"THE MEDIATING EFFECT OF EMPLOYEE ENGAGEMENT ON THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT (POS) AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)"

By

AINI WIZANA BINTI ISMAIL (809959)

Dissertation Submitted to

Othman Yeop Abdullah Graduate School of Business,

Universiti Utara Malaysia, in Fulfillment of the Requirement for the Degree of Master in Human Resource Management

“THE MEDIATING EFFECT OF EMPLOYEE ENGAGEMENT ON THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT (POS) AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)”

AINI WIZANA BINTI ISMAIL (809959)

UNIVERSITI UTARA MALAYSIA

2014

PERMISSION TO USE

In presenting this dissertation in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation. It is understood that any copying or publication or use of this dissertation parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in the dissertation in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

ACKNOWLEDGEMENT

I would like to convey my utmost gratitude to Allah S.W.T for giving me the drive and motivation to complete this study.

I would not have completed this dissertation without the support, encouragement, and assistance from many people. First, I would like to express my appreciation to my dissertation supervisor , Dr. Subramaniam Sri Ramalu. I have learned so many things from him both in terms of academic knowledge and professional development. I really appreciate his effort to help me finish this dissertation.

My sincere thanks also go to my husband and family, and also friend for the moral support and encouraging environment throughout this dissertation process. I am deeply indebted to my husband Mujahidin Bin Md Rawan that always be there to encourage me and help me when i need.

Again my sincere appreciation to the management of Alor Setar Prison Department for granting permission to carry out this study and always give cocoperation when i need during the process completing my dissertation.

Last but not the least, I would like to thank my family for the unconditional support, both financial and emotionally through my Masters; my father Ismail Bin Hashim and my mother Siti Hawa Binti Hj. Kassim for supporting me spiritually throughout my life.

Thank you

ABSTRACT

The main purpose of this study is to identify the mediating effect of employee engagement on the relationship between perceived organizational support and organization citizenship behavior among employees at Alor Setar Prison Department. Data was collected through a questionnaire survey of 200 respondents using the approach of quantitative research methods. Analysis of the quantitative data suggests that there is a relationship between perceived organizational support and organization citizenship behavior. The result suggested that there is a significant and positive positive relationship. Except that, there also have significant relationship between perceived organizational support and employee engagement. The results also shows there have relationship between employee engagement and organization citizenship behavior. And lastly is this research also examines the mediating effect of employee engagement on the relationship between perceived organizational support and organization citizenship. The finding showed that employee engagement full mediate the perceived organizational support and organization citizenship behavior.

Key terms: *Perceived organizational support, Organization citizenship, Employee engagement*

ABSTRAK

Tujuan utama kajian ini adalah untuk mengenal pasti kesan pengantara keterlibatan pekerja pada hubungan antara sokongan organisasi dan gelagat kewarganegaraan organisasi di kalangan pekerja di Alor Setar Jabatan Penjara. Data dikumpul melalui soal selidik daripada 200 responden menggunakan pendekatan kaedah penyelidikan kuantitatif. Analisis data kuantitatif menunjukkan bahawa terdapat hubungan antara sokongan organisasi dan gelagat kewarganegaraan organisasi. Hasilnya mencadangkan bahawa terdapat hubungan yang signifikan dan positif. Selain daripada itu, terdapat juga hubungan yang signifikan antara sokongan organisasi dan keterlibatan pekerja. Keputusan juga menunjukkan terdapat hubungan positif antara keterlibatan pekerja dan gelagat kewarganegaraan organisasi. Akhir sekali kajian ini juga mengkaji kesan pengantara penglibatan pekerja pada hubungan antara sokongan organisasi dan organisasi kelakuan kewarganegaraan. Hasil daripada kajian menunjukkan bahawa keterlibatan pekerja sebagai pengantara penuh kepada hubungan antara sokongan organisasi dan gelagat kewarganegaraan organisasi

Kata Kunci: *Sokongan organisasi, Gelagat kewarganegaraan organisasi, Keterlibatan pekerja.*

TABLE OF CONTENTS

PERMISSION TO USE

ACKNOWLEDGEMENTS

ABSTRACT

ABSTRAK

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABREVIATIONS

CHAPTER 1

1.1 Introduction.....1-5

1.2 Background of the Study.....5

1.3 Problem Statement.....5-7

1.4 Research Questions.....7

1.5 Research Objectives.....8

1.6 Significance of the Study.....8-9

1.7 Scope of the Study.....9

1.8 Definition of the Key Terms.....10

1.9 Organization of the Thesis.....11

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction.....12

2.2 Organizational citizenship behaviour (OCB).....12-15

2.3 Perceived organizational support (POS).....15-18

2.3.1 Theories related to perceived organizational support.....19

2.3.1.1 Organization support theory.....19

2.3.1.2 Equity Theory.....19-20

2.3.1.3 Social exchange theory.....20-21

2.4 Relationship between Perceived organizational support

and organizational citizenship behaviour (OCB).....22-24

2.5 Employee engagement.....24-29

2.5.1 The employee engagement work outcomes.....29-30

2.6 Employee engagement as mediator between perceived

organizational support and organizational citizenship behaviour (OCB).....30-31

2.7 Hypothesis development.....32-35

2.8 Conclusion.....36

CHAPTER 3: METHODOLOGY

3.1 Introduction.....37

3.2 Theoretical Framework.....37-38

3.3 Research Hyphotesis.....38

3.4 Research Design.....39

3.4.1 Types of Study.....39

3.4.2 Population.....39-40

3.4.3 Unit of Analysis.....40

3.4.4 Data Collection Procedur.....40-41

3.4.5 Sampling Techniques.....41-42

3.5 Sources of Data.....43

3.5.1 Primary Data.....43

3.6 The Questionnaire Design.....43-46

3.7 Reliability Test.....47

3.7.1 Main Study.....47-48

3.8 Normality.....48

3.9 Techniques of Data Analysis.....49

3.9.1 Descriptive Statistics.....49

3.9.2 Correlational Statistics.....49-50

3.10 Summary of Test on Hyphotheses.....51

3.11 Conclusion.....52

CHAPTER FOUR: RESULTS AND FINDINGS

4.1 Introduction.....53

4.2 Response Rate.....53-54

4.3 Profile of The Respondents.....54-55

4.3.1 Gender.....55

4.3.2 Age.....55

4.3.3 Marital Status.....56

4.3.4 Education Level.....56

4.3.5 Length of Service.....56

4.3.6 Position Held at Present.....56

4.3.7 Income (Monthly).....56-57

4.4 Goodness of Measure.....57

4.4.1 Reliability Test.....57

4.5 Descriptive Analysis.....58

4.6 Pearson Correlation Coefficient Analysis.....59

4.7 Testing the Hypothesis.....60

4.7.1 Hyphotheses 1.....60

4.7.2 Hyphotheses 2.....61

4.7.3 Hyphotheses 3.....62

4.7.4 Hyphotheses 4.....63-67

4.8 Summary of Hypotheses Testing.....67

4.9 Conclusion.....68

CHAPTER FIVE : CONCLUSION AND RECOMMENDATIONS

5.1 Introduction.....69

5.2 Recapitulation of Results.....69

5.3 Research Objective.....69

5.3.1 Research Objective 1.....69-70

5.3.2 Research Objective 2.....71

5.3.3 Research Objective 3.....72-73

5.3.4 Research Objective 4.....73-76

5.4 Implications and Improvement Recommendations.....76

5.5 Future Research.....76-77

5.6 Conclusion.....77

LISTS OF TABLES

Table 3.1 Total Number of Employees by Department.....40

Table 3.2 Return Rate of Questionnaire Return.....41

Table 3.3 Perceived Organizational Support.....44

Table 3.4 Employee Engagement.....45

Table 3.5 Organization Citizenship Behavior.....46

Table 3.6 Coefficient Alpha Scales.....47

Table 3.7 Cronbac's Alpha for Main Study.....48

Table 3.8 Interpretation of Strength of Correlation.....50

Table 3.9 Statistical Analysis.....51

Table 4.1 Questionnaire Return Rates.....54

Table 4.2 Profile of the Respondents.....54

Table 4.3 Reliability Value.....57

Table 4.4 Descriptive Analysis for Major Variables.....58

Table 4.5 Correlation Analysis.....59

Table 4.6 Regression Analysis.....60

Table 4.7 Regression Analysis.....61

Table 4.8 Regression Analysis.....62

Table 4.9 Analysis for Mediating Effect.....65

Table 4.10 First Step for Mediation Test.....66

Table 4.11 The Summary of Hyphotheses Result.....67

LIST OF FIGURES

Figure 2.1 Rhoaders and Eisenberger's Meta Analysis.....23

Figure 2.2 Model of the Antecedents and Consequences

of Employee Engagement.....31

Figure 3.1 Theoretical Framework.....37

Figure 4.1 Steps for Testing Mediating Variables.....64

LIST OF ABBREVIATIONS

POS- Perceived Organizational Support

OCB- Organization Citizenship Behavior

SPSS- Statistical Package for the Social Science

CHAPTER ONE

1.1 Introduction

Scarcity of resources, complexity of life issues, seriousness of change in different areas of the world society and increasing enhancement of citizen's expectancies is a reality accepted in today's management. So, the greatest respect for organization efficiency is unavoidable when it overcomes these limitations. In these situations all organizations are greatly under pressure to take proactive steps toward resolute performance. They should boost employees‟ job satisfaction and follow the procedures to be more efficient. Scholars took this into account from different viewpoints. For example, they concentrate to use soft indicators instead of hard indicators in studying organizational performance. One of the issues mentioned as a kind of soft indicators, is OCB. Organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviors. Because of the importance of good citizenship for organizations, understanding the nature and sources of OCB has long been a high priority for organizational scholars (Organ, 1988) and remains so (Jahangir et.al., 2004). If OCB gets improved, to achieve organizational efficiency and effectiveness should be expected.

Organizational citizenship behavior (OCB) has been recognized as shaping the social and psychological context where core job responsibilities are accomplished and uniquely contributes to overall performance (Conway, 1999). For an organization to succeed , and to effectively compete with other organizations, it is indispensable for

its members to behave like a good citizen. Organizational citizenship behavior (OCB) was defined as " individual behavior is discretionary , not directly or explicitly recognized the formal reward system , and that in the aggregate promote the effective functioning of the organization (Organ,1998). According to many researchers, the organizational citizenship behavior has been shown improve the performance of the organization as they lubricate the social machinery of the organization, reduce friction , and improve efficiency (Bateman and Organ , 1983, Smith , at al , 1983) . Organ (1988) The organization argued that the organizational citizenship behavior vital for the survival of an organization and OCB also can enhance the efficiency and productivity of both employees and the organization which ultimately contribute to the effective functioning within an organization .

Organizational citizenship behavior (OCB) has received much academic attention since the concept. It is seen as something that intangible; OCB is not always officially recognized or rewarded, and concepts such as 'help' or 'friendliness' is also difficult to measure. However, OCB has been shown to have a major positive impact on the organization, improve organizational effectiveness 18-38% across the different dimensions of measurement (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Ehrhart, 2004).

Perceived organizational support (POS) is important concepts to remain the talents in the organization and become the key factor in increasing employee engagement and organizational citizenship behavior among the employees. According to Blau (1964), when employees feel organizational pay attention (to support and take care of the welfare of the workers), he will feel indebted to the organization. This will increase

the feeling of obligation and personal emotional bond with the employee organization and encourage them to be more committed (Eisenberger et al.1986).

This research describes the mediating effect of employee engagement on the relationship between perceived organizational support (POS) and organizational citizenship behaviour (OCB) among employees at Alor Setar Prison Department. In addition, this study will also identify their awareness and understanding of these issues in the organization. This topic is very interesting because it always happened to many employees either they work in private sector or in government sector. But there are some of employees still do not have a clear understanding about the issues and keep silent without taking any actions. It will have a major impact on their daily work performance and results. Employees are an important asset for the organization and the success or failure of an organization is dependent on good relations between employees and employers that will develop a harmonious working environment. This research is focused on the government sector in Malaysia where researcher believes this sector need to give more attention because the government employees is important to help Malaysia to be a successful country.

