactical management will respond with how to implement. The employees in this level are performing as support team to the top management and organization. They design and develop the policy and procedure to implement the plan. They also monitor to ensure operational management operates as expected. They listen to top management instruction, and develop procedure to ensure bottom management performs toward the objection, in order to achieve overall organization goal. The members of this level include executive, officer and others.

Operational management level called as front-line or bottom management in an organization. The level of the members' responsibility is to

ensure that the business operation is efficient in term of costs and resources. Their function is aim to the daily target of output within the operational cost and specification to fulfill the customer requirement. Operational department perform as a converter to transform input such as material and labor into output, in form of products or services. Furthermore, the function for the members in this level is to support the tactical management. When people talk about manufacturing industry, they will directly concern the operators in the bottom management level. Practically, the positions involved in this level include operator and clerk. Actually this level is every important to an organization and as a supporting agent to the organization.

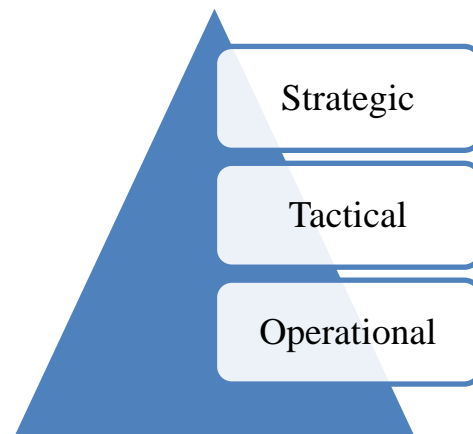


Figure 1.1
Organization's Management Levels

All level of the management has its own role and different weight of responsibilities. Strategic management level usually holds for more importance role compare with tactical and operational management level. OCB can be happened to different level and different position worker. Therefore, the position level of employees do not reflex to the OCB level. But, position level influent to the scope of work engagement which contribute to

OCB, and the work engagement is one of the most important variables that this paper study purpose.

The term of POS is adopted by the employers who acknowledge their employee's commitment and pay attention on this behavior. This research is begun with the observation on the employees' committal to the organization when the employer recognizes their commitment and taking care in employee's well-being. With referring to the article POS, when employers serve, respect and caring to the employees, attentive to the employee's needs, this positive valuation by the organization will therefore make the employees take active interest to the organization. This active interest will results in increasing in OCB and organizational commitment.

When employees assess the benefit offered by the employers, it will results in increase in the work effort. POS has a positive relationship with organizational performance because employees who have POS would increase the felt obligation to help the organization to achieve its objective. Employee's royalty and dedication to the organization, heightened performance, reduce in absenteeism and reduce in employee's turnover is the common attitude can be proven by many of the previous researches (Roaddes & Eisenberger, 2002).

This research is concerned on the work engagement and POS in measuring whether there is a correlation with OCB, specifically at Zun Utara Industry Sdn. Bhd. There are some empirical studies on the relationship of work engagement (Styvie, Muser, & Janneck, 2012; Upasna, Sumita, Stacy, &

Shivganesh, 2012; Teh & Sun, 2012; Zoe, 2007), and also POS (Liu, 2009; Ipek & Arzu, 2012; Elias & Mittal, 2011).

1.1 Background of the Study

The original work on organizational citizenship behaviors is proposed by Katz (1964). After that, the concept was expanded by Dennis Organ, a person who is considered as the father of OCB. Organ (1988) defined OCB into three critical aspects. Firstly, personal choice of the employee's job performed extra than the job requirement, as discretionary behavior, not directly affected by the rewards system. Secondly, the employee work enforceable requirement of the job description. Thirdly, OCB is significant contributor of the overall organizational efficiency and effectiveness.

From previous studies, many researchers are conducted the research on OCB with various variable, such as trust in supervisor (Erturk, 2007; Wat & Shaffer, 2005), organizational justice (Yilmaz & Tasdan, 2009), organizational culture (Erkutlu, 2011), organizational climate (Garg & Rastogi, 2006), employee empowerment (Neves, 2009; Wat & Shaffer, 2005), employee working mode (Connelly, Gallagher, & Webster, 2011), work ethics (Alhyasat, 2012), job characteristics and job commitment (Abdullah, 2012), job satisfaction (Teh & Sun, 2012), and other variables. However, only few researchers conducted the study on OCB in work engagement and POS.

Researchers have been conducted the research in different areas. Majority of the researchers had collected data from students (Kane, Magnusen, & Perrewé, 2012), academicians (Erturk, 2007), employees and manager (Connelly, Gallagher, & Webster, 2011; Alhyasat, 2012, Sulea et al., 2012) in organizations. The units of analysis are involved in various units such as bank industries (Wat & Shaffer, 2005), universities (Erturk, 2007; Erkutlu, 2011, Pablo, 2011; Kane, Magnusen, & Perrewé, 2012), service companies (Zoe, 2007), schools (Yilmaz & Tasdan, 2009; Dipaola & Neves, 2009), and others. However, there are only fewer researches were conducted in industrial sectors which is study the OCB in work engagement and POS.

To cover the gaps of previous study, this study is intend to measure the relationship between work engagement, POS and OCB at Zun Utara Industry Sdn. Bhd. Manufacturing is not only has motif to maximum the profit, it also aim to fully utilize the input and resources in order to maximize the productivity. How to fully utilize the resources and maximize the productivity? Organization efficiency is resulted of the contribution from the whole organizational structure. Cooperation of all members in the organization is important to drive the company towards success. Actually work engagement is employees' direct commit to organization; POS occurs when employee receives care from employer and this make the employee royal and dedicate to the organization. The awareness of benefit of OCB is arising. Many organizations start to encourage OCB among the employees.

Definitely, different management level has different weight of work engagement. However, the employee in the same level may have different

attitude because every individual has their own thinking, perception and behaviors. POS exists when the employer acknowledge and appreciate the employee's commitment by concerning employee's well-being. According to Organ (1988), OCB is individual behavior, it is come from nature. From working experience and observation, researcher found that each position have its job description which influence to the scope of work engagement. POS is contributing to organizational success because employee knows the employer value their contribution and take care on their well-being, as a return it increases the willingness of employee to commit to the organization. To discuss in detail, this study has determined how the work engagement and POS towards OCB.

Operational management level of employees is the worker who direct engage in production, called operator. They have specialization job function and doing the task rotates. They transform the resources and raw material to product. In transforming process, it directs include time, cost, procedure, and other important element to complete a process. To minimize wastage, achieve efficiency in the process, work above and beyond the requirement, the organization encourage OCB among the employees. OCB is importance because OCB might affect to the total output, cost per unit and overall efficiency. The employees who perform OCB will care about the issue of wastage, costing and perform they will perform in order to achieve maximum productivity and reduce unit cost. However, some of the workers just perform regularly, and only do their task without concern on any issue outside the task. They work for salary, and they are not willing to contribute more to the company. Operator who performed OCB showed positive attitude such as

hardworking, loyalty, commitment to the organization compare with others. They will think on company side in term of cost, profit, benefit, quality and so on. They perform as the owner standpoint, and willing to perform beyond what employers expected in order to achieve potential productivity, effectiveness and efficiency.

Tactical management level or middle level of the employees is the member who implemented technique in allocates company resources with referring and support the strategy of the company. They are responsible to develop the system and procedure. In addition, they monitor and does changing in the process to ensure the process work can be carried on smoothly. In short, their job function is to control the transaction in the whole organization, for internally and externally. The employees who performed OCB practically will show positive attitude such as hardworking, responsibility on task, work effectively and efficiently, and so on.

Strategic management level consists of the employees who are the decision maker on the organization direction, pursuit and aim for the organization long term objective. They care on the organizational overall performance and provide proper instruction to the tactical management level. The employees for this level will ensure the action taken aim to achieve the organization mission, vision and objective.

POS began with the interest of employer on employee's commitment to the organization and employees are focused on the organization success. This is a give and take concept. POS is result in behavioral outcome which

include increase in both extra-role and in-role performance and decrease in employees withdrawal intention (Eisenberger, 2008).

1.2 Problem Statement

All companies wish to practice the concept of OCB. However, only few companies can actually achieve. OCB are very crucial element in every organization and have been studied broadly. Awareness of the importance of OCB is increasing in most of the organization make some companies start to encourage this positive behavior among the employees, especially in industrial sector. Besides, global competition lead increases in pressure from the rapid grow in the industry environment force the company to perform in effectiveness and efficiency way in order to survive and compete in rival in industry. Market and environment changes such as globalization, technological innovation, government policy, customer preference has constituted a force that the organization must respond to.

The study arises from the need to know the employees willingness to contribute to the factor of increase overall organizational performance through work engagement and POS at Zun Utara Industry Sdn. Bhd. The organization promote for OCB because the employees who practice OCB are more closely associated with the company. They tend to look at their job far beyond just their paycheck.

Manufacturer is facing different forces from different party in the market, such as force from supplier, customer, government, employees, shareholder, and others. This factor has become a challenge to the manufacturer. To survive in the market, manufacturer has to reduce unit cost and ensure they reserve the production advantage. Encourage helping behavior able to increase organization effectiveness and efficiency, enhance the productivity and enhance employee's belongingness to the organization.

Although many studies have been done to explain the key factor of OCB but previous studies are quite limited in measuring this phenomenon especially in industrial sector. Therefore, the purpose of the study is to measure the work engagement, POS and OCB at Zun Utara Industry Sdn. Bhd., as a compare with the earlier studies, which were done in university, school, service industries, corporate firm and others. This study is important because it enable the organization within the industrial sector operate effectiveness and efficiency with minimum operating costs and maximum the production productivity.

Therefore, this study was further examining the relationship between work engagement, POS and OCB among the employees at Zun Utara Industry Sdn. Bhd.

1.3 Research Objectives

This study was attempted to measure the relationship between work engagements and POS in OCB among the employees at Zun Utara Industry Sdn. Bhd. Specifically, this study mainly seeks to achieve the following objective:

- i. To examine the relationship between work engagement and OCB.
- ii. To examine the relationship between POS and OCB.

1.4 Research Questions

This research is conducted to identify the relationship of the independent variable which is employee's work engagement and POS with the dependent variable, which is an OCB at Zun Utara Industry Sdn. Bhd. The questions that can be arisen here are:

- i. Does work engagement have relationship with OCB?
- ii. Does POS have relationship with OCB?

1.5 Significance of the Study

The main aim of all of the global company is to maximum the profit, by maximizing the worker productivity, fully utilize the resources in order to achieve overall organizational effectiveness. Thus, the result of conducting this research and its finding is very important in providing some insights into the factors that is needed to encourage and perform OCB among the employees and make the company operate in efficiency way! The significant of the research finding able to contribute the advantages to many practices such as corporate strategy, organization unit level and also analytical and empirical researches.

For a practical perspective, the finding of this study will be useful to enhance the managerial productivity in whole structure of the organization in any sector and industry. Practice and encourage OCB among the employees helps the organization towards to accomplish long term goal and objective, increasing the stability of organizational performance and ability to adapt more affectively to the environment changes.

These findings also useful in assist the department of HRM in designing the job description with work engagement concern, awareness importance of caring on employee's well-being, to encourage highest OCB among the employees, and contribute to organizational future development. It may enhance the organization's ability to attract and retain the best people by making it more attractive place to work.

The result of this study is able to give information to manufacturing industry regarding the influence of work engagement and POS towards OCB, and inform the organization to take proper actions to encourage OCB among the employees in order to enhance employee's productivity and gain highest commitment of employees.

Finally, there is lesser amount that focuses at Zun Utara Industry Sdn. Bhd. This study intent is to contribute to the existing knowledge base, in particular, from industrial sector perspective. The research finding can be used as guidance or references for future research as well as enriching the literature in Organizational Behaviors.

1.6 Definitions of Key Terms

1.6.1 Organizational Citizenship Behavior

OCB has defined as an individual behaviour that is discretionary, which has no direct relationship with the organizational formal reward system, and that in the aggregate promotes the effective functioning of the organization (Organ, Podsakoff, & MacKenzie, 2006). According to Organ, definition of OCB has covering three critical aspects. Firstly, OCB is performed by the employee naturally result from personal choice, as discretionary behaviors, and not in the job description. Secondly, employees do more than requested; go above and beyond the job description. Thirdly, OCB is important and positively contribute to overall organizational effectiveness (Organ, 1988). The important key point consist into OCB including “extra-role,” “beyond the job,” or “unrewarded by the formal system” (Organ, 1997).

1.6.2 Work Engagement

Work engagement is defined as a positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption (Bakker & Schaufeli, 2010). Vigor is characterized by willingness to invest effort in one’s work, high-levels of energy and mental resilience while working, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one’s work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated

and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

1.6.3 Perceived Organizational Support

POS is defined to employees' perception concerning the extent to which the organization values their contribution and cares about their well-being and fulfills employees' socio-emotional needs (Eisenberger, 2008). Employer concern on employee's commitment and cares on employee's well-being makes employees keeping up with the organizational success.

1.7 Organizations of Remaining Chapters

This research consists of five chapters. Chapter One comprises of the background of the study as an introduction, which is inclusive of the problem statement, research question, research objectives and the significant of the study.

Chapter Two reviews the research finding and literature review on the variables of the study and also the relationship between those variables done by others researchers.

Chapter Three presents the method of study. It discuss on the research design and procedure undertaken for the study. The chapter mentions the selection of the respondents, sample types and size, the construction and development of the questionnaires of the research and data collection method and data analysis techniques.

Chapter Four summarizing the result obtained from the survey conducted. By analyzing the data collected, it is possible to present the findings of the research. This chapter intends to verify the hypotheses developed in chapter one.

Chapter Five draws a suitable conclusion from the research findings and relates it to the original hypotheses. This chapter summary the total research and discuss on research limitation, provide recommendation for future research, and conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The function of the literature review is to justify the choice of research question, theoretical framework, and method, to provide background information which importance to project with the global research that already exists; to show to the reader with significant and up-to-date research relevant to the topic. The objective of the literature review is to determine the key concepts and critical assessment of the related research relevant to the research question. This chapter reviews the previous research on the influence of the work engagement and POS in OCB.

2.1 Organizational Citizenship Behavior

The study of OCB has been found since late 1970s. OCB is integrated to the total organizational effectiveness and have importance consequences in the workplace. The original work by Katz's (1964) recognized three types of basic behavior essential for a functioning organization, included people must be induced to enter within the system and remained in the system, people must execute the specific role requirement in their dependable method; and there

must be innovative and spontaneous activity that goes beyond role prescriptions.

