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

By

CHAN SAY YEU

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfilment of the Requirement of the Master of Science (Management)
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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.

ACKNOWLEDGEMENT

This report could not be accomplished without assistance and support of many lovely people.

First and foremost, I wish to express my deepest gratitude to Prof. Madya Dr. Norazuwa Binti Mat, who, with patient, understanding, encouragement and sincerity, gave me support and valuable advice throughout preparation for this paper. Her effort in coaching and guiding me to the success of the research is undeniable.

This report would also have not been completed without the participation of employees from Zun Utara Industry Sdn. Bhd. Their cooperation and participation in completing the questionnaires administrated is one of the contributors for success of this report. My special thanks to Ms. Teoh K. A. (the manager) in allowing me to conduct this study and also permitting me to obtain records and secondary data collection in the organization.

I am also grateful to all my family members especially my beloved parents and sisters for their understanding, trust and endless support to me in this research writing. Last but not least, I would like to place on record my appreciation for the many others who have helped me but not able to mention all of them here.
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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 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 influence the OCB level of
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REFERENCES:


APPENDIX A: Questionnaire

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

*Please indicate the extent of your agreement with the following statement on a 5-point scale.*

Sila nyatakan tahap persetujuan anda pada skala 5 mata dengan kenyataan berikut.

<table>
<thead>
<tr>
<th></th>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>At my work, I feel bursting with energy</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>I can continue working for very long periods at a time</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>When I get up in the morning, I feel like going to work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>I am proud on the work that I do</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>I find the work that I do full of meaning and purpose</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>I am enthusiastic about my job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>Time flies when I'm working</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>I am immersed in my work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>When I am working, I forget everything else around me</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>I get carried away when I'm working</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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</tbody>
</table>
Section B: **Perceived Organizational Support (POS)**

*Please indicate the extent of your agreement with the following statement on a 5-point scale.*

Sila nyatakan tahap persetujuan anda pada skala 5 mata dengan kenyataan berikut.

<table>
<thead>
<tr>
<th></th>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>
| 1 | *The organization values my contribution to its well-being*  
Organisasi ini menghargai sumbangan saya terhadap kesejahteraannya                        | 1                 | 2        | 3       | 4     | 5              |
| 2 | *The organization fails to appreciate any extra effort from me*  
Organisasi gagal untuk menghargai apa-apa sumbangan tambahan daripada saya              | 1                 | 2        | 3       | 4     | 5              |
| 3 | *The organization would ignore any complaint from me*  
Organisasi mangabaikan apa-apa aduan daripada saya                                        | 1                 | 2        | 3       | 4     | 5              |
| 4 | *The organization really cares about my well-being*  
Organisasi ini mengambil berat tentang kesejahteraan saya                                 | 1                 | 2        | 3       | 4     | 5              |
| 5 | *The organization cares about my general satisfaction at work*  
Organisasi ini mengambil berat tentang kepuasan umum saya di tempat kerja               | 1                 | 2        | 3       | 4     | 5              |
| 6 | *The organization shows very little concern for me*  
Organisasi ini menunjukkan kebimbangan yang amat sedikit bagi saya                      | 1                 | 2        | 3       | 4     | 5              |
| 7 | *The organization takes pride in my accomplishment at work*  
Organisasi ini berbangga terhadap pencapaian saya di tempat kerja                        | 1                 | 2        | 3       | 4     | 5              |
| 8 | *Even if I did the best job possible, the organization would fail to notice*  
Walaupun saya melakukan kerja yang terbaik, organisasi gagal untuk notis               | 1                 | 2        | 3       | 4     | 5              |
Section C: Organizational Citizenship Behavior (OCB)

Please indicate the extent of your agreement with the following statement on a 5-point scale.
Sila nyatakan tahap persetujuan anda pada skala 5 mata dengan kenyataan berikut.

<table>
<thead>
<tr>
<th></th>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><em>Keep &quot;Up&quot; with developments in the company</em></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Bersaing dengan perkembangan dalam organisasi</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td><em>Attends functions that are not required but that help the company image</em></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Hadir fungsi yang tidak diperlukan tetapi membantu imej syarikat</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td><em>Is willing to risk disapproval in order to express his/her beliefs about what's best for the company</em></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Bersedia menerima risiko untuk menyatakan kepercayaan anda tentang apa yang terbaik untuk syarikat</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td><em>I was part of the company: I will be better only if the company is better</em></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Saya adalah sebahagian daripada syarikat ini; saya menjadi lebih baik apabila syarikat ini adalah lebih baik</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td><em>Always focuses on what's wrong his/her situation, rather than the positive side of it</em></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td></td>
<td>Sentiasa fokus sebarang masalah dari sudut yang positif</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td><em>Helps orient new employees even though it is not required</em></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Membantu pekerja baru walaupun tidak diminta</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td><em>Is always ready to help or to lend a helping hand to those around him/her</em></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Sentiasa sedia untuk membantu orang disekelilingi saya</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td><em>Willingly gives of his/her time to help others</em></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Rela memberikan masa kepada beliau untuk membantu orang lain</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td><em>Conscientiously follows company regulations and procedures</em></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Mematuhi peraturan dan prosedur syarikat</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td><em>Returns phone calls and responds to other messages and requests for information promptly</em></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Kembali panggilan dan memberi respons kepada permintaan dengan segera</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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</table>
Section D: **Respondent’s Profile** *(Please tick. Sila tanda yang berkenaan.)*

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

Frequencies

<table>
<thead>
<tr>
<th>Statistics</th>
<th>SEX</th>
<th>AGE</th>
<th>EDUCATION</th>
<th>DESIGNATION</th>
<th>TENURE</th>
</tr>
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<tbody>
<tr>
<td>N Valid</td>
<td>76</td>
<td>76</td>
<td>76</td>
<td>76</td>
<td>76</td>
</tr>
<tr>
<td>Missing</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Minimum</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Maximum</td>
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<td>4.00</td>
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Frequency Table