Here researchers will examine the expectations that employees believe such recognition within the organization and share the same values of the organization and its employees. Human Resource Manager play an important role to ensure their employees feel appreciated and satisfied with their organization. It is because when organization give full support to their employees, it will make the employees feel they are valuable and in return they will improve their positive organizational citizenship behavior.

However, employee engagement is one of the reasons that perceived organizational support (POS) may result in positive outcomes. In other words, employees with higher POS may be more involved with their jobs and their organizations as part of the norm of reciprocity social exchange theory (SET) to helps an organization accomplish its objectives (Rhoades et al., 2001). In other words, when employees believe that their organization cares about them, they tend to react by trying to fulfill their obligations to organizations by becoming more engaged. In addition, because employees tend to see their supervisor orientation towards them as a show of this organization support (Rhoades and Eisenberger, 2002).

Areas of employee engagement is important to highlight that it is the dominant source competitive advantage and thus can solve challenging problems such as the organization improving organizational performance and productivity. Research has shown that organizations with high levels of organizational involvement rcport cmployee positive result (Kular, Gatenby, Clothing, Danneel & Truss 2008; Iceyes Harter & Schmidt, 2003; Enabling & Wollard, 2010). Organizations invest in employee engagement because majority of the researches showed that employee engagement is interrelated significantly with important business outcomes. According to Baumruk and Gorman (2006), engaged employee consistently demonstrates three general behaviors which will improve organization performance, namely recommend, retain and hard work.

When workers receive the resources from their organizations, they will felt obliged to repay organization with greater levels of engagement. According to Kahn (1990), definition of engagement, employees feel obliged to take them deeper into their roles presentations as a source of repayment they receive from their organization.

This means that, when employees receive the support from the organization they will feel obligation and then they will engage to their work and will act in organization citizenship behavior.

1.2 Background of the Study

Malaysia Prison Department is a department under the Malaysian Internal Security Ministry. Prison is a place where offenders sentenced by the courts. Prison is an institution that has a detention and rehabilitation equipment and power quality human resources and proactive in implementing the vision, mission and objectives that have been proposed. This research was desire to find an answers to the various questions especially when researcher had relating to the nature of the perceived organizational support among the employees at Alor Setar Prison Department. Numerous studies on the relationship between employees and their organization have been done in the past years. However, less study related on the perceived organizational support between government employees in Malaysia had been done. This reserach will cover the studies on the mediating effect of employee engagement on the relationship between perceived organization support and organization citizenship behaviour (OCB) among the employees at Alor Setar Prison Department.

1.3 Problem Statement

Have lot of reseracher did their research among organizational citizenship behavior (OCB) . This suggests that the OCB continues to be viewed with interest as a research topic in the realm of organizational psychology and organizational behavior. Some of the elements comprising the OCB has been proposed in many research projects carried out so far OCB. According to Organ, Podsakoff, & McKenzie (2006), the classification of OCB found in many papers related to OCB very highly.

In fact, they found that 40 had used diffrent name. And it also have research that study about the relationship between the perceived organizational support (POS) and OCB. But have less study that tested the relationship between POS and OCB by using the mediator. So, in this research will study about the function ef employee engagement as mediator in the relationship between POS and OCB in government sector.

The concept of perceived organizational support (POS) is now of worldwide interest and significance thought it has as yet generated perhaps more questions than answers. It is very important for the organization to take perceived organizational support as important issues in managing their employees. POS provides a basis for trust in the organization to view and reward the extra effort carried out on its behalf (Eisenberger et al 1990;. Shore Shore and 1995). Except that, Shore and Shore (1995) also argues that employees are aware that, for those who are less fortunate in their exchange relationship with the organization, they face a high risk that their efforts behalf of the organization will fail to adequately compensated.According to Shore and Shore, this is because: (a) the employee is a less powerful partner in the exchange; (b) often there is an inherent delay in fulfilling the responsibilities of the employer, and (c) various agent can influence whether obligations are met. In fact, employers can only combined efforts add to the normal job responsibilities without adding compensation. By reducing the perceived risk, POS serves to increase the willingness of people beyond normal job responsibilities for the organization.

There has been less study done on the perceived organizational support concerning government sector in Malaysia, and as a result there is less current literature on this area of interest. In this study, reseracher would like to highlight the issue of

perceived organizational support among the employees which raised in to the human resources issues such as organization citizenship behavior and employee engagement. These problems happened in almost in every organization and every employee and employer involved with it.

Therefore, the problem statement that may arise is how perceived organizational support may cause the organization citizenship behavior with the present of employee engagement as mediating within employees at Alor Setar Prison Department.

1.4 Research Question

There are four research questions are provided to achieve the purpose of this study.

i. Is there a significant relationship between perceived organizational support and organization citizenship behaviour (OCB)?

ii. Is there a significant relationship between perceived organizational support and employee engagement?

iii. Is there a significant relationship between employee engagement and organization citizenship behaviour (OCB)?

iv. Does employee engagement mediates the relationship between perceived organizational support and organization citizenship behaviour (OCB)?

1.5 Research Objectives

This research objectives will give good explaination for the organization on the current issues. Therefore, the specific objectives of this research work are as follows to understand the specific relationship between variables. Following objectives in this study are as follows:

i. To examine the relationship between perceived organizational support (POS) and organization citizenship behaviour (OCB).

ii. To examine the relationship between perceived organizational support and employee engagement.

iii. To examine the relationship between employee engagement and organization citizenship behaviour (OCB).

iv. To examine the mediating on employee engagement towards the relationship between perceived organization support and organization citizenship behaviour (OCB).

1.6 Significance of the Study

Researcher want to establish that there is a relationship between perceived organization support and organization citizenship behaviour (OCB) with employee engagement as a mediator. From employee's perspective, the significance of the research is depends on how they identify the implications and it happened due to lack of their knowledge in perceived organization support, organization citizenship behaviour (OCB) and employee engagement. From this part the literature review in

this research will help the employees to more understanding and it also will help them to improve the employment relationship with their employees.

Researcher also want to discuss about organization citizenship behavior and its relationship between perceived organizational support and employee engagement. Employer and employees in the organization know that employees need organization support to make they feel engage and loyal to their organization. When the employees feel loyal and engage to their job they will show their good organization citizenship behaviour (OCB). According to Podsakoff, Whiting, Podsakoff & Blume (2009), when organization encouraging their employees to engage in OCB, the organization will get benefit such as it will increase productivity, efficiency and customer satisfaction, and reduce costs and turnover rates and absenteeism.

1.7 Scope of the Study

The scope for this research covers employees at Alor Setar Prison Department which situated at Alor Setar, Kedah. The employees is come from different position. The research is focus on the relationship between perceived organization support and organization citizenship behaviour (OCB) with employee engagement as a mediator. The population of this study are 307 employees at Alor Setar Prison Department (Detail Unit Alor Setar Prison Department, 2013) and each of the participants represented a variety of job types from different department

1.8 Definition of Key Terms

1.8.1 Perceived Organizational Support

According to Rhoades & Eisenberger (2002), perceived organizational support can be defined as the level that the level when employees feel that they will supported and valued by the organization and in return the employees will act in positive behaviour. Except that, perceived organizational support also make employees feels they are responsible help the organization to reach their objectives andthey hope that their performance will be reward.

1.8.5 Organization Citizenship Behaviour

Organization citizenship behavior (OCB) refers to any employee elects to do so, spontaneously and of itself, which is usually located outside their specific responsibilities of the contract. OCB is not necessarily directly and officially recognized or valued by the company, through wage increases or promotions for example, though of course OCB may be reflected in a good supervisor and evaluation of co-workers, or better performance evaluation. In this way, it can facilitate future direct rewards. Finally, and critically, OCB must 'promote the effective functioning of the organization (Organ, 1988).

1.8.6 Employee Engagement

Employee engagement is a broad construct that touches almost all branches of human the management of resources known to date. If every component of human resources is not even dealt with the right approach, employees will fail to fully involve themselves in their job role and thus lead to mismanagement (Markos and Sridevi, 2010).

1.9 Organization of the Thesis

This research was divided into five chapters and compiled consecutive starting with chapter until chapter five. In chapter one, the researcher write introduction about the topics discussed in this research, discuss about the problem statement, build the reserach question, research objectives, scope and in this chapter also the researcher write definition of the key. Then in chapter two presents a more extensive review of the literature about perceived organizational support, organizational citizenship behaviour and employee engaggement. Chapter three is methodological chapter which is include the description of the method used for this research. For chapter four present about results and discussion that will be interpret and summarized by using the tables. And the last chapter is chapter five which is presented the research findings and discussion about the research. Then the conclusion of this research will be made and the implication of this research to employees will be discuss. In this chapter also,researcher will make recommendations of potential areas for future research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter review the literature on perceived organizational support, organization citizenship behaviour (OCB) and employee engagement. The literature review focuses on :

i. Perceived Organizational Support (POS).
ii. Organizational Citizenship Behaviour (OCB).
iii. Employee engagement as mediator between perceived organizational support and organizational citizenship behaviour (OCB).

This chapter begin by presenting empirical studies on the topic which includes the definition of perceived organizational support and organizational citizenship behaviour (OCB). Beside that this chapter also discuss theory related in this research in depth information.

2.2 Organizational Citizenship Behaviour (OCB)

Organizational citizenship behavior (OCB) is defined as "performance that supports the social and psychological environment in which task performance takes place" (Organ, 1997, p. 95). OCB is critical to effective organizations (Katz & Kahn, 1978) as it includes behavior that is not directly related to job performance, but it is important to the overall performance of the organization (Bateman & Organ, 1983; Organ, 1997). OCB is a function of the employee's ability, motivation, and

opportunity (Organ et al., 2006). Existing studies is well documented that the supervisor influence employee motivation, ability, or the opportunity to engage in OCB by their behavior or their environment constitute employees (Organ et al, 2006;. Piccolo & Colquitt, 2006).

As we already know that Organizational Behavior (OB) is a science that studies human behavior in an organization and how these behaviors affect their organization.One of the behaviour behavior is called Organizational Citizenship Behavior (OCB). OCBs are defined as intentional employee behaviors that are discretionary and typically not recognized or rewarded, but nonetheless improve the functioning of the organization (e.g. exceeding role expectations in attendance and work, helping others) (Organ, 1997). Moreover, certain individual characteristics are considered personal resources (e.g. conscientiousness) (Halbesleben et al., 2009) that play a significant role in promoting OCB (Organ and Ryan, 1995).

The concept of organizational citizenship behavior (OCB) was first discussed in the literature research organization in the early 1980s. (Bateman and Organ, 1983, Smith et al, 1983). The main interest of the employee's responsibility OCB was identification or behavior that is often overlooked or inadequatedly measured in the traditional evaluation of the performance, but still enhanced functionality organization or organizational effectiveness. Because the behavior of the employee is not explicity defined in the scope of work, the original building OCB generally referred to extra-role behavior.

Organizational citizenship behavior (OCB) is defined as "performance that support the social and psychological environment in which task performance takes place "(Organ, 1997). OCB is critical to effective organizations (Katz & Kahn, 1978)

because it include behaviors that are not directly related to task performance but is important to the overall performance of the organization (Bateman & Organ, 1983; Organ, 1997). OCB is a function of the employee's ability, motivation, and opportunity (Organ et al., 2006). Existing studies is well documented that employees supervisor influence motivation, ability, or the opportunity to engage in OCB through their behavior or their setting up employee (Organ et al, 2006;. Piccolo & Colquitt, 2006).