Organ (1988) expanded Katz's work and Organ is generally considered as the father of the OCB, and he defines OCB with three critical aspects. Firstly, OCB is a result from discretionary behaviors, employee performed on their personal choice. Second, employee who performed OCB will go above and beyond the job requirement; and OCB is positively contributed to overall organizational effectiveness. Third, OCB has not directly effect by the formal rewards system, cannot be forced and it performs is totally as a result of an individual choice.

Organ (1990) suggested OCB is to represent organizational beneficial behaviors and gestures that cannot be enforced on the formal role of obligation, and also not caused by the compensation which is contractually guarantee from the organization. This kind of positive behavior does not affected by the organization rewards system either in formal or informal way. The employees who perform OCB will choose to withhold or proffer without consider on the formal incentives or sanction by the organization.

Organ defines OCB has not affect by the formal rewards system. The research done by Jackson et al. (2012) has some differences from OCB aspect which was defined by Organ. The author found that leader rewards behaviors are positively significant to OCB; however it needs fairness and morale. Leader rewards behavior is importance to influence the employee's attitudes, perception and behaviors. If the organization desire to increase OCB practice,

employer must pay attention in fairness and morale. OCB can result in task performance and reducing employee leaving intention.

According to Organ (1988), there are five importance dimensions consists in this term, including altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. The defining quality is that it be “non-task”, or more to the point, that is contributions to the maintenance or enhancement of the context of the work (Organ, 1997). Organ (1988) has highlighted five factor models for this discretionary behavior and describes how each factor assists and contributes to the overall efficiency of the organizations. First factor, altruism is an individual worker help, advice or guide to other co-worker on a task. Secondly, courtesy is alerting others in the organization about changes that may influent their work, in the other word: aim at preventing work-related conflicts with others. Thirdly, conscientiousness consists of execute the duties more than the organization’s minimum requirement of role. Fourthly, sportsmanship is refraining from complaining about trivial matter that have no value or merit to the organization. Lastly, civic virtue is participating in the governance of how to control is maintained within the organization (Law, Wong, & Chen, 2005).

Farooqui (2012) in the research has examined the relationship between organizational climate and OCB found that organizational climate has significantly influenced to OCB and also positively related with each other. The researcher examines the organizational climate with five dimension included leadership, role characteristics, workplace relationships, organizational system, and job characteristics.

According to Kane, Magnusen and Perrewé (2012), people with high identified with their organization are more likely to perform OCB. Meanwhile, the OCB can be encouraged and improved. The research results supported that the nation has strong identification with the organization leads to OCB.

There are some variables that were significantly influence to the OCB practices. According to Ayesha (2009), OCB is one of the importance elements that increase the overall organizational effectiveness. Opportunities of development, training, and employee's empowerment practices in the organization are important variables which have positive significant impact to increase OCB. Besides, work-life policies also influence to OCB because employee achieve balancing between work and life. OCB can be resulted in neutral from an individual and can be encouraged by program and training. This is opposite finding compare with Organ's theory.

On the other hand, successful companies consist of the employees who willing to do more than their usual job duties and perform beyond expectation (Chien, 2004). This is the result from the employee who is voluntarily goes above the requirement in job description. Since these efforts are made beyond the requirements particular in the job description, their absence cannot be penalized (Dyne & Lepine, 1995), and their attendance cannot be forced (Organ, 1988).

Additionally, transformational leadership and psychological empowerment has positive relationship with OCB. The researcher suggests that empowerment is a motivating factor because it is able to improve the

employee's job. Besides, this 'power' also adds value to their profiles by enhancing the employee's performance which contributes to OCB (Jha, 2014). This finding has supported by Kim, Losekoot and Simon, (2013) empowerment has a positive effect on supervisor-rated OCB, which is focus in service industry.

Moreover, Liang (2012) found that both of work values and burnout are importance factors influencing OCB. The researchers measured work value in three dimensions including emotional exhaustion, cynicism, and reduce professional efficacy. While work values are measured with two dimension which is intrinsic work value and extrinsic work value. The research finding suggests two of these independent variables are important key factor in promoting OCB.

The study done by Alexandra (2012) investigated the personality as an alternative explanation to social exchange in predicting OCB, indicate that high perfectionism reflex to high OCB, confident women who are able to perform successfully are carrying OCB. While, Pablo (2011) found that task satisfaction can lead to OCB and this two variables have positive effect.

By reviewing the relevant literature, OCB was organizing into seven common themes or dimensions promoted by Podsakoff, MacKenzie, Paine and Bachrach (2000). Helping behaviors involves willingly in helping others co-worker in preventing or solve the problems which is related to the work. Sportsmanship is referring a positive attitude that maintained by a person. He or she will accept any inconvenience caused by others people. They do not

have objection or complaint even when things do not go as their planned. Organizational loyalty implies protecting the organization from threat, always stay committed to the organization even the condition is under adverse, and recommend the organization to outsider and defending it against external threats, and remaining committed to it even under adverse conditions. Organizational compliance is readiness of a person in acceptance and compliance to the regulation and procedure fixed by the organization, which appeared from a person's internalization. Individual initiative is voluntarily of a person engaged in task-related behaviors and performs beyond the minimal job requirement. Civic virtue represents a macro-level interest in or commitment to the organization. Self development is a kind of voluntary behaviors that shows willingness of employees to engage in self improvement, in term of knowledge, abilities and skills (Podsakoff et al., 2000).

2.2 Work Engagement

The first define for the concept of employee's work engagement was grounded by William A. Kahn in year 1990 in the study of personal engagement. Kahn (1990) defined employee engagement as "the simultaneous employment and expression of a person's 'preferred self' in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, emotion), and active, full performances".

The term of employee work engagement is rapidly gaining recognition, used and significant in the workplace. Work engagement is a person's

enthusiasm and involvement in his or her job. The employee who has highly engaged in work is motivated by the job itself and as a result, this employee shows good in work performance such as high in productivity, hardworking, and tends to be producing the result to meet to the organizational wants (Darryl & Thomas, 2002).

There are several researchers providing definition for the concept of work engagement. Schaufeli and Bakker (2004) defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. The employee who has higher levels of work engagement will result in willingness to invest effort in their work. Moreover, this group of the employees is tend to be voluntary and shows in higher commitment to the organization. Besides, employees will also have ability to persistence in facing the difficulties issue or high pressure work place. They are more inspiration, enthusiasm and engrossed in the work and enrich every moment, feel that time passes quickly.

Bakker quoted “enthusiastic employees excel in their work because they maintain the balance between the energy they give and the energy they receive.” High work engagement worker always show positive attitude because they are more appreciated, recognition and success and so they can create their own positive feedback (Bakker, 2014).

Tariq, Farooq, Aisha, Muhammad and Syed (2011) define the work engagement is one of the most effective tools used for increasing employee’s productivity by enhancing employee participation and commitment. Work

engagement has significant linkages with higher job satisfaction, increase in job performance, encouraging in OCB and enhance organizational commitment, decrease in job stress and withdrawal intention. The organizations that promote work engagement culture in the work place may produce the workers which are more committed with organization success than those organizations who do not involve their employees (Tariq et al., 2011).

Work engagement is an important component of the research agenda relating to management practices. Work engagement may result in positive and negative way depends on the measure variables. According to Upasna et al. (2012) work engagement has positive relation with innovation work behaviors and negatively with the withdrawal intention. The results suggest work engagement lead to employee intrinsically to adopt an innovative work approach and consequently benefits to the organization.

While according to Raymond and Mjoli (2012) found that both job satisfaction and work engagement are strongly associated with organization commitment, job satisfaction has a higher proportion of variance in organizational commitment than work engagement. The researchers comment that manager must do all in their power to promote job satisfaction and work engagement in the company.

On the other hand, the research conducted by Manal (2011) found the positive coefficient value between employee engagement and organizational performance. The finding is parallel with Perrin (2007) which found that the

higher level of employee's engagement is result in increasing the operating profit.

According to Barnes and Collier (2013), work engagement is influenced by service climate, job satisfaction and affective commitment. The research done by Carolyn and Paula (2013) supports to this statement and commend that career satisfaction was a robust predictor of work engagement. Besides, the research findings found that a contribution of the psycho-social work environment in work engagement.

In the research study that did analysis of supervisor support for a change initiative, Elias and Mittal (2011) found supervisor support for the change initiative was to be related to job satisfaction and work engagement.

High involvement work practices are positively influence trust and commitment. In addition, employee's work status and citizenship effect to high involvement work practices (Mohamed, 2011). The study done by Mohamed (2011) which indicate that high involvement work practices positively influence organizational effectiveness.

2.3 Perceived Organizational Support (POS)

The meta-analysis which covered some 70 POS studies carried out through 1999, and over 250 studies have been performed since. The meta-analysis found clear and consistent relationships of POS with its predicted antecedents and consequences. Employee who has perceived support from their organization is tending to return by performing positive behavior. The behaviors outcome of POS would include increase both of in-role and extra-role performance, decrease in withdrawal behaviors such as intention to leave from job, absenteeism and employee's turnover and also decrease in job stress (Eisenberger, 2008).

Rhoades and Eisenberger (2002) commended that POS is related to employee belief that employer values their contribution and cares on their well-being because the employer knows and appreciated on what they have committed for the organization. In turn of POS, it was related to outcome favorable to the organization, such as affective commitment, performance, and lessened withdrawal behavior; and to the employees, such as job satisfaction and positive mood.

Organizational support and supervisor support are two different components and result in different outcome. According to Ipek and Arzu (2011) the study result revealed that employees who perceive high levels of perceived supervisor support but report low levels of POS will also report high levels of withdrawal intentions compared to employees who perceive low PSS and low POS.

Consequences of perceived organizational support shows many benefits including organizational commitment which represent the sense of belonging to the organization, employees will choose to stay with an organization because the cost to leave the organization is higher. Job-related affect is influencing employees' general affective reaction to their job, including job satisfaction and positive mood. Moreover, POS also result in increase the work engagement by identification with, and interest in the specific work one performs; increase performance; reduce aversive psychological and psychosomatic reactions, desire to remain with the organization and reduce in withdrawal behavior (Rhoades & Eisenberger, 2002).

A study by Rhoades and Eisenberger (2006) found that there is a positive relationship between subordinate's perceptions of supervisor support and POS. Subordinates' perceptions of support from the supervisor mediated positive relationship of the supervisors' POS with the subordinates' POS and performance. The research findings indicate that when supervisor feel that they are supported by the organization, this feeling will bring positive effect to their subordinate by providing supportive treatment to their subordinate.

On the top of that, in two studies of research done by Eder and Eisenberger (2008), the researchers comment that high POS eliminated the relation between work group and individual tardiness in the first study. For the second study, researchers indicate POS reduced the relation between work group withdrawal and individual withdrawal.

According to Hutchison, Eisenberger, Huntington and Sowa (1986), the research finding is presented that employee in an organization form global belief concerning the extent to which the organization values their contributions and cares about employee's well-being, POS has reduces absenteeism and increasing the employee's affective attachment to the organization. Employees expect that they will be rewarded as a return of investment in effort to achieve the organization goal. Which mean, the employees believe that they get what they have paid.

In a study of investigating the relationship among employees' perception of supervisor support, POS, and employee turnover, the research findings suggest that supervisors, to the extent that they are identified with the organization, contribute to POS and, ultimately, to job retention (Suchaeski, Rhoades, Eisenberger, Stinglhamber, & Vandenberghe, 2002). This finding was supported to POS concept that important in reducing the employee withdrawal behaviors.

Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades (2001) found that POS has effect in the context of employee obligation. POS makes employees' felt obligation to care about the organization's welfare, encourage employee commitment in order to reach the organization objectives. Besides, the researchers also found the felt of obligation mediated the associations of POS with affective commitment, organizational spontaneity, and in-role performance. In additional, the relationship between POS and felt obligation increased with employees' acceptance of the reciprocity norm as applied to work organizations.

Furthermore, perceived self-determination mediated the positive relationship between employees' performance reward expectancy and POS, positive mood at work, and job performance (Eisenberger, Rhoades, & Cameron, 1999).

In the research done by Eisenberger, Cummings, Armeli and Lynch (1997) the favourableness of high-discretion job conditions was found to be much more closely associated with POS than was favorableness of low-discretion job conditions. The study showed no such relationship was found between job conditions and satisfaction.

2.4 The Relationships between Work Engagement and OCB

Zoe (2007) found that the relationship between work engagement and service climate in impacting OCB is complex. The researcher found that work engagement was positively related to OCB, and the result finding was supported to its research hypotheses 2: A direct, positive relationship is hypothesized between work engagement and CO-OCB.

On the other hand, Schaufeli (2006) found that work engagement had a positive impact on both in-role and extra-role performance. Employees who have high work engagement are more likely to perform OCB. This is because accomplishment of the employee's professional goals makes them feel capable to perform extra-role behaviour.

The more dynamically an employee is engaged in his or her work there will be greater chances to reveal citizenship behaviour and ultimately effective performance (Nadeem, Anwar, & Khawaja, 2012). The research finding indicates that the level of work engagement is parallel with the level of OCB.

Sulea et al. (2012) found that work engagement have direct and indirect relation with extra-role behaviours. Work engagement was used as independent variable in determine the relationship between OCB. Besides, work engagement also as a mediator between job resources, job characteristics and job demand in determine the extra-role behaviours. As the researchers expected, job resources and job characteristics has positively and directly related to extra-role behaviour. However, job demand has decrease the work engagement and negatively related to negative extra-role behaviours.

Moreover, working mode has significant to OCB performance because working mode indicates different level of work engagement. Researchers suggest temporary agency workers who have positive attitudes towards temporary work are more likely to engage in agency-directed OCBs compared with permanent employment (Connelly et al., 2011).

Worker who perceived fair treatment by their organization may feel that these positive experiences are attributable to the agencies that provided them with these assignments, and they may engage in more agency-directed OCB.

The hypotheses were developed for this study is H1: There is a significant relationship between work engagement and OCB.

2.5 The Relationships between POS and OCB

The employee positive behaviors can be improved and encouraged through organizational concerning on their well-being. According to Hutchison et al. (1986) the research finding of social exchange view indicate that employee's perception of the POS may impact their commitment to the organization. Employee tends to dedicate to the organization success is resulted from POS. Meaning, organization cares about employees and employees return with organization commitment.