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Bar Chart
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<th>Cumulative Percent</th>
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<tr>
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<td>14.5</td>
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<tr>
<td>20-35</td>
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<td>56.6</td>
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<td>36-50</td>
<td>15</td>
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<td>19.7</td>
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## EDUCATION

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<tr>
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<td></td>
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<td></td>
</tr>
<tr>
<td>SPM and below</td>
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<td>84.2</td>
<td>84.2</td>
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<td>13.2</td>
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<tr>
<td>Degree and Master</td>
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<td>2.6</td>
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<td>100.0</td>
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![Bar chart showing the distribution of educational levels: SPM and below, STPM and Diploma, Degree and Master. The chart indicates the frequency and percentage of each level.](chart.png)
<table>
<thead>
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<th>Designation</th>
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<td></td>
<td></td>
<td></td>
</tr>
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<td>1.3</td>
<td>1.3</td>
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<td>Bottom Management Level</td>
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### TENURE

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<th>Cumulative Percent</th>
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<td>36.8</td>
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<tr>
<td>2-5 years</td>
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<tr>
<td>6-9 years</td>
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<td>11.8</td>
<td>81.6</td>
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<td>10 years and above</td>
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### Descriptives

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<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
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<tbody>
<tr>
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<td>1.20</td>
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<td>.55383</td>
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<td>Valid N (listwise)</td>
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Reliability

Scale: Work Engagement

<table>
<thead>
<tr>
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<th>N</th>
<th>%</th>
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<tbody>
<tr>
<td>Cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valid</td>
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<td>100.0</td>
</tr>
<tr>
<td>Excluded&lt;sup&gt;a&lt;/sup&gt;</td>
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<td>.0</td>
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<tr>
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</tbody>
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<sup>a</sup> Listwise deletion based on all variables in the procedure.

Reliability Statistics

<table>
<thead>
<tr>
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Item Statistics

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<th>N</th>
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<td>.99402</td>
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<td>WE3</td>
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<td>.90689</td>
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<td>Scale Variance if Item Deleted</td>
<td>Corrected Item-Total Correlation</td>
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<td>-----------------------------</td>
<td>---------------------------------</td>
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**Scale Statistics**

<table>
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<tr>
<td>31.6842</td>
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## Scale: Perceived Organizational Support

### Case Processing Summary

<table>
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<tr>
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<tr>
<td>Total</td>
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<sup>a</sup> Listwise deletion based on all variables in the procedure.

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<th>Corrected Item Total Correlation</th>
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### Scale Statistics

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Scale: Organizational Citizenship Behavior

Case Processing Summary

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

Reliability Statistics

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Item Statistics

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<th>Cronbach's Alpha if Item Deleted</th>
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### Scale Statistics

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Explore

### Case Processing Summary

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<td>Percent</td>
<td>N</td>
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### Descriptives

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<td>Kurtosis</td>
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### Tests of Normality

<table>
<thead>
<tr>
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<th>Kolmogorov-Smirnov</th>
<th>Shapiro-Wilk</th>
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<tr>
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<tr>
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a. Lilliefors Significance Correction
OCB

Histogram

Normal Q-Q Plot of OCB

Mean = 3.51
Std Dev = .471
N = 70

Expected Normal

Observed Value
### Case Processing Summary

<table>
<thead>
<tr>
<th>WE</th>
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<th>N</th>
<th>Percent</th>
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<td>0</td>
<td>0.0%</td>
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### Descriptives

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<th>Std. Error</th>
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<tbody>
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</tr>
<tr>
<td></td>
<td>95% Confidence Interval for Mean</td>
<td>Lower Bound</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Upper Bound</td>
</tr>
<tr>
<td></td>
<td>5% Trimmed Mean</td>
<td>3.1977</td>
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<tr>
<td></td>
<td>Median</td>
<td>3.2000</td>
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### Tests of Normality

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<th>Shapiro-Wilk</th>
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* This is a lower bound of the true significance.

\(^a\) Lilliefors Significance Correction
Detrended Normal Q-Q Plot of WE

Observed Value

Dev from Normal

Boxplot of WE

37
### Case Processing Summary

<table>
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### Descriptives

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### Tests of Normality

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<sup>a</sup> Lilliefors Significance Correction
POS

Histogram

Normal Q-Q Plot of POS

Expected Normal

Observed Value
Detrended Normal Q-Q Plot of POS

Observed Value

Dev from Normal
**Correlations**

### Descriptive Statistics

<table>
<thead>
<tr>
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<tbody>
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### Correlations

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<td>.339**</td>
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**. Correlation is significant at the 0.01 level (2-tailed).**
### Regression

#### Descriptive Statistics

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#### Correlations

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<table>
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#### Variables Entered/Removed

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<tr>
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<th>Method</th>
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<td>POS, WEa</td>
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a. All requested variables entered.
b. Dependent Variable: OCB

#### Model Summary

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a. Predictors: (Constant), POS, WE
b. Dependent Variable: OCB
### ANOVA

<table>
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<th>F</th>
<th>Sig.</th>
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a. Predictors: (Constant), POS, WE  

b. Dependent Variable: OCB

### Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95.0% Confidence Interval for B</th>
<th>Correlations</th>
<th>Collinearity Statistics</th>
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</thead>
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<tr>
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<td>B</td>
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<td>t</td>
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<tr>
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a. Dependent Variable: OCB
## Collinearity Diagnostics

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<th>Condition Index</th>
<th>Variance Proportions</th>
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a. Dependent Variable: OCB

## Residuals Statistics

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

Dependent Variable: OCB