OCB has been shown to have a positive impact on employee performance and well-being, and this in turn has a significant impact on the flow of the organization. The relationship between OCB and job satisfaction is about 0.4 (Organ, 1988). There is empirical evidence for the widely held belief that satisfied employees perform better, but this is a correlation, not causation. However, some types of performance - especially related to citizenship behavior - will be affected by job satisfaction. Think of employees working with the management and co-workers, willing to make compromises and sacrifices and 'easier to work with, workers' help with the little extra things without complaining (or offer to do so without being asked) - behavior these all include the OCB.

The effect on the employee's performance is threefold. First, workers engaged in OCB tend to receive better performance ratings from their managers (Podsakoff et al., 2009). This may be because the employee engaged in OCB just love more and be better (this has become known as the 'halo effect'), or it may be due to work-related reasons such as trust managers over the OCB plays an important role in the overall success organization, or the perception of OCB as a form of labor because of its voluntary commitment (Organ et al., 2006).

No matter what the cause, the effect is both better performance rating associated with rewards (Podsakoff et al, 2009.) - As salary increases, bonuses, promotions or benefits associated with the work. Third, because the employee has a better performance evaluation and reward greater, for example when a company is downsizing during the economic downturn, the workers will have a lower chance of being made redundant (Organ et al, 2006).

According to Organ et al. (2006) OCB can :

• Increase productivity. For example : helping new colleagues, helping partners to meet deadlines)

• Free up resources such as autonomy, worker cooperatives gives managers more time to clean up their work to help facilitate the integration of behavior (as part of the maintenance behavior).

• Attract and retain good employees such as creating and maintaining an environment friendly support work and a sense of belonging.

• Creating social capital (networks and strong communication better facilitate the transfer of accurate information and improve efficiency)

2.3 Perceived Organizational Support (POS)

Perceived organizational support has generated much interest among researchers in psychology and management (Rhodes and Eisenberger, 2002 Fuller et al, 2003;. Stamper et al, 2003; .. Aube et al, 2007;. Allen et al, 2008). In the literature, perceived organizational support has been defined in various ways. Eisenberger (1986) perceived organizational support is defined as "an organization of workers in

the global beliefs about the extent to which the organization values their contributions and care about the well-being. Their "perception of organizational support is also defined as" how many organizations appreciate the contributions of employees and care about them "(Allen et al., 2008).

Independent variable for this research is perceived organizational support. Organizations that give a good impression of the organization support to the employees will make them feel appreciated and this also will cause the employees to feel committed and motivated to done their job. Recently, the issue of perceived organizational support and the implications towards the employees and employer become more familiar to the researcher. However, there still less research conducts with uniform employees especially in Malaysia. There are several numbers of researchers have done in perceived organizational support that has focused on the way employees respond to the issues of perceived organizational support in which employees believe that they get lack of organizational support that make them fell less motivated and cannot give full commitment to their job. In the literature, perceived organizational support has been defined in various ways. According to Eisenberger (1986), perceived organizational support is defined as "an organization of workers in the global beliefs about the extent to which the organization appreciates the contribution and care about the well-being.

Rhoades and Eisenberger (2002) in their literature also define perceived organizational support as considered created by reason of his work and some human resource practices provide positive employee attitudes and behavior. Such as fair treatment, support supervision, and remuneration and conditions of employment good show strong relationships with support organizations to realize. On the other

hand, perceived organizational support to strengthen employee efforts within the organization, resulting in more effort to meet organizational goals (Eisenberger et al., 1986). According to organizational support theory, in return for level of support workers to work harder to help their organizations achieve goals (Aselage and Eisenberger, 2003) as support organizations have a major impact job satisfaction and organizational commitment (Rhodes and Eisenberger, 2002; Aube et al, 2007;. Riggle et al, 2009).

According to Eisenberger, Cummings, Armeli & Lynch (1997), individuals with the high perception of organizational support will (1) meet the requirements for validation, recognition and social identity, and (2) put the expectation that outstanding performance and behavior that extends the role of executed in the organization will be recognized and given ganjaran.By use the social exchange theory as a basis Cropanzano & Mitchell (2005) pointed out that when the organization concerned about employee then this situation will encourage the workers do respond to the feelings of action arises, positive attitudes and behaviors towards the organization . Eisenberger et al. (1986) explains that the higher the perception of organizational support will create a feeling of obligation to give consideration to the organization on the benefits received in the form of increased effort and behavior beyond the role.

This opinion is also supported by Rousseau (1989) explained that when workers thought it vowed to do her best for them, they will feel obliged to give consideration to the organization through formal action beyond their work. Previous empirical studies find that perceptions of organizational support associated with positive work (Hochwarter et al. 2003) as an effective increase in commitment (Rhoades;

Eisenberger & Armeli 2001; Wayne et al.2002) and organizational citizenship behavior (Wayne et al., 1997; Wayne et al. 2002).

According to Eisenberger et al. (1986), perceived organizational support (POS) was suggested as an order to assess the readiness organizations to reward employees for their efforts to generate perception as far the organization cares about their well-being and values their contributions.Under the principles of social exchange theory, POS was expected positively related to affective organizational commitment (Eisenberger et al, 1990;. Wayne et al, 1997; .. Rhoades et al, 2001) which refers to the emotional labor attachment to, and identification with the organization (Meyer et al., 1993). Except that, the social exchange theory asserts that individuals who have relationships with other people which one to maximize their benefits (Blau, 1964, Homans, 1974).

Rhoades and Eisenberger (2002) in their meta-analysis of over 70 studies pertaining to POS, suggested three main antecedents of POS that are fair organizational procedures, supervisor support, and favorable rewards and job conditions. However the entecedents of organizational support are largely based on different form encourages treatment the organizations offers to their employees. For example, Allen et al.(2003);Wayne et al.(1997) focused on the same human resource practices such as participation in decision making and growth opportunities that show an organization's investment to their employees and their recodnition to employee contributions.

2.3.1 Theories related to perceived organizational support

2.3.1.1 Organization Support Theory

Organizational support theory (OST) according to Eisenberger et al. 1986; Shore and Shore 1995; Rhoades and Eisenberger 2002 argues that to meet the socio-emotional needs and to assess the benefits of increased work effort, employees form a general perceptions about the extent to which the organization values their contributions and cares about their well-being. POS will increase the employee feels obligation to help the organization achieve its objectives, their affective commitment to the organization, and they hope that a better performance will reward. POS behavioral outcome would include an increase in the role and extrarole performance and a decrease in the production of behavior such as absenteeism and turnover.

2.3.1.2 Equity Theory

Equity theory focus on social comparisons resulting from interactions or exchange among people make it relevant to many aspects of behavior in organization, especially those involving the effects of compensation on individual level of motivation for task performance (Ryan & Deci, 2000). Matthewman,L.et.,al,(2009) defined equity theory as sense of fairness that are normally use to motivate and it rely to the comparison that the employees make between their reward ratio and enjoy ratio with the other consideration to be in the similar situation.

The main role in equity theory is that employees are motivated to secure what they perceive to be a fair return for their efforts (McKenna, 2000). Equity theory is emphasizing the role that perceived cost is just not a rewards, but together with

motivational processes. The theory is founded on as assumption that employee are likely to be motivated to perform particulars behavior to the extent that they are perceived to be just (Haslam, 2004). The sense of inequity could motivate people to do more or less work depending on the nature inequity. In the other word, the greater of inequity, the strenger level of motivation. Here, it clearly stated that equity theory indicates individual to respond to a positive action with another positive action such as rewarding kind actions. Both perceived organizational support and equity theory are concerned with the formula of give and take from both employee and employer relationship. However, equity theory believes that there should be proportional balance between what the individual give and what they will get back in future.

2.3.1.3 Social Exchange Theory

Social exchange theory can be defined as the mutual benefit that has been agreed with parties, employee and employer (Robinson, 1994). Social exchange theory (SET) evolved from crossing the economy , psychology, and sociology . It was developed to understand human social behavior in economic effort (Homans , 1958) . Exchange theory is based on the premise that human behavior or Social interaction is the exchange of activity, tangible and intangible (Homans , 1961) , especially the rewards and costs (Homans , 1961) . do not change only diffuse but also in non-market economy - social relations lies between the extremes of intimacy , self-interest or the calculation of costs and benefits interested expressive behavior (Blau , 1964) . Defined as a social exchange interaction is characterized by reciprocal stimulation - they will not continue in the long term if reciprocity has been violated. The concept of the exchange ratio or some imbalance , leading to the concepts of power, dependency and solidarity , implicit in the nature reciprocal reinforcements

(Emerson , 1962) . As a result , the theory of exchange examine the process of creating and maintaining reciprocity in social relationships , or The joint between the individual feeds .

Social exchange theory proposes that employees are motivated to increase their work productivity when their employment contract is based upon a fair social exchange. Social exchange theory gives a clear understanding on the importance of employees' motivation and achievement of organizational goals. The approaches to organizational behavior incorporate employee's motives to carry out the activities within the mutual obligations between employees and employers.

The idea is that, when employees enter the organizations they voluntarily do as they please, say exactly what they think and act as necessarily in return for certainrewards (Haslam, 2004). Employee believes when they have met the obligations to their employer, they may increase their sense of obligation to the employer (Turnley, Bolino, Lester, & Bloodgood, 2003). Negative imbalance can create the inequalities on the employment relationship. It involves a process of both giving and receiving by the individual and their organization.

Social exchange theory is an exchange process to maximize benefits and minimize cost in social behavior (Cherry, 2012). According to this theory, when the social relationship is broken, people will terminate or abandon that relationship. As an employer, need to understand that a good relationship give a lot of benefits to both such as companionship and social support.

2.4 Relationship between Perceived organizational support and organizational citizenship behaviour (OCB).

In line with social exchange theory developed Blau (1964) when employees feel organization pay attention (to support and take care of the welfare of the workers), he will feel indebted to the organization. This will increase the feeling of obligation and personal emotional bond with the employee organization and encourage them to be more committed (Eisenberger et al.1986). The desire to give in return for the assistance received arises on a sense of responsibility to give a positive reaction to the preferred service. This is because every individual has a belief change in which one should help others who have helped them (Gouldner 1960). Response relationship between organizational support and organizational commitment can be explained by social exchange theory. Employees will assume that the organization is committed to them when they feel that they are being taken care of and given attention by the organization. This situation will create a feeling of obligation in exchange for which they will be committed to the organization (Eisenberger et al., 1986; Fuller, Barnett, Hester & Relyea 2003).

In a research Eisenberger et al (1997) found that high organizational support perception will strengthen affective bonding individual organization and create a feeling of loyalty to the organization. This is because there is a fundamental belief that the organization is always concerned for the welfare of employees. In theoretical when employees feel aware of his organization, there will be a feeling of obligation will cause a person indebted to the organization (Blau 1964). Obligations arising feeling this will increase the work activities of existing extends out their work (Eisenberger et al., 2001) and induce a person to perform actions beyond the role as

helping other employees, giving the good opinion and trying to increase their knowledge and skills to benefit the organization (Gouldner 1960) and employees will be motivated to do organizational citizenship behavior (Wayne et al. 1997). This relationship is supported by the empirical evidence that shows that workers with higher levels of organizational support for the notion that high where they feel that the organization really cares about their welfare, will tend to respond by engaging with organizational citizenship behavior (Eisenberger et al. 1997; Shore & Wayne 1993).

According to social exchange theory (Blau 1964), individuals will receive a good reward in the pros, too. Benefits received will make a person feel happy and appreciated. Therefore, when employees feel organizational akaan always concerned of their welfare, workers will feel happy and satisfied with their jobs and tend to respond in a positive attitude (Rhoades & Eisenberger 2002) such as increased job satisfaction and productivity.

Figure 2.1: Theoretical model representing relationship suggested by organizational support theory according to Rhoaders and Eisenberger's (2002) meta-analysis.