Chen, Eisenberger, Johnson, Sucharski, and Aselage (n.d.) found that POS was positively associated with a temporal change in extra-role performance, which is a dimension of OCB. However, the relationship between extra-role performance and temporal change in POS was not statistically significant. The research findings provide evidence that POS leads to extra-role performance.

According to Eisenberger, Fasolo, and Davis-LaMastro (1990), researchers conducted a research with sampling of manufacturing hourly employees and managers. Perceived support has significant impact on affective attachment, performance outcome expectancies, and the constructiveness of anonymous suggestion for helping the organization.

Performing POS should be able to increase the employee's performance in standard job activities and even go beyond the assigned responsibilities (Eisenberger et al., 2001). POS and OCB can result in protect the organization from any potential of risk, providing constructive suggestion,

and self-development in gaining knowledge and skills beneficial to the organization. Besides, employees might feel that they are responsible to the company and they should stay with the organization and contribute to its development. Feeling obligated to the organization would increase the feeling of belongingness and lessen in withdrawal behaviours (Eisenberger et al., 2001).

POS is parallel with OCB. Lower POS reported lower level of in-role and extra-role performance. The reciprocation wariness was negatively related to in-role and extra-role performance is a result from lower POS. POS is contributor to OCB can be illustrated when the organization pay attention on the employee's contribution and concerning on employee's well-being, the employees are more likely to work more than requested or exceed the minimum requirement in standard job. This behavior showing OCB implemented by employee is aiding the organization in achieving its objective (Lynch, Eisenberger, & Armeli, 1999).

Liu (2009) indicates that POS is significantly related to affective commitment towards the parent company. POS was significantly in both affective commitment towards the parent company and organizational-direct OCB. In short, POS has ability to promote the likelihood of expatriates' positive citizenship behaviour.

The hypotheses were developed for this study is H2: There is a significant relationship between POS and OCB.

2.6 Theoretical Frameworks

Base on the literature review and research problem, the following research frame work has been developed. This model is focusing on the correlation between work engagement, POS and OCB at Zun Utara Industry Sdn. Bhd.

2.7 Research Framework

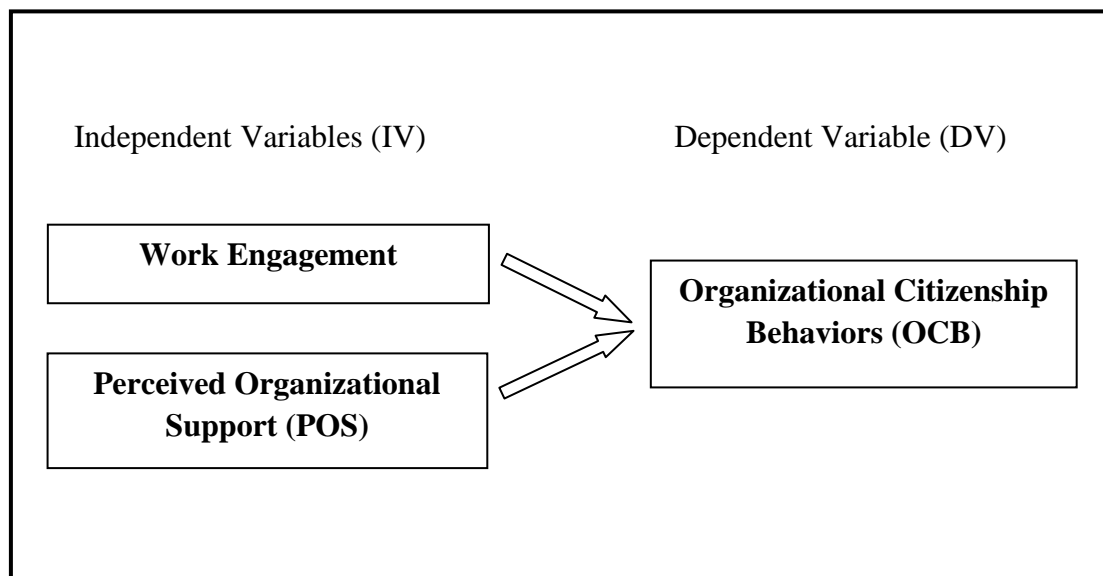


Figure 2.1
Research Framework

CHAPTER THREE

METHODOLOGY

3.0 Introduction

Chapter three provide a clear description on the methods and steps applied in conduct of the study. This chapter coverage the topic includes research design, data collection procedures, measurement and instrumentation, and techniques of data analysis.

3.1 Research Design

Research adopts a quantitative approach to examine the correlation or relationship between work engagement, POS and OCB at Zun Utara Industry Sdn. Bhd. According to Filipowick (2014), the advantages of correlation research method are allowing the researcher to gather as much as data compare experiments research. Besides, the results are closer to human daily life and applicable to human activity. Additionally, correlation research method enable researcher to examine the direction and strength among the variables, and narrow down the finding of research study.

The research design of the study is descriptive survey study. This study is intended to describe the significant relationship between dependence

variable and independence variable. This is quantitative research, and therefore, the data was conducted through distribute the questionnaire to targeted respondents.

3.1.1 Type of Study

The research is to examine the relationship between work engagement and POS towards OCB at Zun Utara Industry Sdn. Bhd. This study is quantitative in nature. This study applies the well-known quantitative method to gather the data which distributes a printed questionnaire to the respondents to response. IBM Statistical Package for Social Sciences (SPSS) version 19.0 was used to analyze the data collected; the research finding and conclusion was fully depending on the statistic generated by SPSS.

3.1.2 Sources of Data

Primary data and secondary data were employed in this study.

3.1.2.1 Primary Data

The simple definition of primary data is the original or first-hand information that gather by the researcher. The data that gather for research from the actual site of occurrence of events is called primary data (Sekaran, 2006). This study is intended to examine the relationship between work engagement, POS and OCB at Zun Utara Industry Sdn. Bhd., the questionnaire was

deemed as the most suitable data collection method. To obtain the information, researcher has distributed the printed questionnaires to the employees who work at Zun Utara Industry Sdn. Bhd.

3.1.2.2 Secondary Data

Secondary data has defined as the data or information that gathered through existing sources by someone than the researcher conducting the current study such as a company record, publications, industry analysis offered by the media, web publication and others (Sekaran, 2006). The advantage of using secondary data is cheaper to obtain and less time consuming because the information is ready and prepared by other researchers, authors, professional and expert.

Furthermore, secondary data can provide an insight to the researcher on the subject matters from the difference perspective. In this study, researcher used external resources including journal and article, internet resources, and so on. To collect the appropriate secondary data, researcher has used academic articles and journals by searching through different resources, such as UUM library, Google Scholar and books from various authors.

3.1.3 Unit of Analysis

The unit of analysis in this study were 104 employees who were employed in at Zun Utara Industry Sdn. Bhd. The number of employees in this company is 104 which covered of the managers, head of departments, executives, supervisors and operators.

3.2 Population and Sampling Design

The population frame of this study is Zun Utara Industry Sdn. Bhd., the manufacturer of chest freezer and bottle cooler. The company is located at industrial area of Bandar Darulaman, Kedah, Malaysia.

This study utilizes simple random sampling technique where the researcher distribute questionnaire to anyone who is available. This is cheaper method and easy to access with the respondent.

The number of population for Zun Utara Industry Sdn. Bhd. is 104 employees. According to Krejcie and Morgon (1970), the sample size is 80 when the population is not more than 110 ($N < 110$, $S = 80$), as shown in Table 3.1. The total respondents are 80 out of 104 individual employees were asked to participate in the surveys.

Table 3.1
Table of Determining Sample Size from a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Remarks: N is population size
S is sample size

3.3 Data Collection Procedures

Data collection was conducted through a set of the survey questionnaire due to the facts that the respondents will be more open to answer the questionnaire as the confidentiality of the respondents are assured.

To encourage the return rate and respondent participation, the respondent's name and identification numbers will not be disclosed in the data collection.

This is an internal survey. Therefore, the researcher had got the permission from the manager of human resource department. The HR manager has authorized the production officer to distribute the questionnaire.

The total 80 sets of printed questionnaire have been provided to the production officer under permission of HR manager on 15 April 2014. Researcher has assisted by production officer in distributing the questionnaire to the employees of the organization. The researcher has arranged with the production officer to collect the questionnaires two days after the date of distribution (17 April 2014).

3.4 Measurement and Instrumentation

The study was utilized the quantitative approach. The method of primary data collection was solely on questionnaires. The questionnaires containing four sections were used in the collection of data for the research. The respondents were required to answer all the questions.

The first section consists of the questionnaire regarding the first independent variable, which is work engagement. Work engagement was measured with 10 item selected with referring to Utrecht Work Engagement Scale by Bakker and Schaufeli (2003). This section contains 10 questions and the respondents indicate the degree of agreement or disagreement of the respondents with work engagement.

The second section consists of the questionnaire regarding the second independent variable, which is perceived organizational support (POS). POS was measured with 8-items by referring to Eisenberger (1984). This section contains 8 questions and the respondents indicate the degree of agreement or disagreement of the respondents with POS.

The third section consists of the questionnaire regarding the dependent variable which is OCB. OCB was measured with 10-items which refer to the scale developed by Podsakoff and MacKenzie (2006). This section contains 10 questions and respondents will indicate how much they agree or disagree of the OCB.

The forth section comprised of the respondent's particular and demography profile, such as gender, age, education level, position level and length of years in service in the organization (tenure).

Table 3.2
Layout of the Questionnaires

Section	Dimension	Number of Questions	Sources
A	Work Engagement	10	Bakker and Schaufeli (2003)
B	Perceived Organizational Support (POS)	8	Eisenberger (1984)
C	Organizational Citizenship Behaviors (OCB)	10	Podsakoff and Mackenzie (2006)
D	Respondent's profile	5	-

The Five Point Likert Scale with multiple items was used to measure the independent and dependent variables. The respondents were required to indicate the extent to which they agree and disagree with each of the statement. Table 3.4 shown the rating scale is from 1 to 5 which is 1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being strongly agree.

Research had indicated that a Five Point Likert Scale is as good as any scale and an increased from 5 to 7 or 9 points on rating scale does not improve the reliability of the ratings.

Table 3.3
Distribution of Variables

Variables	Total Number of Item	Scales Used in the Research	Scales used in Original Instrument
Work Engagement	10	Five Point Likert Scale (1-5)	Five Point Likert Scale (1-5)
Perceived Organizational Support (POS)	8	Five Point Likert Scale (1-5)	Seven Point Likert Scale (1-7)
Organizational Citizenship Behaviors (OCB)	10	Five Point Likert Scale (1-5)	Five Point Likert Scale (1-5)

Table 3.4
Rating scale (Five Point Likert Scale)

Scale	Description
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

3.5 Data Analysis Techniques

The data collected from the respondents were coded and compiled using the SPSS version 19.0 software. Several statistical tests were conducted to determine the hypothesis testing, and the technique of data analysis was discussed as the following section.

3.5.1 Frequency Analysis

Frequency analysis was used for respondent's demographic factors that are being measured such as gender, age, education level, designation level and length of service which represent as tenure. This analysis is useful to determine the frequency and percentage of the respondent participation.

3.5.2 Descriptive Statistics

Descriptive statistics was conducted by computing the minimum value, maximum value, mean and standard deviation of each dimension of the variables. The purpose of this analysis was to attain the result for measures of central tendency and measures of dispersion of the dependent and independent variable.

3.5.3 Reliability Analysis

A reliability analysis was conducted on all three (3) variables. According to Sekaran (2010), an accepted Cronbach's Alpha value is 0.60 and above. Meaning that the Cronbach's Alpha value which less

than 0.60 should be eliminated from future analysis. The range of Cronbach's Alpha and reliability has been shown as Table 3.5.

Table 3.5
The Range of Cronbach's Alpha Value with Reliability

Range of Cronbach's Alpha value	Reliability
1.00	Perfect
0.80 – 0.99	Good
0.60 – 0.79	Acceptable
Below 0.60	Poor

3.5.4 Normality Analysis

Normality test was conducted to underlying the data set to be normally distributed. This analysis generated the result of Kolmogorov-Smirnov statistic and Shapiro-Wilk statistic. According to Pallant (2002), a non-significant result ($p\text{-value} > 0.05$) indicates normality. If $p\text{-value}$ is smaller than 0.05, it is quite common for sample size more than 200.

3.5.5 Inferential Statistics

To test the hypotheses developed in this study, inferential statistics are employed. The data analysis is conducted by using Pearson Correlation Analysis and Multiple Regression Analysis.

3.5.5.1 Pearson Correlation Analysis

Pearson coefficient is used to explore the strength and direction of the linear relationship between independent and dependent variable. The symbol of correlation is r , with range from -1.00 to +1.00. Table 3.6 indicates the range of Pearson's correlation with (r) symbol.

Table 3.6
Pearson's Indicate of Correlation

Value of Coefficient (r)	The Strength of Correlation
0.70 to 1.00	Very strong positive correlation
0.30 to 0.69	Strong positive correlation
0.01 to 0.29	Weak positive correlation
-0.01 to -0.29	Weak negative correlation
-0.30 to -0.69	Strong negative correlation
-0.70 to -1.00	Very strong negative correlation

A correlation coefficient is computed to investigate the strength of association among the variables. When the measure is closer to 1.00, that is mean the relationship is statically significant. The scale suggested by Saunders, Lewis and Thornhill, (2007) is applied to describe the intensity of the relationship between the dependent and independent variables in this study.

3.5.5.2 Multiple Regression Analysis.

Multiple regressions analysis is conducted to analyzing the relationship between one dependent variable and a number of independent variables. Regression analysis are used to determine whether the independent variable explain a significant variation in the dependent variable, or to find out whether the relationship is exist or not.

CHAPTER FOUR

FINDING

4.0 Introduction

After the researcher obtained the data from the questionnaire survey, data analysis was conducted and finding was discussed in this chapter. The main purpose of the study is to examine the relationship between work engagement, perceived organizational support and organizational citizenship behaviour. This study aims to achieve the research objectives and answer the research questions as highlighted in chapter one. In addition, this chapter intends to verify the hypotheses listed in the chapter two.

In general, this chapter divided into six parts which included overview of data collected, profile of respondent, reliability analysis, descriptive analysis, major finding and discussion, and summary of findings.

4.1 Overview of Data Collected

4.1.2 Response Rate

A total of 80 sets of the printed questionnaire were distributed to respondent from Zun Utara Industry Sdn. Bhd. However, there are

only 76 sets were returned and 4 sets were missing due to unknown reason. Thus the percentage of response rate for this study is 95%.

Table 4.1
Response Rate

Description	Total (set)	Percentage (%)
Questionnaires distributed	80	100.00
Questionnaires returned	76	95.00
Questionnaires unreturned	4	5.00

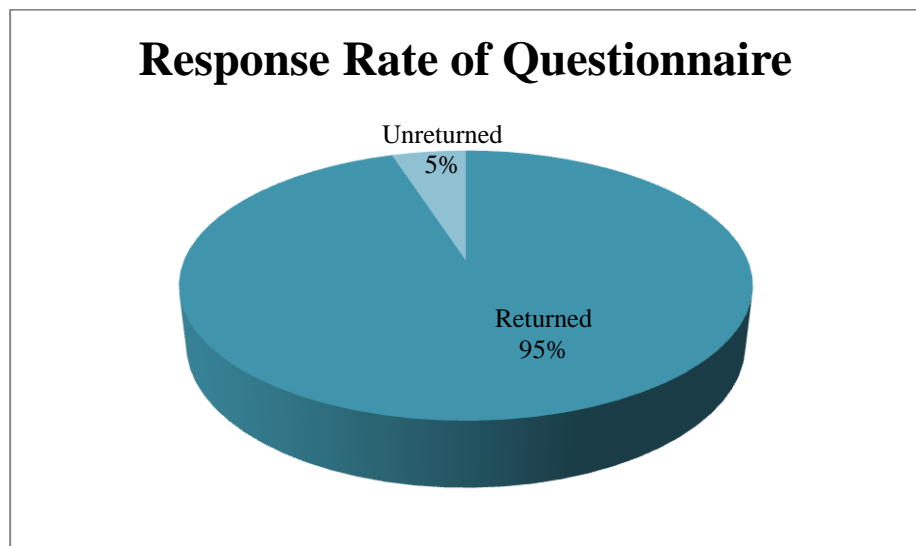


Figure 4.1
Response Rate of Questionnaire Distributed

4.2 Profile of Respondents

The survey demonstrated the details concerning demographic characteristics or respondent's profile as shown in Table 4.2.

Table 4.2
Respondent's Profile

Respondent's profile		Frequency	Percentage (%)
Gender			
	Male	49	64.5
	Female	27	35.5
Age			
	Below 20 years	11	14.5
	20 – 35 years	43	56.6
	36 – 50 years	15	19.7
	Above 50 years	7	9.2
Education level			
	SPM and below	64	84.2
	STPM and Diploma	10	13.2
	Degree and Master	2	2.6
	PHD	0	0.0
Designation			
	Manager / HOD	1	1.3
	Executive / Supervisor	8	10.5
	Operator	67	88.2
Tenure			
	Below 2 years	28	36.8
	2 – 5 years	25	32.9
	6 – 9 years	9	11.8
	10 years and above	14	18.4

The profile of respondents is summarized as shown in Table 4.2. From the total of 76 respondents, it is unfairly distributed between male and female. There are 49 persons or 64.5% of male respondents and 27 persons or 35.5% female respondents were participated in answering the questionnaire, as shows in Figure 4.2.

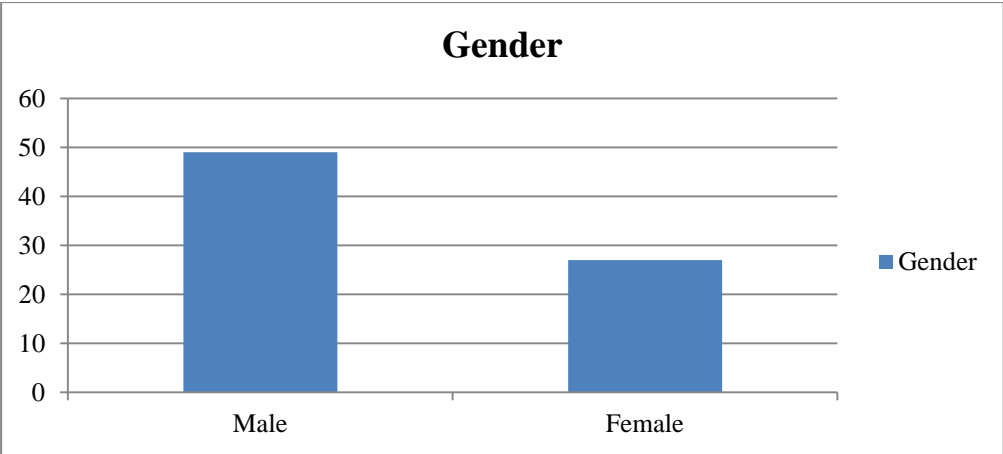


Figure 4.2
Gender of Respondents

There are four categories in the range of age, which are below 20 years old, 20 to 35 years old, 36 to 50 years old, and above 50 years old. Majority of the respondents is from the category of 20 to 35 years old with frequency 43 or 56.6% which is more than half from the total respondents. Age in range 36 to 50 years old is second highest with frequency 15 or 19.7%. There are 11 or 14.5% of younger respondents is below 20 years old, which is third highest in the range of age. Only 7 or 9.2% respondents are above 50 years old. Figure 4.3 shown the age range for respondents.

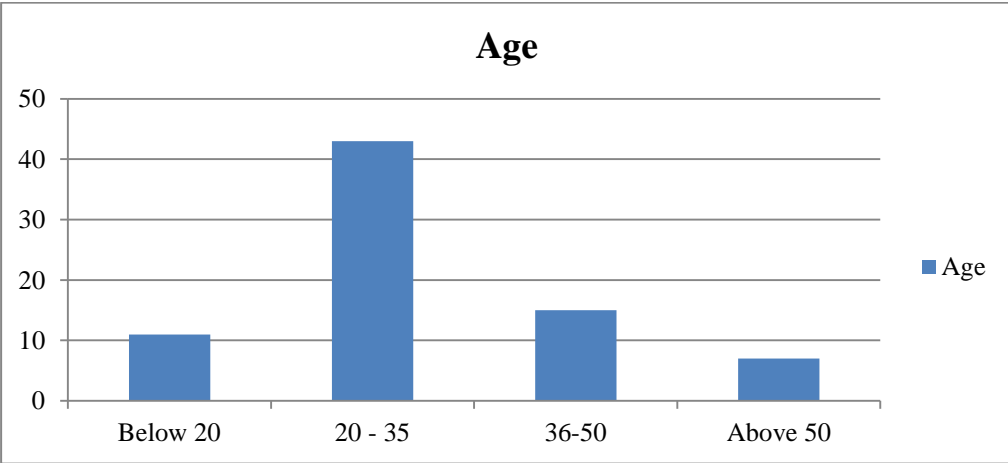


Figure 4.3
Age of Respondents

Figure 4.4 shows the education level of respondent. Majority of the respondent is in SPM and below, which represent with 64 or 84.2%. While 10 or 13.2% of the respondents are consist in STPM and Diploma. However, only 2 or 2.6% of the respondents is from Degree and Master. There is no more or 0% respondent from PHD.

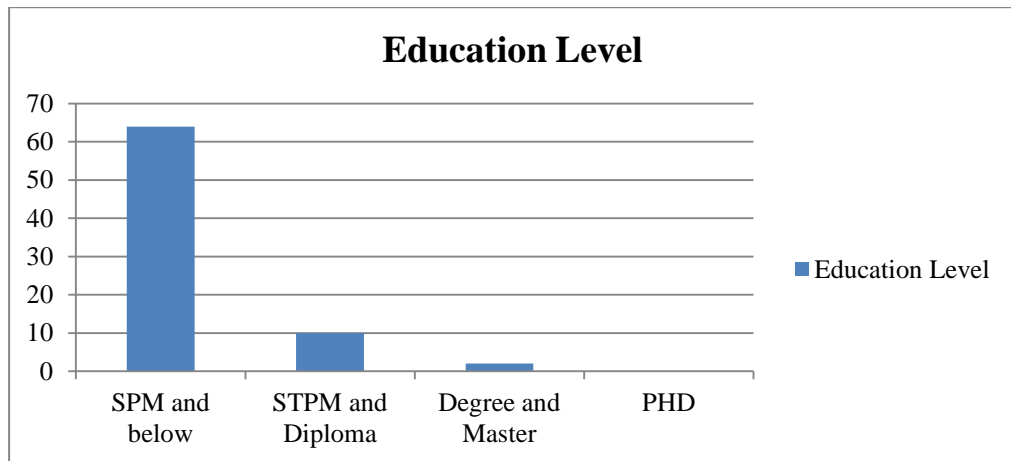


Figure 4.4
Respondent's Education Level

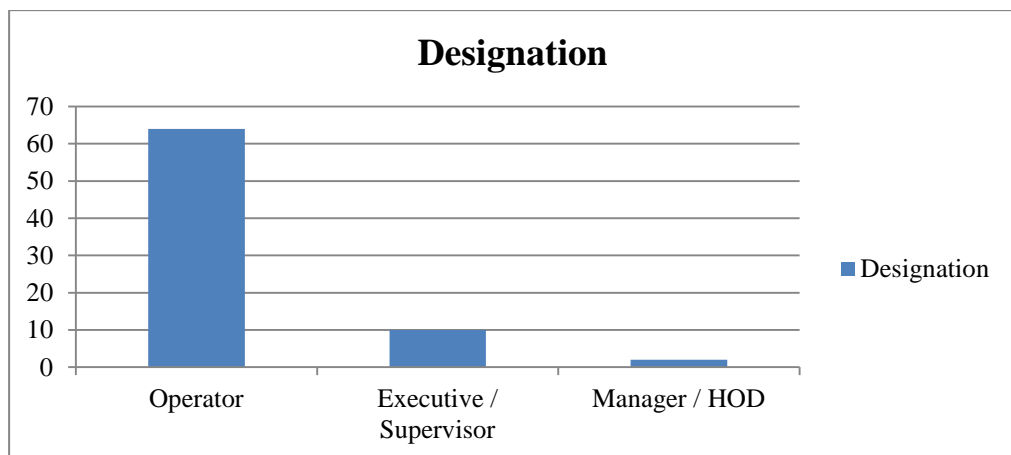


Figure 4.5
Designation of the Respondents

As shows in Figure 4.5, designation is consisting of three categories including manager and HOD, executive and supervisor, and operator. Most of the respondent come from operator group, with frequency 67 or 88.2%,

continue with the second highest, which is 8 or 10.5% from executive and supervisor. Lastly, only 1 or 1.3% of the respondents is from manager and HOD.

Length of service in the company or tenure is dividing into four categories, below 2 years, 2 to 5 years, 6 to 9 years and 10 years and above. 28 or 36.8% of the respondents are still new to the company with below 2 years working period in the company. 25 or 32.9% of the respondents had work for the company within 2 to 5 years. The respondents who work in the company within 6 to 9 years is consist of 9 or 11.8%. There are 14 or 18.4% of respondents has been worked for 10 year or longer in the company. Figure 4.6 shows the length of service in the organization of respondents or tenure.

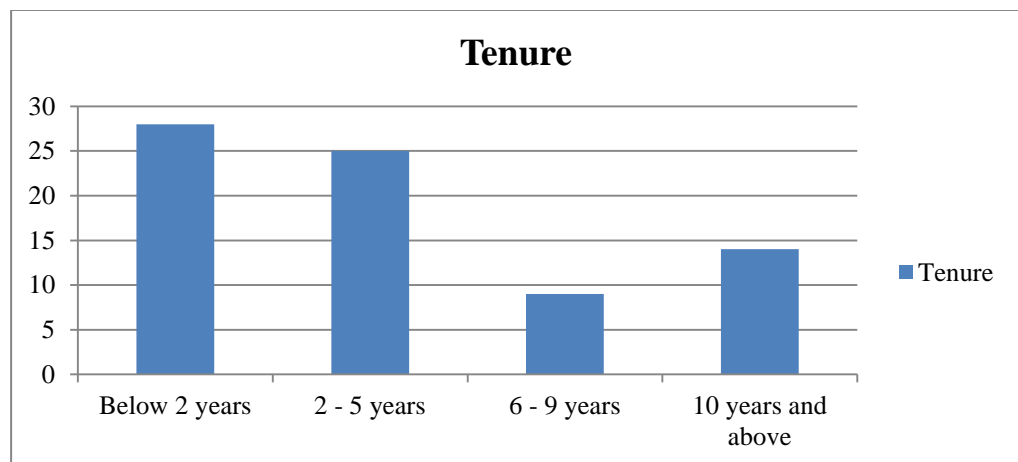


Figure 4.6
Tenure of Respondents

4.3 Reliability Analysis

Cronbach's alpha coefficient was computed to ensure the items used to measure the construct of dependent variable and independent variables are reliable in the study. Table 4.3 indicated the value of Cronbach's Alpha for reliability analysis.

Table 4.3
Result of Reliability Analysis

Variable	Number of Items	Cronbach's Alpha	Reliability
Work Engagement	10	0.729	Acceptable
Perceived Organizational Support (POS)	8	0.669	Acceptable
Organizational Citizenship Behavior (OCB)	10	0.691	Acceptable

The measurement of work engagement reported a Cronbach's Alpha value of 0.729, measurement of perceived organizational support reported a Cronbach's Alpha value of 0.669, and meanwhile the measurement of organizational citizenship behavior reported a Cronbach's Alpha value of 0.691. Therefore, the result of Cronbach's Alpha showed that all the measurements are reliable.

4.4 Normality Analysis

Normality analysis is used to describe the normality distribution. Table 4.4 shows the statistic data of normality test. The Kolmogorov-Smirnov for OCB represents .090, work engagement represents .200, and POS represent 0.061. The Shapiro-Wilk for OCB represents .017, work engagement represents .015, and POS represent .026. According to Pallant (2002), small sample size commonly get $p > 0.05$ is reveal to normally distribute.

Table 4.4
Test of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig
OCB	.119	76	.090	.960	76	.017
WE	.082	76	.200	.959	76	.015
POS	.183	76	.061	.892	76	.026

^a Lilliefors Significance Correction

4.5 Descriptive Analysis

Descriptive statistics is used to describe the minimum value, maximum value, mean, and standard deviation of the variables. Table 4.5 shown data of descriptive statistics.

Table 4.5
Descriptive Statistics of the Variables

Variables	Minimum	Maximum	Mean	Standard Deviation
Work Engagement	1.20	4.20	3.17	.55
Perceived Organizational Support (POS)	1.00	3.75	2.88	.59
Organizational Citizenship Behavior (OCB)	2.70	4.60	3.51	.47

N = 76

The descriptive analysis for work engagement represents the minimum value 1.20, maximum value 4.20, mean 3.17, and standard deviation 0.55. POS obtain minimum value 1.00, maximum value 3.75, mean 2.88, and standard deviation 0.59. OCB obtain minimum value 2.70, maximum value 4.60, mean 3.51, and standard deviation 0.47.