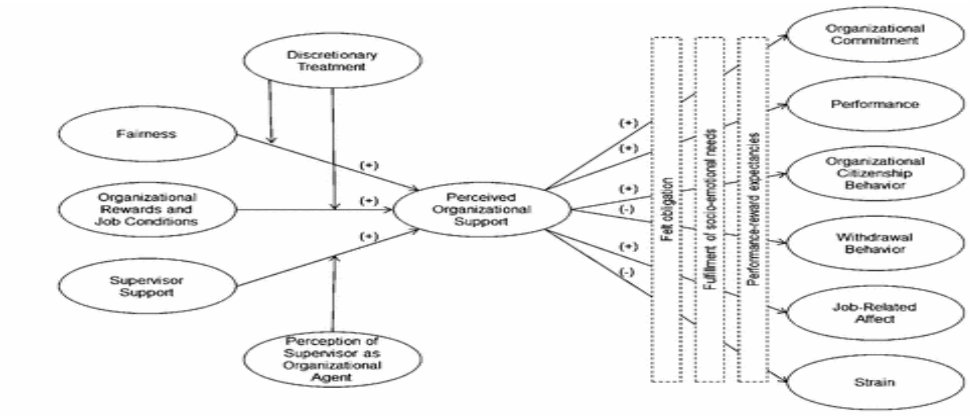


Figure 2.1 shows the relationship between perceived organizational support (POS) and related building proposed by Rhoades & Eisenberger 2002 the first study of empirical work on the Organization Support Theory. Figure above also shows the consequences of POS such as organizational commitment, performance, organizational citizenship behavior, withdrawal behavior, job related affect and strain.

2.5 Employee Engagement

The construct of employee engagement has become a popular concept among practitioner organizations (Macey and Schneider, 2008; Saks, 2006;. Van Rooy et al, 2011). Popular literature suggests that employee engagement is associated with various important organizational outcomes, such as in performance and employee turnover (Chartered Institute of Personnel Development (CIPD), 2010). However, the constructs employee engagement only recently has spurred interest in scientific community and subject to empirical studies (Halbesleben and Wheeler, 2008; Koyuncu et al, 2006; .. Kular et al, 2008;. Robinson et al, 2004). As research largely echo the assertions made by the popular literature that the level of work involvement have significant benefits for the organization (Schaufeli and Salanova, 2007; Harter et al., 2002).

Kahn (1990) initially defined employee engagement as" The harness themselves members of an organization with the role of their work in the engagement , the employ and express themselves physically, cognitive , and emotional time role performance” . Other researchers have defined employee engagement as emotional and intellectual commitment to the organization (Baumruk , 2004; Richman , 2006; Shaw, 2005) . Frank and Taylor (2004) defined employee engagement as the

discretionary effort exhibited by employees in their work. The concept of employee involvement seems to overlap with organizational commitment , organizational citizenship behavior, and job involvement (May et al , 2004; .. Robinson et al , 2004). Review by Hallberg and Schaufeli (2006) , who present the concept of employee engagement theoretically and empirically, is defined as representing the experience the spirit of participation , dedication to the role , and the absorption over a period of time such as weeks , months , or even years .

The other model of engagement comes from the burnout literature which describes job engagement as the positive antithesis of burnout noting that burnout involves the erosion of engagement with one's job (Maslach et al., 2001). According to Maslach et al. (2001), six areas of work-life lead to burnout and engagement: workload, control, rewards and recognition, community and social support, perceived fairness, and values.

They argue that job engagement is associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work. Like burnout, engagement is expected to mediate the link between these six work-life factors and various work outcomes. One way for individuals to repay their organization is through their level of engagement. That is, employees will choose to engage themselves to varying degrees and in response to the resources they receive from their organization. Bringing oneself more fully into one's work roles and devoting greater amounts of cognitive, emotional, and physical resources is a very profound way for individuals to respond to an organization's actions.

It is more difficult for employees to vary their levels of job performance given that performance is often evaluated and used as the basis for compensation and other administrative decisions. Thus, employees are more likely to exchange their engagement for resources and benefits provided by their organization. In summary, SET provides a theoretical foundation to explain why employees choose to become more or less engaged in their work and organization.

The conditions of engagement in both Kahn's (1990) and Maslach et al.'s (2001) model can be considered economic and socioemotional exchange resources within SCT. When employees receive these resources from their organization they feel obliged to repay the organization with greater levels of engagement. In terms of Kahn's (1990) definition of engagement, employees feel obliged to bring themselves more deeply into their role performances as repayment for the resources they receive from their organization. When the organization fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles.

Thus, the amount of cognitive, emotional, and physical resources that an individual is prepared to devote in the performance of one's work roles is contingent on the economic and socioemotional resources received from the organization.

When it comes to measuring and determining employee engagement, organizational many practitioners draw upon is Gallup Incorporated. Gallup approach has become more empirical, questionnaire consisted of twelve questions is a measure attitudes as a result of satisfaction, loyalty, pride, faith and customer service intention to stay with the organization. These items were chosen because they measure the issues that are within the jurisdiction of a supervisor in charge of a given business unit.

The concept has also attracted a substantial amount of attention recently (Macey & Schneider, 2008). Engagement is also considered to be highly motivating (Schaufeli

et al., 2002) and has been linked to a positive increase in health outcomes (Schaufeli & Bakker, 2004) as well as increased job satisfaction, organizational commitment, and decreased turnover (Salanova et al., 2002). Moreover, engagement can also improve the climate of service organizations (Salanova et al., 2006).

Other study by Stockley (2007) defines engagement as far as emloyee believe in the mission, purpose, the organization and show their commitnent through their actions and attitude towards employers and customers. The organization has created a vision, mission and value statements. Employees are required along with the organization to achieve its vision, mission and values statement. The question that arises is how the employees attached to vision, mission, and values. Engagement is to assess the level of retention by evaluating employee behavior.

Jack (2010) defined employee engagement differently. According to Jack (2010), employee engagement is the extent to which employees are motivated to contribute to organizational competitiveness advantage and they are ready to show commitment, loyalty, and beyond basic the need to achieve the tasks and goals of the organization. This statement was concured b study conducted by Towers Perrin (as cited in Frank et al., 2004) participation is voluntary workers selection of an employee organization to provide additional time, energy, and brain power.

Macey and Schneider (2008) classified the various definitions of employee engagement in three facts which is nature, state, and behavior. Trait engagement refers to the nature of psychological traits workers they bring to the workplace and are less affected by the work or workplace (Macey & Schneidcr, 2008). Trait engagement influence the nature of the of state engagement, in which state engagement refers to a feeling of involvement, commitment and satisfaction in the

workplace. Behavior engagement refers to outcomcs involvement, including job descriptions and beyond be adaptive in the face of opportunities and challenges (Macey & Schneider, 2008).

Robinson, Perryman & Hayday (2004) explains that most employee engagement accordingly is a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization (Robinson, Perryman & Hayday, 2004). The organization must work to develop and fostering participation, which requires a two-way relationship between employer and employees. According to the study, several key components that drive engagement involved in decision making, the extent to which employees feel able to to express their ideas and their manager heard the views and values of workers' contributions and an opportunity for employees to work (Robinson, Perryman & Hayday, 2004).

In addition, greater employee's engagement, the more likely he is to 'go the extra mile 'and deliver a good performance. Several studies conducted to prove that the level of employee engagement have a positive impact on business, for example Gallup's research in 2003 showed that public organizations ranking in the top employee involvement Earnings Per Share growth rate 2.6 times they are below average. At the same time, the firm estimates that miss employees cost U.S. companies as much as $ 350 billion a year in lost productivity.

Gallup defined engagement as the individual's involvement and satisfaction as and passion for the work ("Engaged employees index", 2009). Based on their national survey of U.S. workers, Gallup also argues that there are three types employees:

• *Engage employees*- work with passion and feel a profound connection to their organization. They drive innovation and move the organization forward.

• *Not engage employees* - employees basically checked. They sleep walking through their workday, putting time but no energy or enthusiasm their work.

• *Actively disengaged*- employees not only feel unhappy in their work but busy acting out their unhappiness. Every day, these employees undermine what engage co-workers to accomplish.

2.5.1 The employee engagement work outcomes

It is important to note the attitude of employees towards work is also referred to as employee engagement work such as job satisfaction, organizational commitment, intention to quit and organization citizenship behavior. There was a positive outcome that the organization should

obtained after the implementation of employee engagement practices are correct. Motivation is the strength of the recognition of employee involvement as the construct is because of its affirmative work for firms (Roberts, 2006). This is the result of positive is what increases employee attitudes towards work.

- **Job Satisfaction** was studied extensively developed and is described by Locke and Henne (1986) as expressive congenial state or affirmative derived from the judgment of an employee's work experiences. In general, job satisfaction has been shown to have a relationship with attitudes and behavior in many literatures.

- **Organizational Commitment** can be considered as a level that employees identify with the firm and feel obliged to stay committed to the goal as a firm. Dessler (1999), states that it is in also seen as crucial to the achievement of workers in the contemporary workplace requires self-management is better than in previous years.

- **Intention to Quit** is the point where workers are willing to stay with or quit the organization. One affected employees have greater aspirations to remain a component of the organization, in despite the opportunities that are offered by other organizations elsewhere (Hewitt Associates, 2004).

- **Organizational Citizenship Behaviour** which is popularly referred to by the acronym OCBs. There are flexible behavior out official duties. OCB generate social mechanism of the organization, reduce resistance to change and improve efficiency (Nielson, 2009).

2.6 Employee engagement as mediator between perceived organizational support and organizational citizenship behaviour (OCB)

In this study, employee engagement is proposed to be a mediating variable between perceived organizational support and organization citizenship behavior. In other words, when employee engagement is viewed as a mediating variable, the effect of perceived organizational support on organization citizenship behavior will be significantly increased.

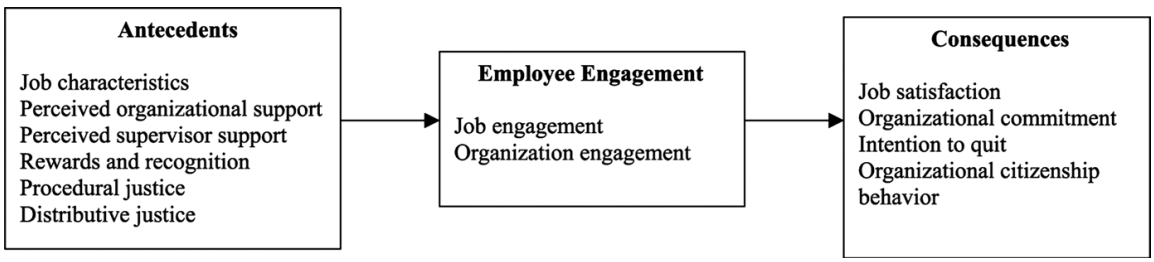
Thus, as shown in Figure 2.2, the model states that there are differences between the constructs of job engagement and organizational engagement, the support provided by an organization having a positive influence for both job and organizational

engagement, job characteristics significantly predict job engagement , procedure justice is important factor of organization engagement, job and organization engagement will leads to job satisfaction, organizational commitment, intention to stay and organizational citizenship behavior directed at the organization (Saks, 2006).

Saks (2006) conducted a study to test the model of the background and due to the organization of work and involvement. Figure 2.2 depicts the model was developed based on the principals of Social Exchange Theory (SET). SET clarify that the obligation is produced through a series of interactions between the parties that are in a reciprocal interdependence.

A fundamental principle of SET is that relationships evolve over time into trusting, loyalty and mutual long as the parties comply with certain rules of exchange, so that unilateral actions lead to reactions by others (Cropanzano & Mitchell, 2005). For example, when an individual receives economic resources and socio-economic development of their organization, they feel obligated to respond in kind and repay the organization.

Figure 2.2: Model Of The Antecedents And Consequences Of Employee Engagement



Source: Sacks (2006)

2.7 Hypothesis Development

To explore the four broad research questions, four hypothesis were tested. In the following section a brief review of the theory and previous relevant studies to support the development of each hypothesis.