4.6 Pearson Correlation Analysis

Pearson product-moment correlation coefficient was employed to measure the significant of linear bivariate between the independent variables (work engagement (WE) and POS) and dependent variable (OCB). The findings will be used to identify the significant level among the variables and to test the hypotheses developed in the study.

Table 4.6
Pearson's Correlation Analysis of Variables

		Correlations		
Variables		WE	POS	OCB
WE	Pearson Correlation	1	.397**	.339**
	Sig. (2-tailed)		.000	.003
	N	76	76	76
POS	Pearson Correlation	.397**	1	-.026
	Sig. (2-tailed)	.000		.826
	N	76	76	76
OCB	Pearson Correlation	.339**	-.026	1
	Sig. (2-tailed)	.003	.826	
	N	76	76	76

** Correlation is significant at the 0.01 level (2-tailed).

Table 4.6 represents the correlation among the dependent and independent variables. Work engagement has strong positive relationship with OCB and indicates with r value 0.339. However, the r value of POS and OCB is -0.026 which represent with weak negative relationship among that.

4.6.1 H1: There is a significant relationship between work engagement and OCB.

Table 4.7
Pearson Correlation between Work Engagement and OCB

Variables	N	Pearson's Correlation	Significant (2-tailed)
Work Engagement	76	.339**	.003

**Correlation is significant at the 0.001 level (2-tailed).

The result displayed in Table 4.7 indicate that there is a significant and strong positive correlation between work engagement and OCB with value $r = 0.339$. We therefore accepted H1 that there is a significant relationship between work engagement and OCB.

4.6.2 H2: There is a significant relationship between POS and OCB.

Table 4.8
Pearson Correlation between POS and OCB

Variables	N	Pearson's correlation	Significant (2-tailed)
Perceived Organizational Support (POS)	76	-.026	.826

**Correlation is significant at the 0.001 level (2-tailed).

Table 4.8 revealed the value $r = -0.026$ which represent that there was a weak negative correlation between POS and OCB. We therefore rejected H2 that there is a significant relationship between POS and OCB.

4.7 Multiple Regression Analysis

The multiple regression analysis was conducted to answer for H1 and H2. The researcher wants to know is work engagement or POS has the most effect on OCB. The result of regression analysis as shown in Table 4.9.

Table 4.9
Multiple Regression Analysis of Independent Variables on OCB

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.824	.329		8.594	.000
WE	.352	.100	.414	3.512	.001
POS	-.151	.093	-.190	-1.611	.111

a. Dependent Variable: OCB

The results indicate that work engagement is more significant than POS in influencing OCB with an un-standardized beta value of 0.352.

Table 4.10
Model Summary of Dependent Variable

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Est.
1	.381 ^a	.145	.122	.44114

a. Predictors: (Constant), POS, WE

b. Dependent Variable: OCB

According to Pallant (2002), when the sample size involved is small, adjusted R Square statistic 'correct' R Square value to provide a better estimate of the true population value. The Adjusted R Square value is 12.2% of the variance in OCB explained by both work engagement and POS, as shown in Table 4.10.

4.8 Summaries of Findings

Based on the multiple regression analysis, the summary of findings for this study is shown in Table 4.11.

Table 4.11
Summary of Findings

The Hypotheses	Decision
H1: There is a significant relationship between work engagement and organizational citizenship behaviors (OCB).	Accepted
H2: There is a significant relationship between perceived organizational support (POS) and organizational citizenship behaviors (OCB).	Rejected

CHAPTER FIVE

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.0 Introduction

The aim of this chapter is to discuss on the research findings. The research limitation, recommendation for future research, and conclusion also has reviewed.

5.1 Discussion

The purpose of the study is to determine the relationship between work engagement and POS with OCB at Zun Utara Industry Sdn. Bhd. The following discussion is based on the research findings and research question were developed in this study.

5.1.1 Research question one: Does work engagement have relationship with OCB?

A strong positive correlation between work engagement and OCB with r value = 0.339 indicate that work engagement has a significant affect to OCB in Zun Utara Industry Sdn. Bhd. H1 was accepted. This findings explained the job function that employee involved has the

ability to exert the effect or influence the employee to perform OCB in the organization.

This research finding is parallel to the previous research which conducted by Zuo (2007) and found that work engagement was positively related to OCB. Furthermore, Nadeem et al. (2012) also suggested that work engagement will be greater chances to reveal OCB and ultimately effective performance.

When employer recognizes the worth of the employee's ability, they will assign importance task because employer believe this employee was able to handle well in the assignment. From the view of employee, they believe that employer valued their ability, assign them with importance task, and thus, they felt obligation on the responsibility which entrust by the employer. In such situation, the level of work engagement is increasing and employee felt that he or she is an importance member in the organization. This perception was effected to the OCB level because employee intent to perform more than minimum requirement, hardworking, and commit to the organization.

Employee may felt that they are importance to the organization and their absence may cause lost to the organization. Employee with higher level of work engagement will be proud on the work they do. Employee care on the organization development felt that their presence

is much importance and the job they had done has contributed to the company success!

5.1.2 Research question two: Does POS have relationship with OCB?

The research findings showed that POS has a weak negative effect to the context of OCB, and revealed with r value = -0.026. Therefore, H2 was rejected. This finding explained that implementing even the employees have perceived the support from the organization but it does not effect on OCB practice in the organization, focusing in Zun Utara Industry Sdn. Bhd.

The result of finding is different from the previous research. Most of the previous study indicated POS has related to OCB. This study is focus in industrial sector, and from the data collected, majority of the respondents is come from group of operator and new comer. Finding of the research shows weak and negative relationship between POS and OCB can be explained by the sampling of data collection does not feel that they are supported by organization, or because of their designation does not make sense in perform OCB.

Even the employee perceived support from their organization; employee might felt this preferential treatment should be offer by organization in naturally. The research finding shows there have no voluntary behavior in perform OCB even employee perceived organizational support.

5.2 Limitation and Recommendation for Future Research

This research has some limitations. Firstly, lack of experience. The researcher may not have sufficient experience and knowledge in performing the research because this is the first research conducted by the researcher. Every stage of the research progress required skill and knowledge to enable the research carry on smoothly.

Secondly, time constrain. The data were collected mainly at Zun Utara Industry Sdn. Bhd. due to time constrain. The researcher conducts the data collection in narrow geography area because researcher needs to complete the research report on time and meet to the submission date.

Thirdly, respondent's cooperation. The researcher expected that not all of the respondents will give full cooperation in answering the questionnaire and some of them will not take it seriously.

This study had provided only a small portion of idea regarding OCB in the context of manufacturing company. Hence, it would be beneficial for future research to consider to replicate this study with expend the research to different industry based or different geographic area in order to enhance the consistency of the study.

Besides, the study should not only focus in private sector, it should cover to public sector. Moreover, the research is suggest to include other variables to measure the OCB so that this able to enhance the accuracy of the understanding the driver that could impact or improve the OCB level.

5.3 Conclusion

This research study was conducted exclusively to examine the relationship between work engagements and POS in OCB, mainly at Zun Utara Industry Sdn. Bhd. Two research questions have been answer by the research finding. Work engagement has strong positively related to OCB, and POS has weak negatively related to OCB. In additional, among these two independent variables, work engagement revealed the most contributor to OCB. Consequently, organization is suggested to review in this aspect in order to improve the OCB level specifically in manufacturing industry.

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APPENDIX A: Questionnaire



UUM
Universiti Utara Malaysia

Othman Yeop Abdullah
Graduate School of Business

A STUDY OF CORRELATIONSHIP BETWEEN WORK ENGAGEMENT AND PERCEIVED ORGANIZATIONAL SUPPORT TOWARDS ORGANIZATIONAL CITIZENSHIP BEHAVIORS IN ZUN UTARA INDUSTRY SDN. BHD.

Dear participants,

I am seeking your cooperation by responding to the attached survey on OCB. This survey is part of university requirement in order to complete my Master study. First of all, I would like to thank you for your participation. I would like to receive some additional information regarding the relationship between work engagement and perceived organizational support (POS) towards organizational citizenship behaviors (OCB). Enclosed is a questionnaire that I am asking you to complete.

The questionnaire is very brief and will take about five minutes to fill out. Instructions for completing the questionnaire can be found on the form itself. I would appreciate it if you would complete the questionnaire and return it.

Please be assured that all information you provide will be kept strictly confidential. Your identifying information will not appear on any study report. All results from the study will be reported as statistical summaries only.

Your participation represents a valuable contribution to research, and I thank you again for your cooperation.

Yours sincerely,

Chan Say Yeu

MSc. (Management)

Section A: Work Engagement		<i>Strongly Disagree</i> Sangat Tidak Setuju	<i>Disagree</i> Tidak Setuju	<i>Neutral</i> Kurang Pasti	<i>Agree</i> Setuju	<i>Strongly Agree</i> Sangat Setuju
<i>Please indicate the extent of your agreement with the following statement on a 5-point scale.</i> Sila nyatakan tahap persetujuan anda pada skala 5 mata dengan kenyataan berikut.						
1	<i>At my work, I feel bursting with energy</i> Saya rasa bertenaga di tempat kerja	1	2	3	4	5
2	<i>I can continue working for very long periods at a time</i> Saya boleh berkerja secara berterusan dalam masa yang panjang	1	2	3	4	5
3	<i>When I get up in the morning, I feel like going to work</i> Pada awal pagi, saya berasa teringin and bersemangat hendak ke tempat kerja	1	2	3	4	5
4	<i>I am proud on the work that I do</i> Saya rasa bangga terhadap kerja yang saya lakukan	1	2	3	4	5
5	<i>I find the work that I do full of meaning and purpose</i> Saya berasa kerja yang saya lakukan sangat bermakna	1	2	3	4	5
6	<i>I am enthusiastic about my job</i> Saya bersemangat tentang kerja saya	1	2	3	4	5
7	<i>Time flies when I'm working</i> Apabila saya berkerja, saya rasa masa berlalu dengan cepat	1	2	3	4	5
8	<i>I am immersed in my work</i> Saya 'tenggelam' dalam kerja saya	1	2	3	4	5
9	<i>When I am working, I forget everything else around me</i> Saya terlupa hal lain semasa saya berkerja	1	2	3	4	5
10	<i>I get carried away when I'm working</i> Saya terlupa diri apabila saya berkerja	1	2	3	4	5

Section B: Perceived Organizational Support (POS)		<i>Strongly Disagree</i> Sangat Tidak Setuju	<i>Disagree</i> Tidak Setuju	<i>Neutral</i> Kurang Pasti	<i>Agree</i> Setuju	<i>Strongly Agree</i> Sangat Setuju
<p><i>Please indicate the extent of your agreement with the following statement on a 5-point scale.</i></p> <p>Sila nyatakan tahap persetujuan anda pada skala 5 mata dengan kenyataan berikut.</p>						
1	<i>The organization values my contribution to its well-being</i> Organisasi ini menghargai sumbangan saya terhadap kesejahteraannya	1	2	3	4	5
2	<i>The organization fails to appreciate any extra effort from me</i> Organisasi gagal untuk menghargai apa-apa sumbangan tambahan daripada saya	1	2	3	4	5
3	<i>The organization would ignore any complaint from me</i> Organisasi mangabaikan apa-apa aduan daripada saya	1	2	3	4	5
4	<i>The organization really cares about my well-being</i> Organisasi ini mangambil berat tentang kesejahteraan saya	1	2	3	4	5
5	<i>The organization cares about my general satisfaction at work</i> Organisasi ini mengambil berat tentang kepuasan umum saya di tempat kerja	1	2	3	4	5
6	<i>The organization shows very little concern for me</i> Organisasi ini menunjukkan kebimbangan yang amat sedikit bagi saya	1	2	3	4	5
7	<i>The organization takes pride in my accomplishment at work</i> Organisasi ini berbangga terhadap pencapaian saya di tempat kerja	1	2	3	4	5
8	<i>Even if I did the best job possible, the organization would fail to notice</i> Walaupun saya melakukan kerja yang terbaik, organisasi gagal untuk notis	1	2	3	4	5

Section C: Organizational Citizenship Behavior (OCB)		<i>Strongly Disagree</i> Sangat Tidak Setuju	<i>Disagree</i> Tidak Setuju	<i>Neutral</i> Kurang Pasti	<i>Agree</i> Setuju	<i>Strongly Agree</i> Sangat Setuju
<i>Please indicate the extent of your agreement with the following statement on a 5-point scale.</i> Silakan nyatakan tahap persetujuan anda pada skala 5 mata dengan kenyataan berikut.						
1	<i>Keep "Up" with developments in the company</i> Bersaing dengan perkembangan dalam organisasi	1	2	3	4	5
2	<i>Attends functions that are not required but that help the company image</i> Hadir fungsi yang tidak diperlukan tetapi membantu imej syarikat	1	2	3	4	5
3	<i>Is willing to risk disapproval in order to express his/her beliefs about what's best for the company</i> Bersedia menerima risiko untuk menyatakan kepercayaan anda tentang apa yang terbaik untuk syarikat	1	2	3	4	5
4	<i>I was part of the company; I will be better only if the company is better</i> Saya adalah sebahagian daripada syarikat ini; saya menjadi lebih baik apabila syarikat ini adalah lebih baik	1	2	3	4	5
5	<i>Always focuses on what's wrong his/her situation, rather than the positive side of it</i> Sentiasa fokus sebarang masalah dari sudut yang positif	1	2	3	4	5
6	<i>Helps orient new employees even though it is not required</i> Membantu pekerja baru walaupun tidak diminta	1	2	3	4	5
7	<i>Is always ready to help or to lend a helping hand to those around him/her</i> Sentiasa sedia untuk membantu orang disekelilingi saya	1	2	3	4	5
8	<i>Willingly gives of his/her time to help others</i> Rela memberikan masa kepada beliau untuk membantu orang lain	1	2	3	4	5
9	<i>Conscientiously follows company regulations and procedures</i> Mematuhi peraturan and prosedur syarikat	1	2	3	4	5
10	<i>Returns phone calls and responds to other messages and requests for information promptly</i> Kembalikan panggilan dan memberi respons kepada permintaan dengan segera	1	2	3	4	5

Section D: Respondent's Profile (*Please tick. Sila tanda yang berkenaan.*)