Employees who benefit from human resource practices will support increasingly feel the support of their organization. In other words, the POS is formation of trust employees how much the organization cares about their well-being and their contribution. Employees must get this feeling of support before in return they support human resource practices. In addition, the sincerity HR practices support organization weighed by employees determination of whether or not to reply. Finally, workers felt obligation to concerned about the well-being of the organization and to help the organization achieve its objectives created by POST.

Many studies have found that perceived organizational support positively associated with organizational citizenship behavior. Asgari and Samah (2008) in his paper "The relationship between leader-member exchange, organizational inflexibility, perceived organizational support, interaction justice and organizational citizenship behavior "found that 35% increase in organization support will result in an increase of 35% in organizations citizenship behavior. So, the first propose of hypothesis for this research is:

H_1 : There is significant relationship between perceived organizational support and organizational citizenship behavior.

According to Kahn (1990), employee engagement reflects behavioral choices made by the employee and it can be enhanced by the organization. Using the concept of social exchange theory, it can be expected that employees may feel engaged to organization if they believe that they are treated fairly and valued by the organization(Cardona et al, 2004;. Tsui et al, 1997. Turnley, Bolino, Lester, & Bloodgood, 2003). In addition, many studies have confirmed the importance of training and career advancement opportunities towards the development of employee engagement (Gebauer et al, 2008;. Kahn, 1990; Truss et al., 2006). Research has also confirmed the importance of employee perception of organizational support (Gebauer et al, 2008;. Mei, Gilson, & Harter, 2004; Schaufeli & Bakker, 2004).

Employee engagement can also occur when there is good fit between the worker and the work, when the employee expectations for the job is filled, when there is a perceived organizational justice and when employees see the organization support (Eisenberger, et al., 1986). Scholars have also shown that when employees. The organization believes that the support is there, employees often become more involved in job. Many studies and findings suggest that organizations that provide job support environment and culture stimulate and optimize the development of employee engagement. Many companies face challenges in fostering a strong relationship with the organization, its mission, values and work. Without the extension , workers are often less motivated to perform excellence or imposing any effort . Supportive leader behavior and organizational climate is generally facilitative subsumed under the variable " Perceived Organizational Support " which (Eisenberger , et al . , 1986) .

This concept suggests that individuals tend to " develop global beliefs concerning the extent to any organization that recognizes the contributions of a person and care about the well-being of " the (Eisenberger , et al . , 1986) . Specifically , an individual who studies organizational behavior agent concludes common motive underlying the treatment (LaMastro & University , 2010). In addition, research shows that when employees feel as if an authority figure is see or monitor employees , employee usually see this as a support , and then will become more involved in the workplace. For example, employees will take an extra - role , functions, and assignments at work that goes beyond the normal responsibilities . We will replicate previous research in a service industry, and propose the following hypothesis:

H_2 : There is significant relationship between perceived organizational support and employee engagement.

Based on previous studies, it was expected that highly-engaged employees will perform better not only in terms of the work behavior that described in their job description but also outside the formal job requirements (Cardona, Lawrence, & Bentler, 2004; Cohen & Keren, 2008; Gebauer et al, 2008; .. Tsui et al, 1997). Thus, the positive relationship between employee engagement and OCB expected. Several studies have confirm that the behavior that goes beyond formal job requirements can facilitate organizational performance through an effect on the organizational context, organizational culture and individual productivity (Farh, Zhong, & Organ, 2004; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Therefore, the concept of work behavior outside the scope of employment, or organizational citizenship behavior

(OCB), the employee is involved is the area required for the research. So, the purpose hypothesis is :

H_3 There is significant relationship between employee engagement and organizational citizenship behavior.

Given that the antecedents are expected to predict engagement and engagement predicts the outcomes, so it is possible that engagement can mediates the relationship between the antecedents and the consequences. This is consistent with previous reserach by Maslach et al. (2001) model and all the more likely given that most of the antecedents (eg, job characteristics, POS, justice perception) has been associated with various results. Except that, there are several studies have found the involvement of intermediaries relationship between antecedent variables and outcomes (Schaufeli and Bakker, 2004; Sonnentag, 2003). And for this study we propose that :

H_4 There is significant mediating effect of employee engagement on the relationship between perceived organizational support and organizational citizenship behavior.

2.8 Conclusion

This chapter had presented a review of literature that about research problem of this study. This chapter primarily deals with the conceptualization and definitions each concept as well as the variable used in this research. This chapter also focuses on previous work that has been done to investigate the relationship between perceived organizational support and organization citizenship behavior which employee engagement as mediating variable. And it end with the hypothesis development. The following chapter describes in detail the procedures and methodology that were used for data collection and analysis.

CHAPTER 3

METHODOLOGY

3.1 Introduction

In this chapter discusse about the research methodology for this research. It contains the research framework and hyphotesis development,research design,measurement and instrument,data collection and administration,data analysis techniques and summary for this chapter.

3.2 Theoretical Framework

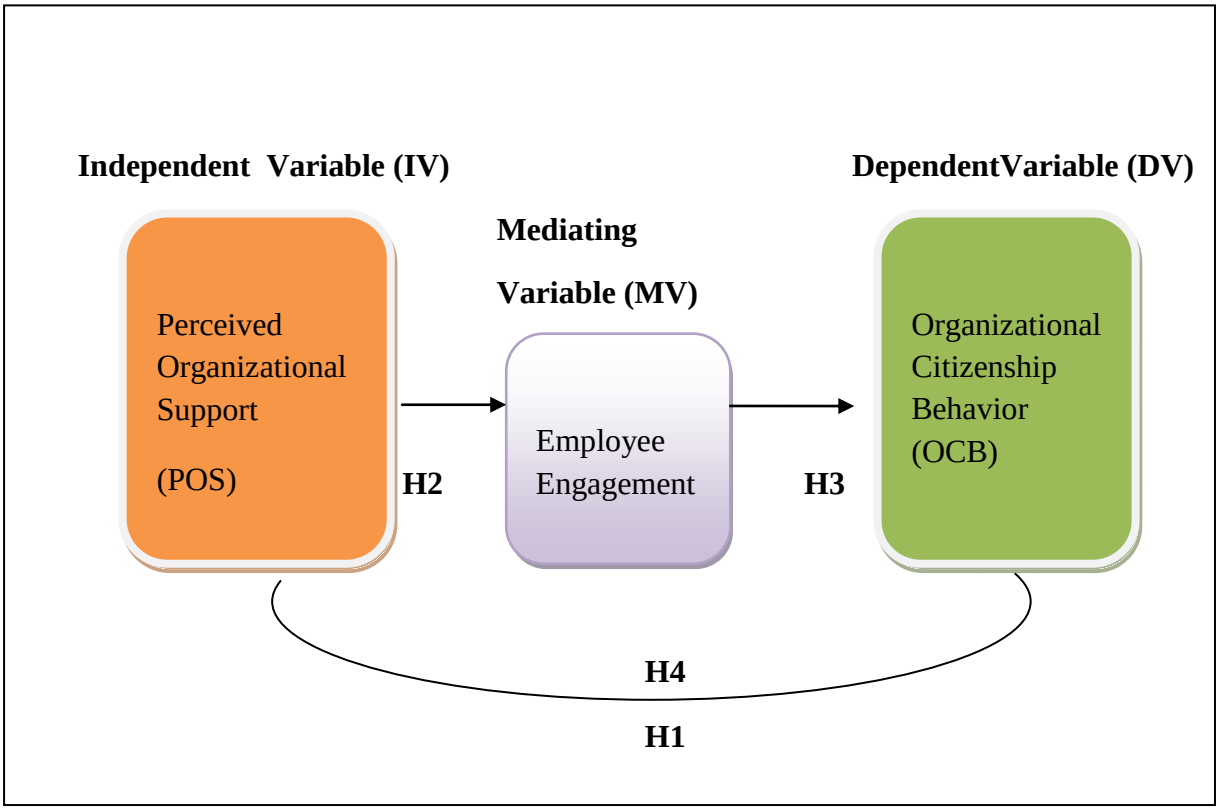


Figure 3.1 : Theoretical Framework

The independent variable for this study is perceived organizational support. From the literature found that if organization give full support to their employees in return the employees will give positive organizational citizenship behavior.The dependent variable for this research is organizational citizenship behavior. And the mediating variable for this research is employee engagement. Relationship between independent variable and dependent variable will be represented with H1. While H2 in this research is representing the relationship between perceived organizational support (POS) and employee engagement. H3 for this research is relationship between employee engagement and organizational citizenship behavior (OCB). And from the theoretical framework also shows that H4 is employee engaggement which is the mediating variable. All of the hyphotesis will be presented and test in order to understand the mediation effect between perceived organizational support and organizational citizenship behavior.

3.3 Research Hypothesis

H_1 : There is significant relationship between perceived organizational support and organizational citizenship behavior.

H_2 : There is significant relationship between perceived organizational support and employee engagement.

H_3 There is significant relationship between employee engagement and organizational citizenship behavior.

H_4 There is significant mediating effect of employee engagement on the relationship between perceived organizational support and organizational citizenship behavior.

3.4 Research Design

A research design is a master plan that describes the methods and procedures for collect and analyze information. This design is to ensure that all The information collected is appropriate for solving the problem (Zikmund, 2003).

3.4.1 Types of Study

This research was designed to identify the relationship between perceived organizational support and organizational citizenship behavior and employee engagement as mediating roles. The types of study for this research is correlation study because it involves the relationship between perceived organizational support, organizational citizenship behavior and employee engagement. According to Cherry (2012), the decision whether there is a possibility of positive or negative correlation or no correlation between the variables.

A set of questionnaire was used as the main instrument to collect data from the respondent in gathering information related to the research questions. And this is the commond methods used in the psychological research. There are many advantages by using questionnaire to gathering the information such as relatively low in cost, fast and easy way to collect an amount of data in a short time. In this study, the set of questionnaire have been sent through the Human Resource Department.

3.4.2 Population

The population of this study are 307 employees at Alor Setar Prison Department (Detail Unit Alor Setar Prison Department, 2013). All the participants represented a variety of job types from different department. They are employees from general

duties, regular duties, safety and prevention unit and women's prison. The breakdown by category and department are as follow:

Table 3.1

Total Number Of Employees By Department

Department	**Total**
General Duties	139
Regular Duties	94
Safety and Prevention Unit	33
Women's Prison	26
Human Resource/Management	15
Total	**307**

3.4.3 Unit of Analysis

Unit of analysis for this research is individual. Researchers conducted a research within the employees from Alor Setar Prison Department.

3.4.4 Data Collection Procedur

Researcher distributed questionnaires through hard copy to the respondents including all level position in the organization. There was about 200 sets of questionnaire were prepared to be distributed randomly. Sample size of population is determine by Krejcie and Morgan (1970) table, that helps researcher to determine

almost 95 percent certainly what the results would have been if the entire population had been surveyed. Therefore, for this research, the minimum number of sample size are 200 were considered as accepted. The questionnaires were distributed to the respondents starting from 10 July 2013 untill 18 July 2013 through the Human Resource Department. All of the respondents were given 2 to 3 weeks to answered the questionaire and sent it back to the researcher. Researcher also give last date for submission the questionnaire that was on 10 August 2013. However only 50% of the respondents return the questionnaire. To resolve this problem, the researcher had to call and remind the respondents to answer the questionnaires and return it as soon as possible. So, at the end of the day, 74% or 148 sets of questionnaire were collected back as shown in the table 3.2 below.

Table 3.2

Return Rate of Questionnaires Returned

Department	**Sent**	**Returned**	**Returned Rate (%)**
General Duties	76	52	68.4
Regular Duties	50	30	60
Safety and Prevention Unit	33	30	90.9
Women's Prison	26	26	100
Human Resource/Management	15	10	66.6
Total	**200**	**148**	**74**

3.4.5 Sampling techniques

Sampling method was used in this study is the probability. Simple random sampling units selected at random some of the unknown and also determine the population. In this method, the sampling frame should be known and all units should have the same

opportunity to choose (Osooli, 2000). The population to be studied too large that and it is almost impossible to reach all the employees. But that can be made by simple random sample of the study because only a small proportion of the population involved in the research. Researchers includes employees from all departments and all level.