1	<i>Gender / Jantina</i>	Male / Lelaki	
		Female / Perempuan	
2	<i>Age / Umur</i>	Below 20 / 20 ke bawah	
		20 – 35	
		36 – 50	
		Above 50 / 50 ke atas	
3	<i>Education level / Tahap pendidikan</i>	SPM and below / SPM ke bawah	
		Diploma / STPM	
		Degree / Master	
		PHD or higher	
4	<i>Designation / Jawatan</i>	Manager, HOD	
		Executive, Supervisor	
		Operator	
5	<i>Length of year in service in this company (Tenure) / Tempoh berkhidmat di syarikat ini</i>	Below 2 years / 2 tahun ke bawah	
		2 – 5 years	
		6 – 9 years	
		10 years and above / 10 tahun dan ke atas	

APPENDIX B: SPSS Output

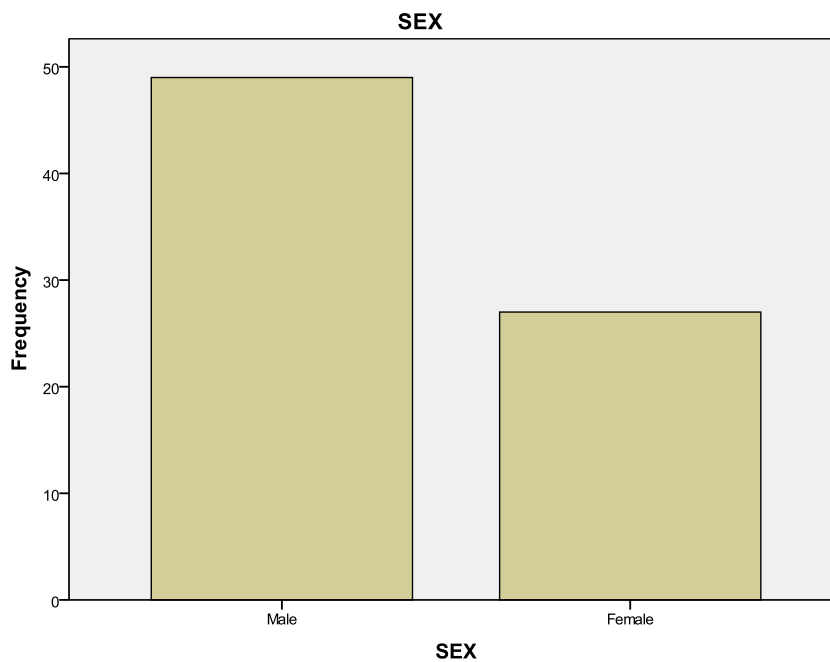
Frequencies

		Statistics				
		SEX	AGE	EDUCATION	DESIGNATION	TENURE
N	Valid	76	76	76	76	76
	Missing	0	0	0	0	0
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		2.00	4.00	3.00	3.00	4.00

Frequency Table

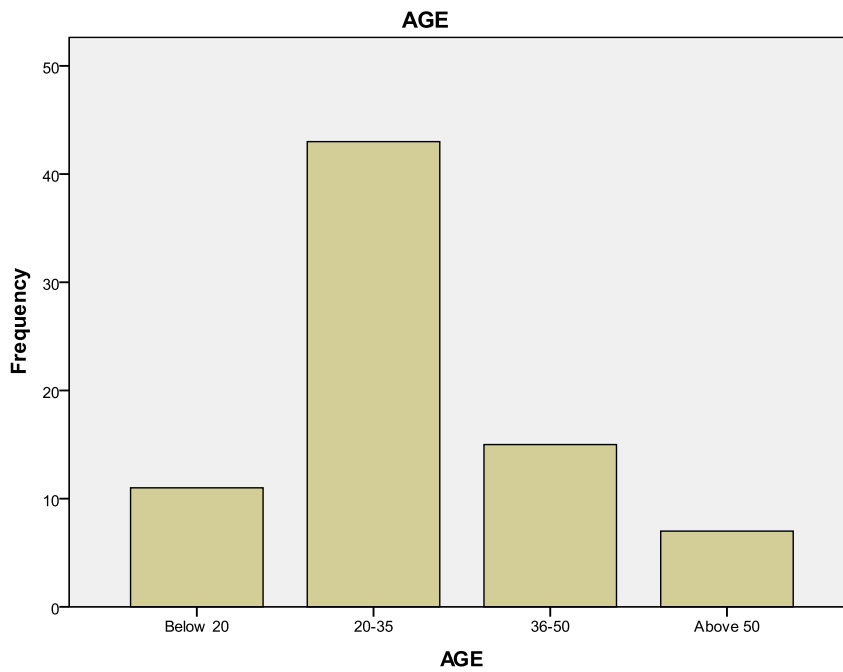
		SEX			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Male	49	64.5	64.5	64.5
	Female	27	35.5	35.5	100.0
Total		76	100.0	100.0	

Bar Chart



AGE

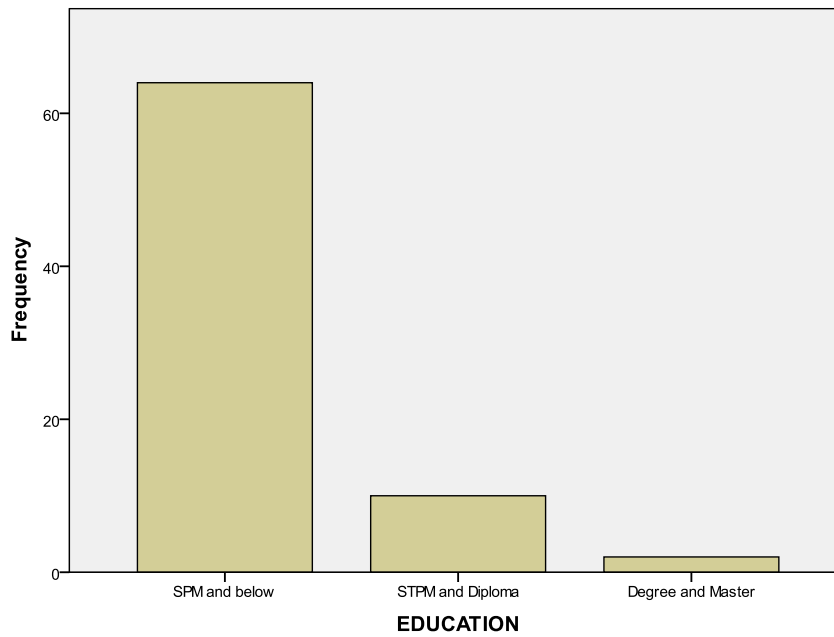
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20	11	14.5	14.5	14.5
	20-35	43	56.6	56.6	71.1
	36-50	15	19.7	19.7	90.8
	Above 50	7	9.2	9.2	100.0
	Total	76	100.0	100.0	



EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM and below	64	84.2	84.2	84.2
	STPM and Diploma	10	13.2	13.2	97.4
	Degree and Master	2	2.6	2.6	100.0
	Total	76	100.0	100.0	

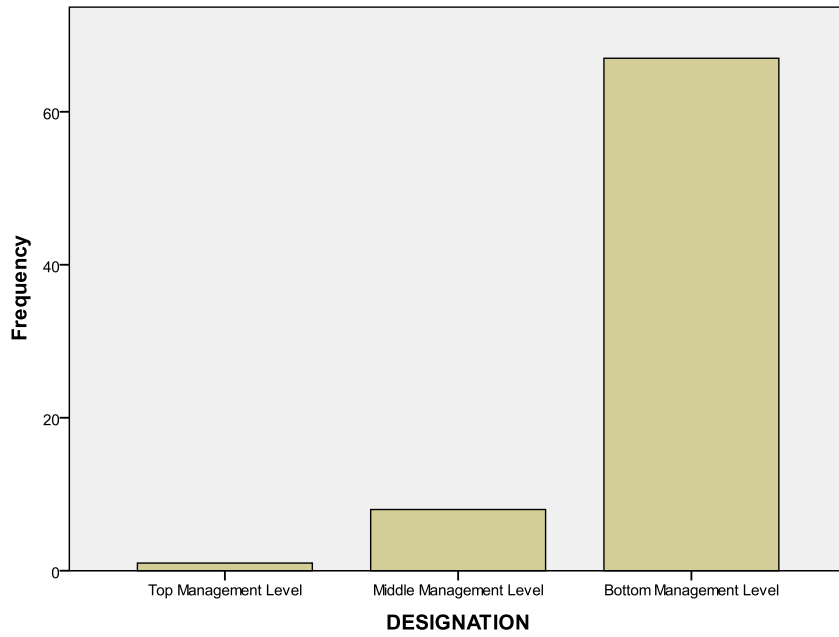
EDUCATION



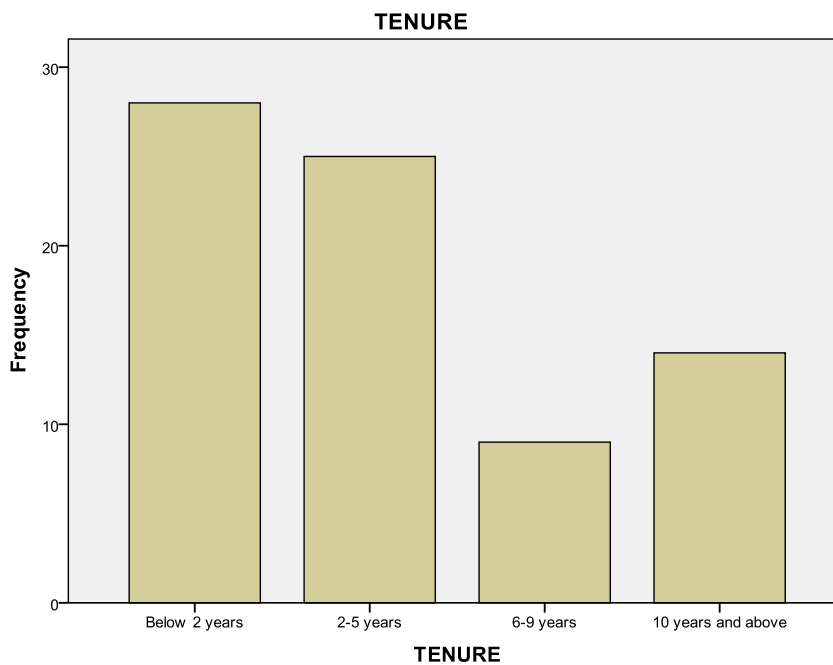
DESIGNATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top Management Level	1	1.3	1.3	1.3
	Middle Management Level	8	10.5	10.5	11.8
	Bottom Management Level	67	88.2	88.2	100.0
	Total	76	100.0	100.0	

DESIGNATION



		TENURE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 2 years	28	36.8	36.8	36.8
	2-5 years	25	32.9	32.9	69.7
	6-9 years	9	11.8	11.8	81.6
	10 years and above	14	18.4	18.4	100.0
	Total	76	100.0	100.0	



Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
WE	76	1.20	4.30	3.1684	.55383
POS	76	1.00	3.75	2.8766	.59354
OCB	76	2.70	4.60	3.5053	.47071
Valid N (listwise)	76				

Reliability

Scale: Work Engagement

Case Processing Summary

		N	%
Cases	Valid	76	100.0
	Excluded ^a	0	.0
	Total	76	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.729	10

Item Statistics

	Mean	Std. Deviation	N
WE1	3.3289	.98506	76
WE2	2.8421	.99402	76
WE3	3.3684	.90689	76
WE4	3.5395	.99921	76
WE5	3.3553	.91948	76
WE6	3.4737	.94479	76
WE7	3.6316	1.03076	76
WE8	2.8947	1.09031	76
WE9	2.7895	1.25768	76
WE10	2.4605	1.08862	76

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
WE1	28.3553	25.752	.395	.707
WE2	28.8421	24.481	.529	.686
WE3	28.3158	25.766	.444	.701
WE4	28.1447	25.779	.384	.709
WE5	28.3289	25.824	.428	.703
WE6	28.2105	24.168	.604	.676
WE7	28.0526	24.584	.492	.691
WE8	28.7895	25.768	.336	.717
WE9	28.8947	25.935	.246	.737
WE10	29.2237	27.856	.142	.747

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.6842	30.672	5.53826	10

Scale: Perceived Organizational Support

Case Processing Summary

		N	%
Cases	Valid	76	100.0
	Excluded ^a	0	.0
	Total	76	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.669	8

Item Statistics

	Mean	Std. Deviation	N
POS1	2.7105	1.22001	76
POS2	2.9079	1.17958	76
POS3	3.0658	1.07499	76
POS4	2.7500	1.10905	76
POS5	2.8947	1.01428	76
POS6	2.7895	.92831	76
POS7	2.8816	1.08280	76
POS8	3.0132	1.01316	76

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
POS1	20.3026	18.827	.211	.679
POS2	20.1053	17.322	.390	.630
POS3	19.9474	18.851	.272	.659
POS4	20.2632	17.263	.440	.618
POS5	20.1184	17.412	.485	.609
POS6	20.2237	19.056	.324	.647
POS7	20.1316	18.596	.297	.653
POS8	20.0000	17.307	.500	.605

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.0132	22.546	4.74831	8

Scale: Organizational Citizenship Behavior

Case Processing Summary

		N	%
Cases	Valid	76	100.0
	Excluded ^a	0	.0
	Total	76	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.691	10

Item Statistics

	Mean	Std. Deviation	N
OCB1	3.0263	.92338	76
OCB2	2.9342	.85378	76
OCB3	3.2237	.97432	76
OCB4	3.4868	.98649	76
OCB5	3.5263	1.05165	76
OCB6	3.9605	.85543	76
OCB7	3.9079	.99569	76
OCB8	3.7237	.80992	76
OCB9	3.8289	.71904	76
OCB10	3.4342	.92859	76

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
OCB1	32.0263	18.293	.381	.663
OCB2	32.1184	19.092	.313	.675
OCB3	31.8289	19.104	.247	.688
OCB4	31.5658	17.129	.497	.639
OCB5	31.5263	17.879	.357	.668
OCB6	31.0921	18.778	.357	.667
OCB7	31.1447	18.819	.272	.684
OCB8	31.3289	19.450	.287	.679
OCB9	31.2237	18.843	.448	.656
OCB10	31.6184	18.239	.385	.662

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
35.0526	22.157	4.70714	10

Explore

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
OCB	76	100.0%	0	0.0%	76	100.0%

Descriptives

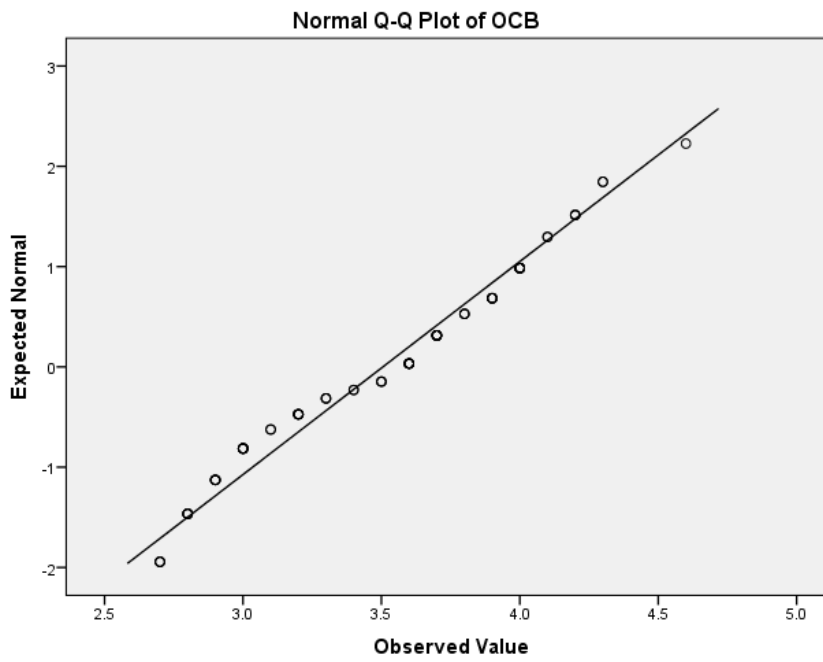
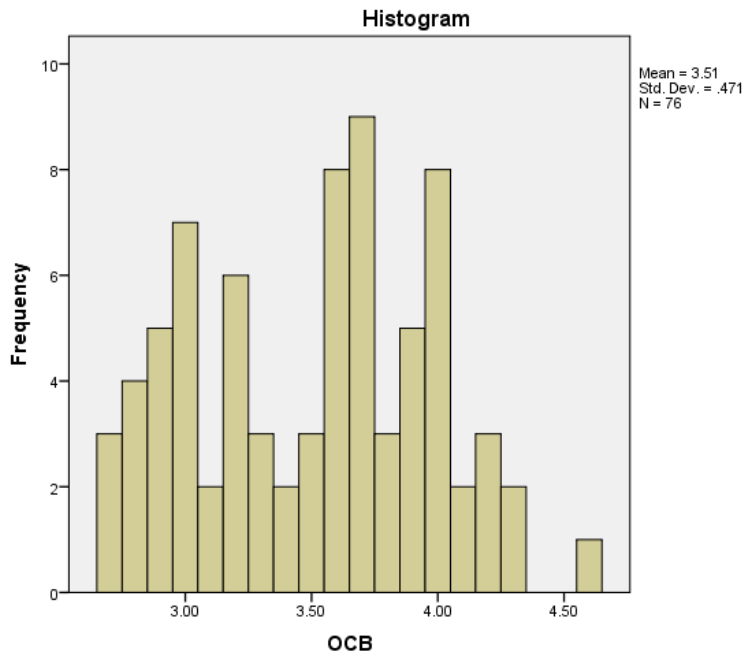
		Statistic	Std. Error
OCB	Mean	3.5053	.05399
	95% Confidence Interval for Mean	Lower Bound	3.3977
		Upper Bound	3.6128
	5% Trimmed Mean	3.5015	
	Median	3.6000	
	Variance	.222	
	Std. Deviation	.47071	
	Minimum	2.70	
	Maximum	4.60	
	Range	1.90	
	Interquartile Range	.88	
	Skewness	-.019	.276
	Kurtosis	-.973	.545

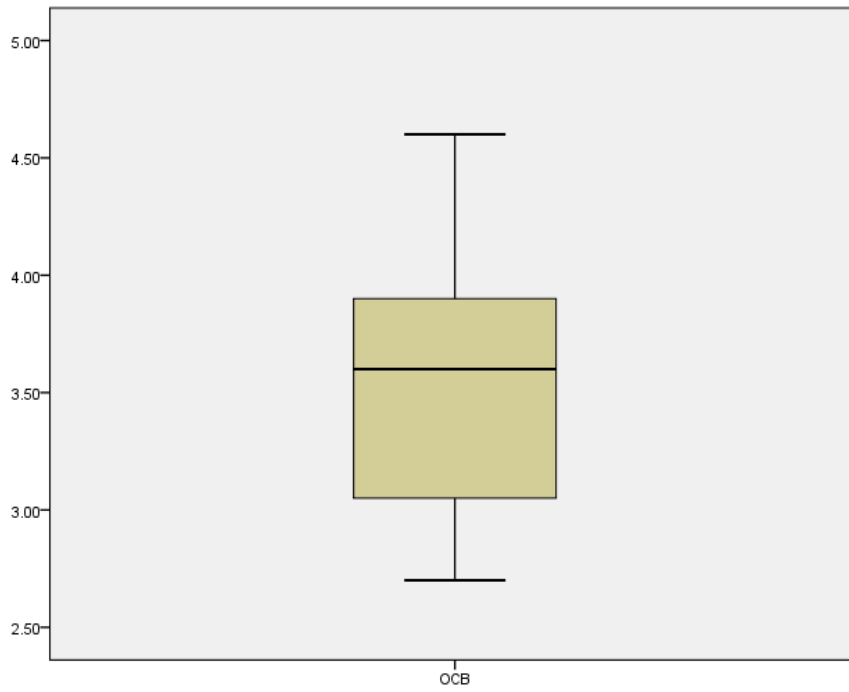
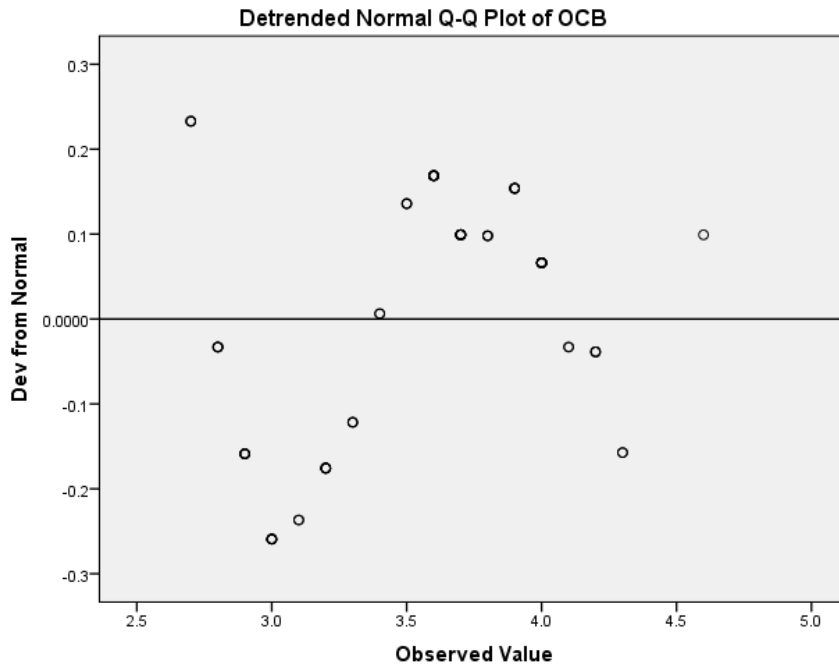
Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
OCB	.119	76	.090	.960	76	.017

a. Lilliefors Significance Correction

OCB





Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
WE	76	100.0%	0	0.0%	76	100.0%

Descriptives

				Statistic	Std. Error
WE	Mean			3.1684	.06353
	95% Confidence Interval for Mean		Lower Bound	3.0419	
			Upper Bound	3.2950	
	5% Trimmed Mean			3.1977	
	Median			3.2000	
	Variance			.307	
	Std. Deviation			.55383	
	Minimum			1.20	
	Maximum			4.30	
	Range			3.10	
	Interquartile Range			.80	
	Skewness			-.454	.276
	Kurtosis			.547	.545

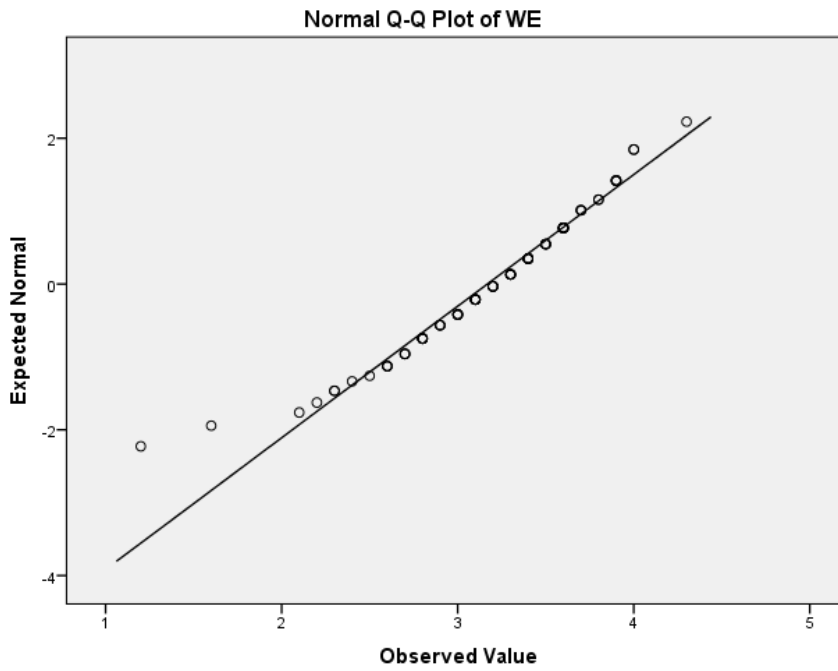
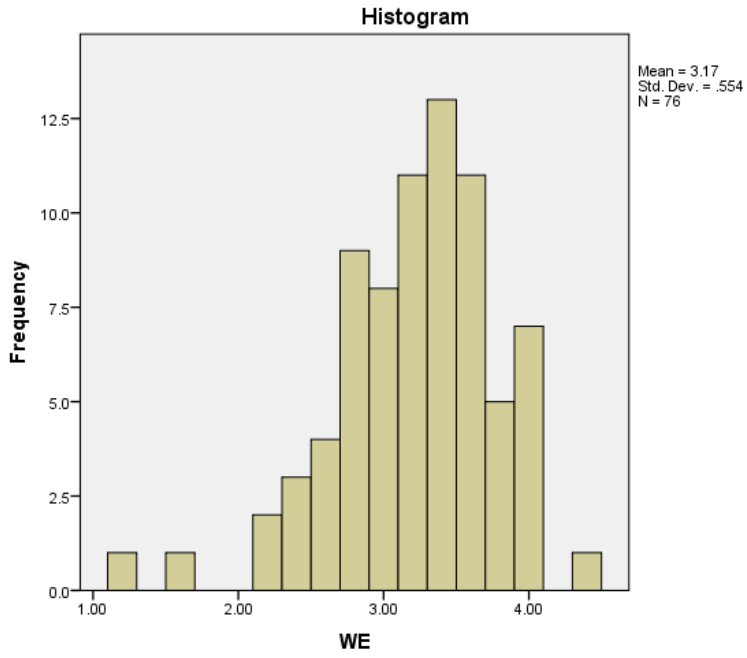
Tests of Normality

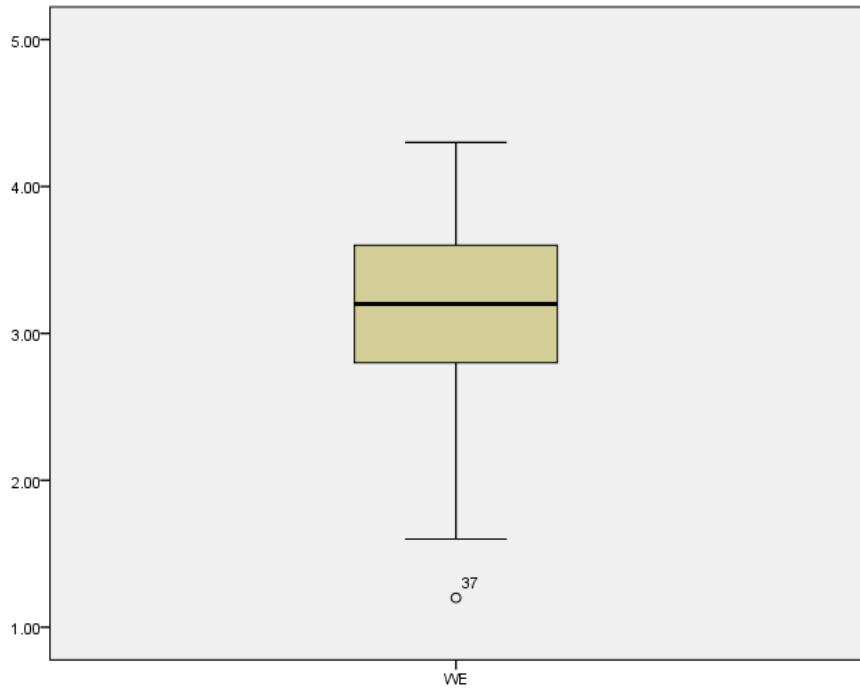
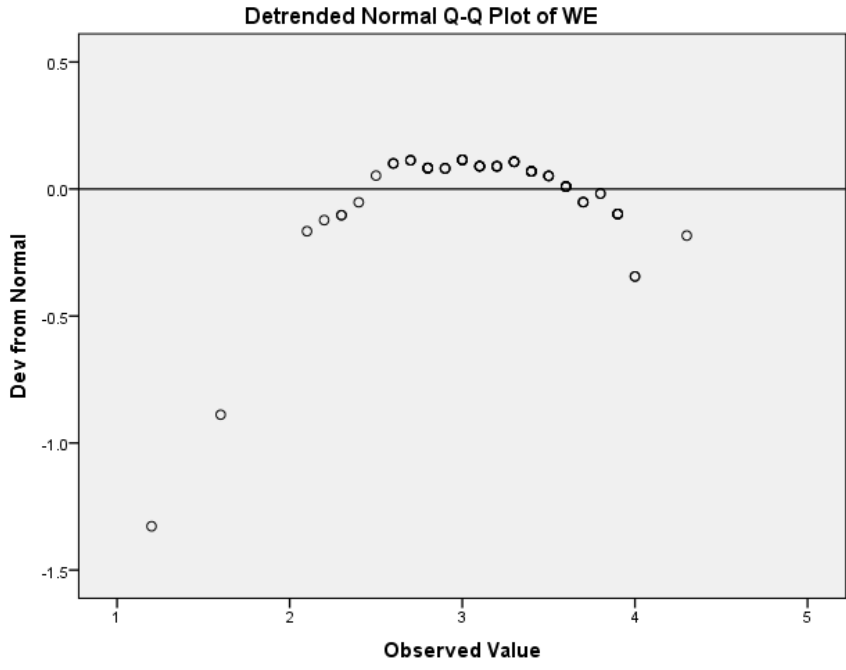
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WE	.082	76	.200 [*]	.959	76	.015