Before distributed the questionnaire, all participants were told that the main purpose conducting this research is to have a better understanding on the relationship between employees and their organization. Except that, all the participants also were told that their answers will be kept as confidential and their participation will be anonymous. They do not have to worry because their answers will not affect their employment with their organization in any way. Final sample consists of 148 employees working in various positions in the department. In promoting employees, researchers gave employees verbal assurances that their data will not be reported to the organization, so the participant must not to worry and answered the questions sincerely.

Questionnaires were distributed and collected by the researchers in sealed envelopes. In addition, the researchers also e-mail a questionnaire to employees that are not available on the distribution of questionnaires. Researchers found that the rate of return in this incredible high and long-term professional relationships between researchers and workers well. When employees believe that their identity will be kept as confidential, they are ready to give accurate data on access to information on the organization.

3.5 Sources of Data

Primary were used in conducting this research. The choosen 200 employees from total 307 employees were used the random table generated by the software.

3.5.1 Primary Data

According to Uma Sekaran (2003), the primary data is the first information obtained researchers on certain variables of interest for the purpose of study. The information obtained from a set of questionnaire containing 38 questions is used as primary data. This questionnaire is devided into 4 sections which are section A,B,C and D. All of the sections including employees background, perceived organizational support, employee engagement and organizational citizenship behavior. All respondent are anonymous because to get accurate data. The purpose of this questionnaire is to obtain information about the respondents and the variables. The data was gathered from Alor Setar prison employees. And the questionnaire also used five-point likert scale.

3.6 The Questionnaire Design

The questionnaire in this research was devided into four section. All the questions were close-ended. The respondents were required to tick and circle the suitable answer for each questions honestly. To ensure respondentseasy to understand the questions, researcher decide to conduct the questionnaire with dwi language that was in Malay and English.

Section A in the questionnaire asked about the demographical background of the respondents. Such as gender, age, marital status, educational level,length of service, position held at present and income monthly of the respondents.

Meanwhile in the section B, C and D, respondents need to answer the questions about the instrument that were aimed to test the variables constructed. All the items in section B, C and D were taken from the journals published in English.

Section B is concerned about perceived organizational support (independent variable). The questions were developed by Eisenberger et al 1986. Researchers who measured perceived organizational support (POS) typically use the eight-item perceived organizational support scale used by (Rhoades and Eisenberger 2002). The questions are based on five point likert types scale from (1) Strongly Disagree (2) Disagreed (3) Neutral (4) Agreed (5) Strongly Agree illustrated in table 3.3 below. This scale has been documented previously with high internal reliability (average α=.90) in several studies (Rhoades, Eisenberger,& Armeli,2001; Pazy & Ganzach,2009; Dawly,Houghton.& Bucklew,2010). Meanwhile for this study, the Cronbach's coefficient alpha was α=.620.

Table 3.3

Perceived Organizational Support

1. The organization values my contribution to its well-being.
2. The organization fails to appreciate any extra effort from me.
3. The organization would ignore any complaint from me.
4. The organization really cares about my well-being.
5. Even I did the best job possible; the organization would fail to notice.
6. The organization cares about my general satisfaction at work.
7. The organization shows very little concern for me.
8. The organization takes pride in my accomplishments at work.

Section C on employee engagement assessed with 12 questions measured adapted from Gallup (2008). The questions are based on five point likert types scale from (1) Strongly Disagree (2) Disagreed (3) Neutral (4) Agreed (5) Strongly Agree illustrated in table 3.4 below. According to previous research by Tay Lay Ching (2012), the reliability about employee engagement in his research was 0.78 which considered as good. Meanwhile, the relaibility score for this section in this research are 0.823 that is consider as very good.

Table 3.4

Employee Engagement

1. You how what is expected of you at work
2. You have the materials and equipment you need to do your work right
3. At work, you have the opportunity to do what you do everyday
4. In the last seven days, I did receive recognition or praise for doing good work
5. Your supervisor or someone at work seem to care about you as a person
6. There someone at work encourages your development
7. At work, your opinion seeill to count
8. The mission or purpose of your company make you feel your job is important
9. Your associates are comnlitted to do quality work
10. You have a best friend at work
11. In the last six months has someone at work talked to you about your progress
12. In last year, you had opportunities at work to learn and grow

And the last section is section D that measured about Organizational Citizenship Behavior. There have 10 questions in this section that was adapted from Organ (1988a). The questions are based on five point likert types scale from (1) Strongly Disagree (2) Disagreed (3) Neutral (4) Agreed (5) Strongly Agree. Table 3.5 shows the questions in the survey that address organizational citizenship behavior, broken down into their four parts:

Table 3.5

Organizational Citizenship Behavior

Conscientiousness:
1. I obey company rules and regulations even when no one is watching.
2. I am one of the most conscientious employees in this organization.
3. I believe in giving an honest day's work for an honest day's pay.
Civic Virtue:
1. I attend functions that are not required, but help the organization's image.
2. I read and keep up with organizational announcements, memos, and so on.
Courtesy:
1. I am mindful of how my behavior affects other people's jobs.
Altruism:
1. I help others who have been absent.
2. I help others who have heavy workloads.
3. I help orient new people even though it is not required.
4. I am willing to help others who have work-related problems.

3.7 Reliability Test

A coefficient alpha ranges from 0-1. Usually the range of 0.7 is considered as a minimum and acceptable. Cronbach's Alpha is the widely cominon used to measure reliability of the various items in the measurement. In Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha to 1 .O, the higher reliability. Table 3.6 show rules-of-thumb about Cronbach-Alpha Coefficient size (Hair, Black, Babin, Anderson, and Tatharn,2010).

Table 3.6

Coefficient Alpha (α) Scales

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
≥ 0.9	Excellent

3.7.1 Main Study

Table 3.7 below presented the Cronbach's Alpha outputs of the tests based on the analysis performed on the data collected during the main study.

Table 3.7

Cronbach's Alpha for main study (n=148)

No.	Elements	Cronbach's Alpha Main Study	No.of Item
1	Perceived Organizational Support	0.620	8
2	Organizational Citizenship Behavior	0.874	10
3	Employee Engagement	0.823	12
TOTAL			**30**

Table 3.7 shows that the Cronbach's Alpha for all variables in this research. The Cronbach's Alpha for Perceived organizational support is 0.620 (moderate), organization citizenship behavior 0.874 (very good) and for employee engagement is 0.823 (very good).

3.8 Normality

Normal test is used to determine the degree distribution of sample data reporter for the normal distribution (Hair. et. al.2010). Tests of normality table and Normal Q-Q plots are the main interest in normality. Results of normality test for this study it was shown that independent and dependent variables normally distributed. The outputs of the test done are shown in Appendix B.

3.9 Techniques of Data Analysis

Data were analyzed by using Statistical Package for Social Science (SPSS) Version 20. The hyphotheses and objective of the research were tested by used descriptive analysis and correlational statistics.

3.9.1 Descriptive Statistics

Researcher used descriptive statisctics such as frequency, mean and standard deviation to describe the characteristics of the respondents. It was used to describe the sample based on information about demoghraphic for example gender, age, marital status, educational level,length of service, position held at present and income monthly of the respondents.

3.9.2 Correlational Statistics

A correlational statistics that have been used in order to achieve the research objectives were Cronbach's Alpha, Pearson Correlation Analysis, and Multiple Regression. The level of significant for the research should be less than 0.05. Firstly, the data will be tested with a reliability test through Cronbach's Alpha which will be the indicating tool to check for the consistency. After that, researcher will examine the relationship between independent variables and dependent variables by used Pearson Correlation Analysis. Value of the correlation coefficient will indicate the strength of relationship between two variables as shown in Table 3.8

Table 3.8

Interpretation of Strength of Correlation

No.	Correlation value, (r)	Strength of relationship
1	± 0.70 or higher	Very High
2	± 0.50 to ± 0.69	High
3	± 0.30 to ± 0.49	Moderate
4	± 0.10 to ± 0.29	Low
5	± 0.01 to ± 0.09	Very Low
6	0.0	No Relationship

Multiple regression measure the combined relation between a dependent and a series of independent variables (Ray and Mondal,2004). Not only that, it also used to answer the hypotheses in the research. According to Sekaran (2006) the square of multiple "R2" will explain thc dependent variable by the predictors and this is known as Multiple Regression. The result can then be interpreted through R2, the F statistics and its significant level are known. Here it will be used in order to determine the relationship between perceived organization support and organization citizenship behaviour (OCB) with the present employee engagement as the mediating.

3.10 Summary of Test on Hyphotheses

Table 3.9

Statistical Analysis

	Hyphotheses	**Test**
H1	There is significant relationship between perceived organizational support and organizational citizenship behavior.	Regression
H2	There is significant relationship between perceived organizational support and employee engagement.	Regression
H3	There is significant relationship between employee engagement and organizational citizenship behavior.	Regression
H4	There is significant mediating effect of employee engagement on the relationship between perceived organizational support and organizational citizenship behavior.	Regression

3.11 Conclusion

This chapter has discussed the methodology of this research, which consists of design studies, measurement, questionnaire design, sampling design, data collection, data analysis and reliability analysis. The following chapter will discuss the results and findings of this research.

CHAPTER 4

RESULTS AND FINDINGS

4.1 Introduction

In this chapter will discuss aboaut the analysis of results of response obtained from the survey questionnaire that have been distributed to all respondents. Except that, this chapter also be covered the findings of the analysis. To analyzed the data,Statistical Package for the Social Sciences (SPSS) Version 20.0 for Windows were used to perform the statistical analysis. All the data were examined with reliability analysis, descriptive analysis, correlation analysis and regression analysis. Frequency analysis were use to analyzing the respondents' demographic characteristics likes gender, age, marital status, educational level, length of service, position held at present and monthly income. While the Pearson Correlation was used to determine the existence of any relationships between the independent variable and dependent variable. Finally, the results of the hypotheses are testing by using correlation analysis and regression analysis.

4.2 Response Rate

The total number of 200 sets of questionnaires were distributed to all the respondents at Alor Setar Prison Department.But only 74% or 148 sets of questionnaires answered were returned to the researcher. This means there no any questionnaires were un-usable questionnaires or being discarded. Table 4.2 below shows the return rate for this research.

Table 4.1
Questionnaires Return Rates

	Total	Percentage (%)
Questionnaires distributed	200	100
Collected questionnaires	148	74
Un-usable questionnaires	0	0
Discarded questionnaires	0	0
Uncollected questionnaires	52	26

4.3 Profile of The Respondents.

The respondents' demographic characteristics likes gender, age, marital status, educational level, length of service, position held at present and monthly income were analyze by frequency analysis. Table 4.2 below shows details about demographic characteristics or profile of the respondents from the survey.

Table 4.2: Respondents Profile

Demographic	**Categories**	**Frequency**	**Percentage**
Gender	Male	114	76
	Female	36	24
Age	21-30	59	39.3
	31-40	61	40.7
	41-50	26	17.3
	Above 51	4	2.7
Marital Status	Single	16	10.7
	Married	130	86.7
	Divorced	4	2.7

Education Level	SPM	106	70.7
	STPM	28	18.7
	Degree	12	8.0
	Others	4	2.7
Length of Service	<1 years	3	2.0
	1-5 years	16	10.7
	6-10 years	86	57.3
	11 years above	45	30.0
Position Held at Present	Top Management	1	0.67
	Middle management	30	20.3
	Lower management	112	75.7
	Managerial management	5	3.37
Income	RM1001-RM2000	67	44.7
	RM2001-RM3000	63	42.0
	RM3001-RM4000	19	12.7
	>RM4000	1	0.7

4.3.1 Gender

Majority 76% or 114 respondents are male and only 24% or 36 of the respondents are female. The frequency distribution by gender were shows on Table 4.2 above.