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

WE





Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
POS	76	100.0%	0	0.0%	76	100.0%

Descriptives

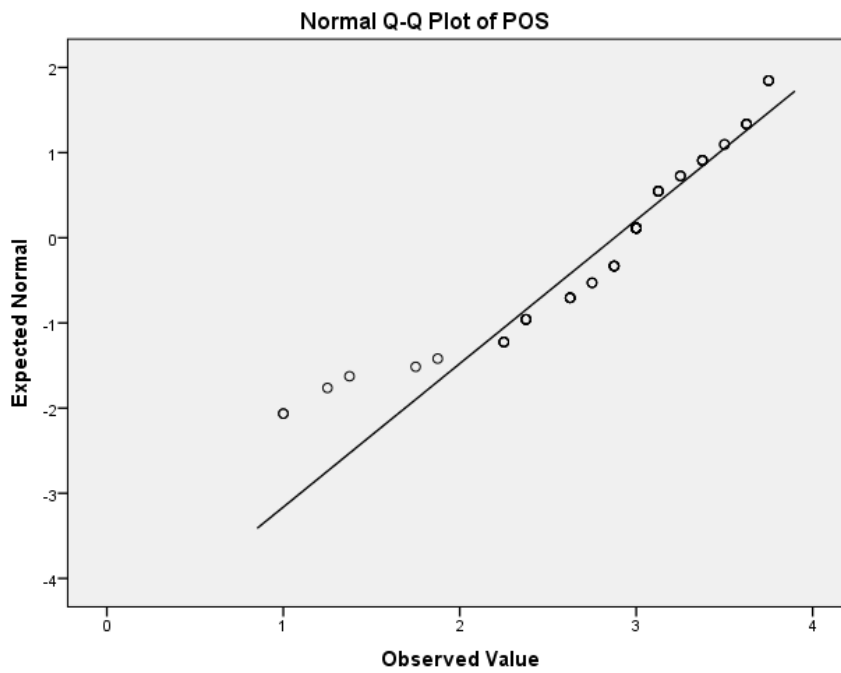
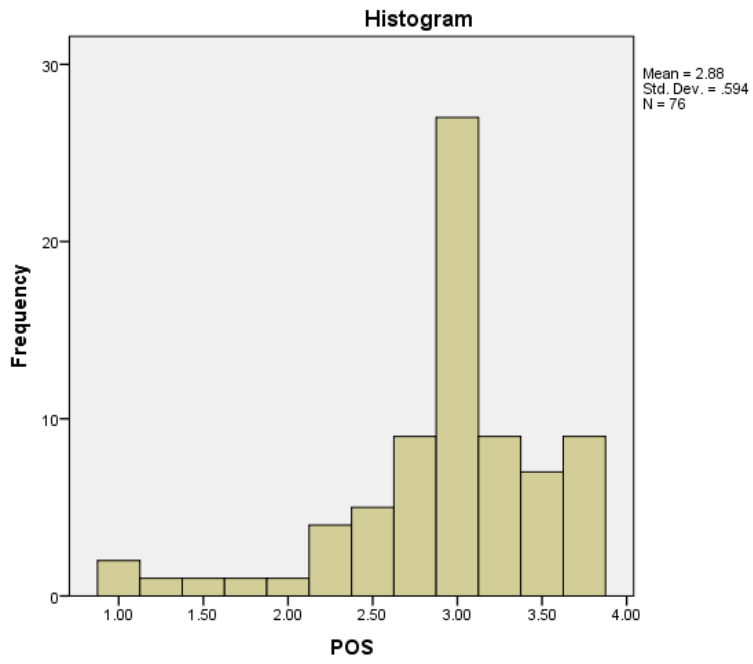
		Statistic	Std. Error
POS	Mean	2.8766	.06808
	95% Confidence Interval for Mean	Lower Bound	2.7410
		Upper Bound	3.0123
	5% Trimmed Mean	2.9243	
	Median	3.0000	
	Variance	.352	
	Std. Deviation	.59354	
	Minimum	1.00	
	Maximum	3.75	
	Range	2.75	
	Interquartile Range	.59	
	Skewness	-.239	.276
	Kurtosis	.120	.545

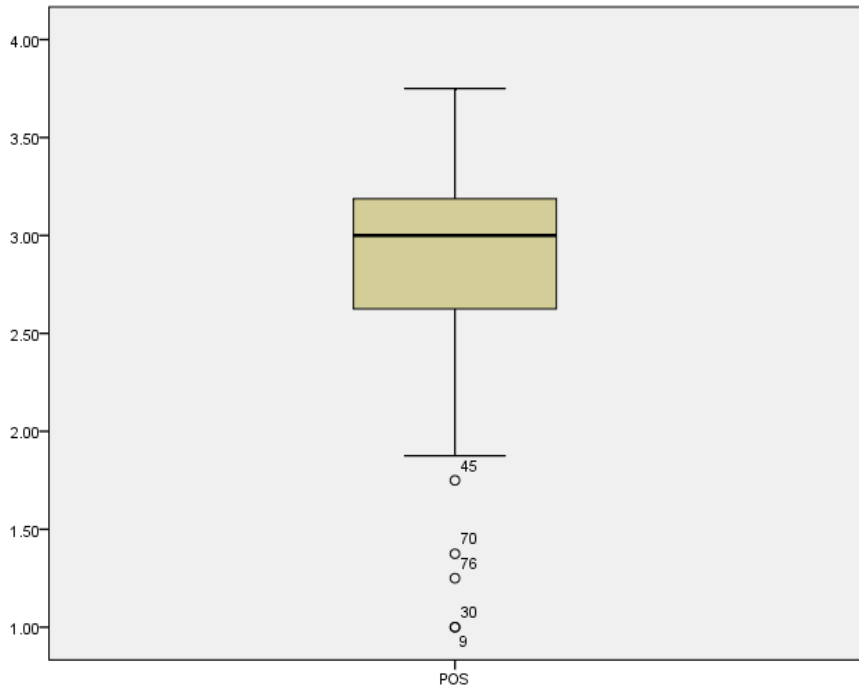
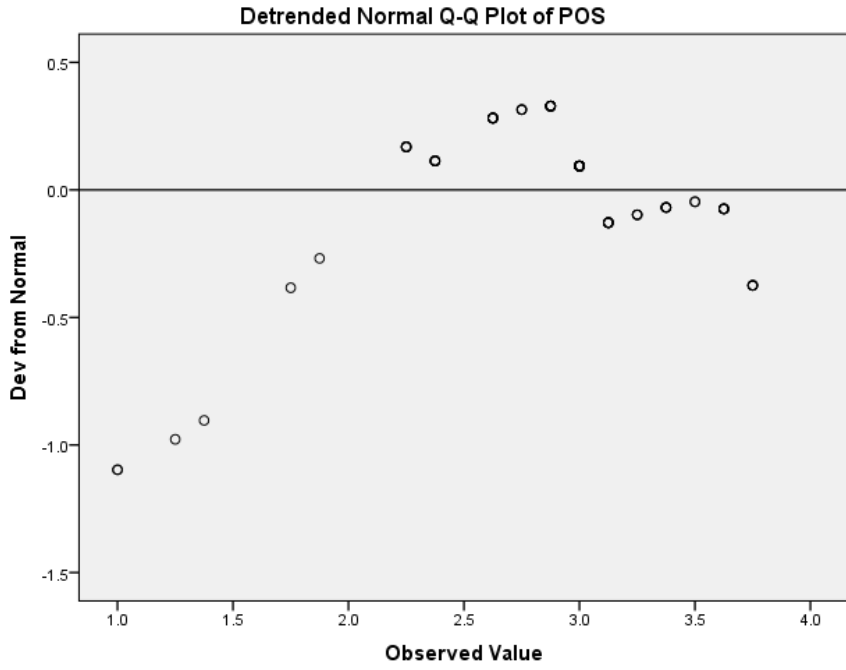
Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
POS	.183	76	.061	.892	76	.026

a. Lilliefors Significance Correction

POS





Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
WE	3.1684	.55383	76
POS	2.8766	.59354	76
OCB	3.5053	.47071	76

Correlations

		WE	POS	OCB
WE	Pearson Correlation	1	.397**	.339**
	Sig. (2-tailed)		.000	.003
	N	76	76	76
POS	Pearson Correlation	.397**	1	-.026
	Sig. (2-tailed)	.000		.826
	N	76	76	76
OCB	Pearson Correlation	.339**	-.026	1
	Sig. (2-tailed)	.003	.826	
	N	76	76	76

** . Correlation is significant at the 0.01 level (2-tailed).

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
OCB	3.5053	.47071	76
WE	3.1684	.55383	76
POS	2.8766	.59354	76

Correlations

		OCB	WE	POS
Pearson Correlation	OCB	1.000	.339	-.026
	WE	.339	1.000	.397
	POS	-.026	.397	1.000
Sig. (1-tailed)	OCB	.	.001	.413
	WE	.001	.	.000
	POS	.413	.000	.
N	OCB	76	76	76
	WE	76	76	76
	POS	76	76	76

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	POS, WE ^a	.	Enter

a. All requested variables entered.

b. Dependent Variable: OCB

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.381 ^a	.145	.122	.44114

a. Predictors: (Constant), POS, WE

b. Dependent Variable: OCB

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.412	2	1.206	6.196	.003 ^a
	Residual	14.206	73	.195		
	Total	16.618	75			

a. Predictors: (Constant), POS, WE

b. Dependent Variable: OCB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.824	.329		8.594	.000	2.169	3.478					
	WE	.352	.100	.414	3.512	.001	.152	.552	.339	.380	.380	.843	1.187
	POS	-.151	.093	-.190	-1.611	.111	-.337	.036	-.026	-.185	-.174	.843	1.187

a. Dependent Variable: OCB

Collinearity Diagnostics^a

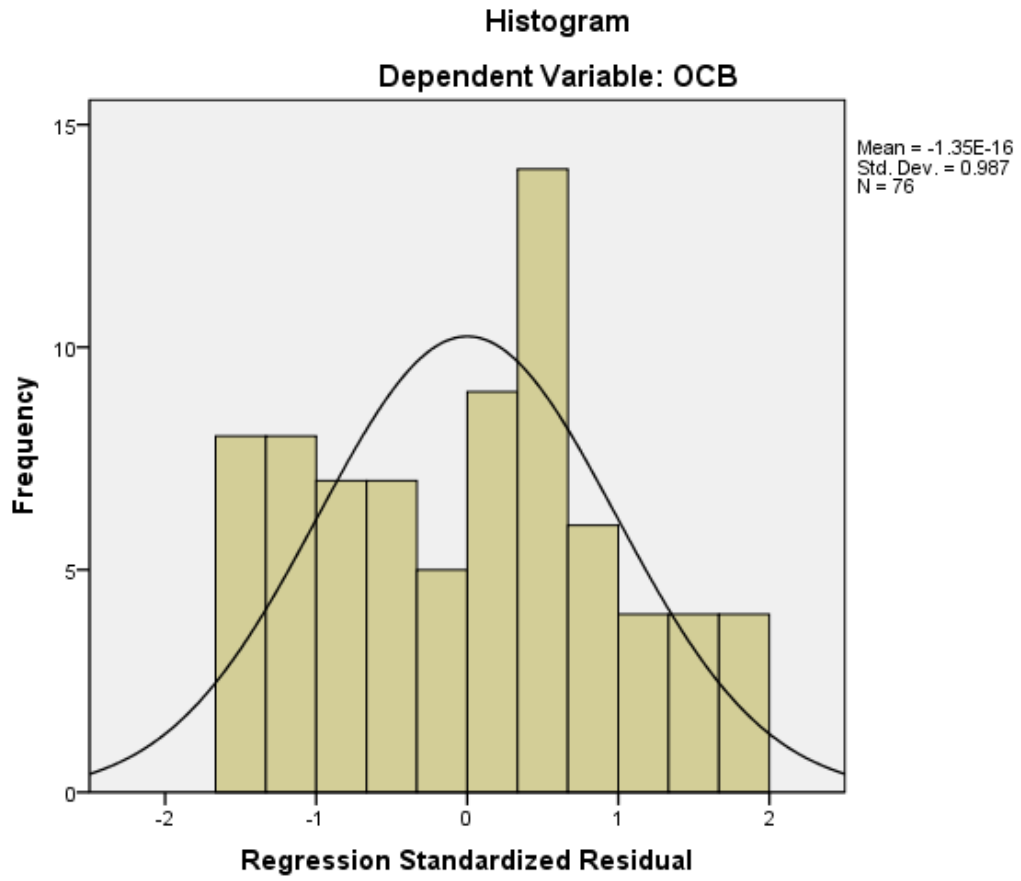
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	WE	POS
1	1	2.962	1.000	.00	.00	.00
	2	.023	11.396	.14	.22	.99
	3	.015	14.189	.86	.78	.01

a. Dependent Variable: OCB

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8505	4.0454	3.5053	.17932	76
Std. Predicted Value	-3.652	3.012	.000	1.000	76
Standard Error of Predicted Value	.051	.221	.081	.033	76
Adjusted Predicted Value	2.8874	4.2621	3.5037	.18743	76
Residual	-.72741	.85622	.00000	.43522	76
Std. Residual	-1.649	1.941	.000	.987	76
Stud. Residual	-1.691	1.957	.002	1.008	76
Deleted Residual	-.86206	.87087	.00157	.45524	76
Stud. Deleted Residual	-1.713	1.997	.002	1.015	76
Mahal. Distance	.018	17.866	1.974	3.067	76
Cook's Distance	.000	.320	.016	.039	76
Centered Leverage Value	.000	.238	.026	.041	76

a. Dependent Variable: OCB



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: OCB