4.3.2 Age

Out of 150 respondents, 59 of them are between 21-30 years of age which represents 39.3% of the total number of respondents and that is the highest respondent who answered the questionnaire. There is 40.7% of the respondents are from the age group of 31 to 40 years old. Ages within 41 to 50 years old representing 17.3% or 26 respondents. While the total number of respondent aging 51 years old and above is 4 respondent which represents 0.4%. The frequency distribution by age were shows on table below.

4.3.3 Marital Status

Majority 130 (86.7%) of the repondents are married. There have only 16 (10.7%) respondents single and only 4 (2.7%) of the respondents are diveorced.

4.3.4 Education Level

Most of the respondents owned educational knowledge ranging from SPM holders , STPM holders to Degree holders and also others level of education such as Certificate or Diploma. The highest educational level of respondents is the SPM holders which is representing 70.7% or 106 respondents. It was followed by 18.7% STPM holders or 28 respondents and 8.0% or 12 respondents that have Degree. And others educational level representing the lowest frequency that is only 4 respondents (2.7%).

4.3.5 Length of Service

Almost half 57.3% or 86 of the respondents have worked between 6 to 10 years. While the remaining of 30.0% (45 respondents) have worked between 11 years above, 10.7% (16 respondents) have worked more than 1 to 5 years and 2.0% (3 respondents) worked than 2 years.

4.3.6 Position Held at Present

Majority of the respondents are from the lower management position that is 76.0% which equivalents to 66 people. About 30 (20%) respondents are from middle management and followed by managerial management about (3.3%) respondents. And only 1 (0.7%) respondents from top management.

4.3.7 Income (Monthly)

About 67 (44.7%) respondents have income rate about RM1001-RM2000 monthly and it followed by 63 (42.0%) respondents that have income RM2001-RM3000 monthly. However it also have 19 (12.7%) respondents that have income RM3001-

RM4000 monthly. And only 1 (0.7%) respondents that have income more than RM4000 monthly.

4.4 Goodness of Measure

4.4.1 Reliability Test

According to Sekaran (2003), reliability coeffiicient is more better when it more closer to 1.0 and also if the values over .80 are considered as well. Except that, the value .70 considered acceptable and if the reliability of less than .60 is considered be poor. The reliliability value for perceived organizational support is 0.620 which is considered as moderate. Meanwhile the reliability value for organizational citizenship behavior and employee engagement considered as very good because each of variables represented 0.874 and 0.823. Table 4.3 below shows the Cronbachh's Alpha value of each variables for this research.

Table 4.3: Reliability value (n=150)

Elements	No.of Item	Items Dropped	Cronbach's Alpha
Perceived Organizational Support	8	-	0.620
Organizational Citizenship Behavior	10	-	0.874
Employee Engaggement	12	-	0.823

4.5 Descriptive Analysis

Descriptive analysis using mean and standard deviation for the independent and dependent variables were shown in Table 4.4 below.

Table 4.4
Descriptive analysis for major variables (n=148)

Variables	Mean(M)	Standard Deviation(SD	Min.	Max
Perceived Orgnaizational Support	3.1039	.34761	1.88	4.13
Organizational Citizenship Behavior	3.7568	.59501	2.50	5.00
Employee Engagement	3.3407	.53637	1.75	5.00

The above table gives details on the overall summary of the descriptive statistical analysis for all the variables which is perceived organizational support, organizational citizenship behavior and employee engagement. All variables are evaluated based on a 5-point likert scale. The mean rating for perceived organizational support is M = 3.1039 , SD = .34761 with minimum value of 1.88 and maximum value of 4.13. Organizational citizenship behavior variable mean rating is M = 3.7568 , SD = .59501 with minimum value of 2.50 and maximum value of 5.00. And finally, the mean rating for employee engagement variables are M = 3.3407 , SD = .53637 with minimum value of 1.75 and maximum value of 5.00.

4.6 Pearson Correlation Coefficient Analysis

Pearson Correlation were used to investigate the inter-relationship among ,the variables. In general, for behavioral sciences, correlation coefficients of .lo, .30, and .50, regardless of sign, are interpreted as low, medium, and large coefficients respectively (Green, Salkind, & Akey, 1997). The correlation matrix between dependent variable and independent variables are exhibited in Table 4.5below. The finding from this analysis is then compared against the hypotheses developed in this study.

Table 4.5
Correlation Analysis

Variables	1	2	3
Perceived Organizational Support (1)	-	-	-
Employee Engagement (2)	.318**	-	-
Organizational Citizenship Behavior (3)	.239**	.423**	-

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

Table 4.5 above summarized the relationship between perceived organizational support as independent variables with organizational citizenship behavior as dependent variables and employee engagement as mediating variables. Form the summary, the moderate positive linear relationship was found exist between organizational citizenship behavior and employee engagement whereby r = .423, $p<0.05$, n = 148. Next score was between organizational citizenship behavior

perceived organizational support , where r = .239, p<0.05, n = 148. Relationship between both variables was also moderate positive and significant.

4.7 Testing the Hypothesis

4.7.1 H_1 : There is relationship between perceived organizational support and organizational citizenship behavior.

Based on the table indicates that the R square value is 0.057 which means that 5.7% of organization citizenship behavior were significantly explained by perceived organizational support. There is significant relationship between this two variables (F= 8.873 , p<0.05). The relationship between perceived organizational support and organization citizenship behavior was analyzed by using Simple Regression Analysis and the result indicated that there is a significant positive relationship between the two variables (β=.239 , p<0.05). As such hyphotesis 1 accepted.

Table 4.6: Regression Analysis (n=148)

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std.Error**	**Beta**		
(Constant)	2.485	.430		5.785	.000
Mean POS	.410	.138	.239	2.979	.003

Dependent Variable : Mean OCB

F Value = 8.873

R Square = .057

*p<0.05, p<0.00

4.7.2 H2 : There is relationship between perceived organizational support and employee engagement.

Based on the table indicates that the R square value is 0.101 which means that 10.1% of employee engagement were significantly explained by perceived organizational support. There is significant relationship between this two variables (F= 16.447 , $p<0.05$). The relationship between perceived organizational support and employee engagement was analyzed by using Simple Regression Analysis and the result indicated that there is a significant positive relationship between the two variables (β=.318 , $p<0.05$). As such hyphotesis 2 accepted.

Table 4.7
Regression Analysis (n=148)

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std.Error**	**Beta**		
(Constant)	1.817	.378		4.805	.000
Mean POS	.491	.121	.318	4.055	.000

Dependent Variable : Mean EE

F Value = 16.447

R Square = .101

*p<0.05, p<0.00

4.7.3 H3 : There is relationship between employee engagement and organization citizenship behavior.

Based on the table indicates that the R square value is 0.179 which means that 17.9% of organization citizenship behavior were significantly explained by employee engagement. There is significant relationship between this two variables (F=31.727, p<0.05). The relationship between employee engagement and organization citizenship behavior was analyzed by using Simple Regression Analysis and the result indicated that there is a significant positive relationship between the two variables (β=0.423 , p<0.05). As such hyphotesis 3 accepted.

Table 4.8

Regression Analysis (n=148)

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std.Error**	**Beta**		
(Constant)	2.191	.282		7.783	.000
Mean EE	.469	.083	.423	5.633	.000

Dependent Variable : Mean OCB

F Value = 31.727

R Square = .179

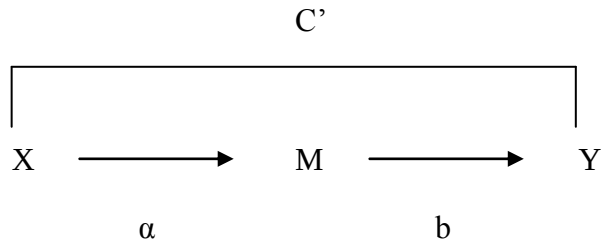
*p<0.05, p<0.00

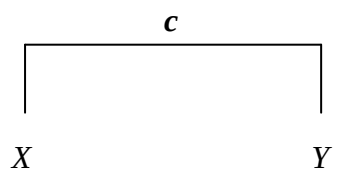
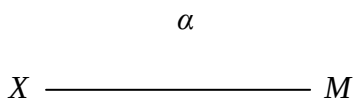
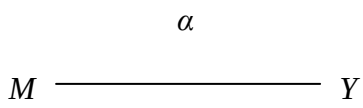
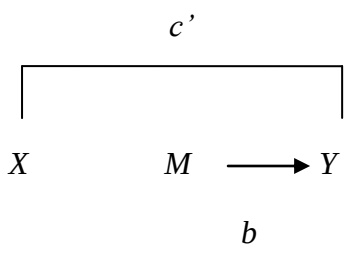
4.7.4 H_4 : There is mediating effect of employee engagement on the relationship between perceived organizational support and organizational citizenship behavior.

In this research, the mediation effect was tested accordingly to the specific step to know the relationship for each variables. Baron and Kenny (1986) were suggested that there are four steps to be followed in order to identify the relationship. Each step is conducted to test the mediation effect. Figure 4.1 below show the step in testing the mediation effect that suggested by Baron and Kenny.(C' : direct effect, X : independent variable, M : mediating variable, Y : dependent variable)

According to Baron and Kenny (1986), in testing the mediation, researcher should follow the process in regression equations. There are steps 1-3 in order to identify the relationship that exist among the variables. First step is researcher must complete simple regressing with dependent variable on the independent variable. Then for second step, researcher must to complete simple regressing on the independent variable with the mediator. After that in the step three, researcher need to do simple regressing on the mediator and dependent variable. The three regression provide the tests to establish the mediation. If there are significant relationships from Steps 1 through 3, the researcher can proceeds to Step 4. In the Step 4 model, some form of mediation is supported if the effect of M (path b) remains significant after controlling for X. If X is no longer significant when M is controlled, the finding supports full mediation. If X is still significant (e.g both X and M both significantly predict Y), the finding supports partial mediation.

Figure 4.1: Steps for testing mediating variables



	Analysis	***Visual Depiction***
Step 1	*Conduct a simple regression analysis with X predecting Y to test for path c alone,* $Y = B_0 + B_1X + e$	
Step 2	*Conduct a simple regression analysis with X predecting M to test for path α alone,* $M = B_0 + B_1X + e$	
Step 3	*Conduct a simple regression analysis with M predecting Y to test for path b alone,* $Y = B_0 + B_1M + e$	
Step 4	*Conduct a multiple regression analysis with X and M predecting Y,* $Y = B_0 + B_1X + B_2M + e$	

In this research, the researcher already tested the variables used step 1 until step 3 by using the multiple regression analysis and the reluts shows that there are significant relationships (Refer Table 4.13). Because of that, researcher need to proceed to the step 4 to test the mediation effect of this research.

Table 4.9 Table 4.9 has been constructed in order to test if there have mediating effect of employee engagement on the relationship between perceived organizational support and organizational citizenship behavio

Table 4.9

Analysis for mediation effect

Steps	Analysis	Significance (β , p)	Hyphotheses Results
1	Relationship between POS and OCB (H1)	(β=0.239 , p<0.05)	Accepted H_1
2	Relationship between POS and EE (H2)	(β=0.318 , p<0.05)	Accepted H_2
3	Relationship between EE and OCB (H3)	(β=0.423 , p<0.05)	Accepted H_3

POS : Perceived Organizational Support

OCB : Organizational Citizenship Behavior

EE : Employee Engagement

As shown in Table 4.9, all three steps are conducted based on multiple regressions. The final step will be conducted to test the mediating effect.

Table 4.10
Multiple Regression Analysis (n=148)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std.Error**	**Beta**		
(Constant)	1.708	.430		3.975	.000
Mean POS	.200	.135	.117	1.481	.141
Mean EE	.427	.087	.385	4.890	.000

Dependent Variable : Mean OCB

F Value = 17.091

R Square = .191

*p<0.05, p<0.00

Based on the Table 4.10 above, the findings showed that R Square is 0.191 which mean that 19.1% of organizational citizenship behavior is predicted by perceived organizational support and employee engagement. It also indicated that there is significant relationship between predictors (perceived organizational support and employee engagement) and organizational citizenship behavior (F=17.091, p< 0.05).

From the table above also shows that there have no significant relationship between perceived organizational support and organizational citizenship behavior which is results $\beta = 0.017$, $p > 0.05$. But there have significance relationship between employee engagement (mediator) and organizational citizenship behavior ($\beta = 0.385$, $p< 0.05$). According to Baron and Kenny (1986), if dependent variable is no longer significant when mediating is controlled, the finding supports full mediation. Thus,

based on the result, employee engagement have full mediation effect on the relationship between perceived organizational support and organizational citizenship behavior.

4.8 Summary of Hypotheses Testing

Based on the analysis conducted, below is the summary of the hypotheses tested:

Table 4.11: The summary of hyphotheses result

	Hyphotheses	**Results**
H_1	There is significant relationship between perceived organizational support and organizational citizenship behavior.	**Accepted H_1**
H_2	There is significant relationship between perceived organizational support and employee engagement.	**Accepted H_2**
H_3	There is significant relationship between employee engagement and organizational citizenship behavior.	**Accepted H_3**
H_4	There is significant mediating effect of employee engagement on the relationship between perceived organizational support and organizational citizenship behavior.	**Accepted H_4**

4.9 Conclusion

As conclusion, this chapter is dedicated to test the hypothesis which is constructed and presented in chapter 3. Except that, in this chapter also presented and discussed the findings and discussion of this research. All the tests were conducted by using SPSS version 20.0, and the results has been obtained using specific analytical methods such as Pearson Correlation and Multiple Regression Analysis. The next chapter will discuss the results, conclusion and recommendation for the future research.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter will be discussed on the findings of the research and its implication towards it. The purpose of the discussion is to answered the research question and research objectives for this research. Except that, researcher also will give some recommendations for the purpose of future research.

5.2 Recapitulation of Results

Based on results from Chapter Four, it can be concluded that employee engagement have full mediating effect on the relationship between perceived organizational support and organizational citizenship behavior.

5.3 Research Objectives

5.3.1 Research Objective 1

To examine the relationship between perceived organization support (POS) and organization citizenship behaviour (OCB).

Based on the output of the findings done on relationship between perceived organizational support and organizational citizenship behavior, it showed that the value of pearson correlation was moderate positive which $r = .239$, $p<0.05$, $n = 148$. Findings also state that accepted hyphothese 1 because there have significant positive relationship between perceived organizational support and organizational citizenship behavior ($\beta=.239$, $p<.05$).

Previous research by Nazim Ali (2009) also have the results indicated that there was a significant positive correlation between Organizational Citizenship Behavior and Perceived Organization Support ($r = 0.480$, $p < 0.000$).

This supports the past research conducted by Eisenberger et al (1997) found that high organizational support perception will strengthen affective bonding individual organization and create a feeling of loyalty to the organization. This is because there is a fundamental belief that the organization is always concerned for the welfare of employees. In theoretical when employees feel aware of his organization, there will be a feeling of obligation will cause a person indebted to the organization (Blau 1964). Obligations arising feeling this will increase the work activities of existing extends out their work (Eisenberger et al., 2001) and induce a person to perform actions beyond the role as helping other employees, giving the good opinion and trying to increase their knowledge and skills to benefit the organization (Gouldner 1960) and employees will be motivated to do organizational citizenship behavior (Wayne et al. 1997).

The statement above also supported by the findings for this research shows that when employer take care about the employees at Alor Setar Prison Department, the employees will feel obligation and then they will shows organization citizenship behavior.

5.3.2 Research Objective 2

To examine the relationship between perceived organization support (POS) and employee engagement.

Based on the output of the findings done on relationship between perceived organizational support and employee engagement, it showed that the value of pearson correlation was moderate positive which $r = .318$, $p<0.05$, $n = 148$. Findings also state that accepted hyphothese 2 because there have significant positive relationship between perceived organizational support and employee engagement ($\beta=.318$, $p<.05$).

In this regard, previous research (Byrne & Hochwarter , 2008; Erdogan & Enders , 2007; Ristig 2009) has shown that when employees feel the organization support , it strengthens their cognitive and emotional job evaluation and the organization. Indeed , POS not only ensures that employees external sources such as pay and fringe benefits , but also ensure that the organization endorsement, faith , care , and status (Blau , 1964; Fuller , Barnett , Hester & Relyea , 2006) . Given this dyadic interaction between employees and their organizations , it can be posited that higher levels of POS allows employees exploit their abilities without any threat to their selfesteem , social position or occupation . when workers see the psychological safety , they also can better sense of their work and experience healthier interpersonal interaction . Obviously, POS infuse confidence the incumbents that they have the necessary physical , cognitive , and emotional reserves to meet their related roles and responsibilities in line with almost all aspects of their working conditions (Saks , 2006) . Therefore, employees are excited to become a member organization and ' remove ' themselves into their work.

5.3.3 Research Objective 3

To examine the relationship between employee engagement and organization citizenship behaviour (OCB).

Based on the output of the findings done on relationship between employee engagement and organization citizenship behaviour (OCB), it showed that the value of pearson correlation was moderate positive which $r = .423$, $p<0.05$, $n = 148$. Findings also state that accepted hyphothese 3 because there have significant positive relationship between employee engagement and organization citizenship behaviour (OCB) ($\beta=.423$, $p<.05$).

Positive relationship between employee engagement and OCB five components found in the previous research. In addition to fully support the hypothesis of this study, the finding of a positive relationship between employee engagement and OCB confirms the results of previous research. For example, Avey et al. (2008) found that employees with psychological and emotional capital is likely to have a positive attitude and work commitments undertaken in OCB. Meyer et al. (2002) conducted a meta-analysis of studies related to organizational commitment and found that affective and normative commitment was positively related to OCB. Just as a result of the work Meyer et al. (2002), Felfe et al. (2008) found a positive relationship between employee commitment and OCB.

An organization can encourage OCB to pay attention to the factors that are conducive to employee engagement. Important factors that organizations need to pay attention to in order to improve employee engagement include: the design of an effective and meaningful work, appropriate workload, supervisor support and friends, an organization "s sincere interest in employees' well-being, opportunities for

development and career advancement, and procedures of justice in organizations (Bassi & McMurrer, 2007; Freeney & Tiernan, 2009;. Gebauer et al, 2008; Salanova et al, 2005;. Schaufeli & Bakker, 2004).

5.3.4 Research Objective 4

To examine the mediating on employee engagement towards the relationship between perceived organization support and organization citizenship behaviour (OCB).

According to Baron and Kenny (1986), three conditions must be met to create mediation. First, the independent variable (which perceived organizational support) must associated with the mediator (employee engagement). Second, the mediator (employee engagement) must be related to the dependent variable (organization citizenship behavior). Third, the relationship between the independent variable (perceived organizational support) and the dependent variable (organization citizenship behavior will be reduced (partial mediation) or not important (full mediation) when controlling for the mediator (employee engagement). Terms one and two were met as described above. For three conditions, the background must be related to consequences.

The finding showed that R square is 0.191 which mean that 19 % of of organizational citizenship behavior is predicted by perceived organizational support and employee engagement. It also indicated that there is significant relationship between predictors (perceived organizational support and employee engagement) and organizational citizenship behavior ($F=17.091$, $p< 0.05$).

From the table above also shows that there have no significant relationship between perceived organizational support and organizational citizenship behavior which is results $\beta = 0.017$, $p > 0.05$. But there have significance relationship between employee engagement (mediator) and organizational citizenship behavior ($\beta = 0.385$, $p < 0.05$). According to Baron and Kenny (1986), if dependent variable is no longer significant when mediating is controlled, the finding supports full mediation. Thus, based on the result, employee engagement have full mediation effect on the relationship between perceived organizational support and organizational citizenship behavior.

This support by previous research. Employee engagement is one of the reasons that perceived organizational support (POS) may result in positive outcomes. In other words, employees with higher POS may be more involved with their jobs and their organizations as part of the norm of reciprocity social exchange theory (SET) to helps an organization accomplish its objectives (Rhoades et al., 2001). In other words, when employees believe that their organization cares about them, they tend to react by trying to fulfill their obligations to organizations by becoming more engaged. In addition, because employees tend to see their supervisor orientation towards them as a show of this organization support (Rhoades and Eisenberger, 2002).As the findings shows indicates full mediation of employee engagement. Thus that relationship between perceived organizational support and employee engagement which in turn will effect organizational citizenship behavior.

Except that, previous research also shown that when organizations provide resources experience, employee which in turn, is associated with positive outcomes such as organizational commitment (Hakanen et al, 2006;. Hu and Schaufeli, 2011) and

proactive behavior (Salanova and Schaufeli, 2008). Source of employment can generate a positive attitude, manifested as organization citizenship behavior, not only by the response, but also because when employees feel supported at work they experience positive emotions (ie welfare). According to Broaden and Build theory (Fredrickson, 2003), emotions such as generating a wider range of thought and acts of employees, as indicated further achievement, which can be achieved to help their colleagues, work teams and by the organization in general.

Perceived Organizational Support was found in previous studies to be an antecedent for organization citizenship behavior (Peele, 2007). This means that employees who perceive that their organizations take care of their health and shows consideration , in the other hand , to respond by engaging in organization citizenship behavior and , on the other hand , to experience the positive affective - motivational workplace such as work engagement , which can lead to the manifestation of the beneficial behavior voluntarily at the workplace. The reason is that a positive impact has the potential to generate attitudes and behaviors related to performance, which can be implemented by involving in attitudes and behaviors related to performance such as organizational citizenship behavior . Except that, when employees view of impropriety or target argument in the workplace , and thus pressure interactions with others , they may be negative respond to ill-treatment , and may feel less involved and unfocused on the job and therefore more likely to exhibit behavior that is not productive .

This means that the employees who are persevering, organized, and achievement oriented may be more emotionally involved in their professional life and feel energetic, dedicated, and absorbed in their work such as engaged, and are therefore ready to produce additional effort when carrying out their duties, thus displaying

OCBs, and less likely to display negative behavior that is inconsistent with the motivation and professional achievement. All the statement was supported by previous findings showing that employees high in achievement striving to show greater involvement in their work (Hallberg et al., 2007).

5.4 Implications and Improvement Recommendation

This study is given some implications especially for the academicians because the results of this study has contributed some knowledge for extra understanding. Furthermore, it also gives some information for scholars to conduct another researcher for next study. It gives the implication for the practitioners and managers in order to help them for better understanding about the employee's organization citizenship behavior. By enhancing the knowledge in perceived organizational citizenship and considering in employee engagement, a practitioners especially Human Resource Manager could play an important roles in improving the employee and employer relationship.

The study has also contribute in gieving suggestions for the improvemens on the study as well as ideas to conduct other related study which will could contribute to the knowledge and practitioners in the future. A research on demoghraphic factor can be discussed in future to get the information on it.

5.5 Future Research

For future research, researcher suggest that to test other mediating factor such as job satisfaction or organization commitment in order to understand on the relationship between perceived organizational support and organization citizenship behavior. It

will enhance the knowledge for employees and employers to understand of the relationship.

Secondly, longitudinal research on perceived organizational support is highly recommended for the future research. It will allow the researcher to look at the changes and issues over time. Furthermore, it will help researcher to determine the better effect on the relationship between perceived organizational support and organization citizenship behavior. A qualitative research is advisable in order to get the results from the others side of view.

Lastly, that are still many factors affected by perceived organizational support that are not taken into account in this research. Researcher suggest that, future research will be conducted from a case study to the larger population. It will help the researcher to make their findings more generalisable and widely used.

5.6 Conclusion

All of the research questions had been discussed in this chapter by presented a relationship towards the perceived organizational support and organization citizenship behavior. Besides, the descussion on mediating variable also has been presented. In conclusion, researcher has examined the relationship between perceived organizational support and organization citizenship behavior with prsesnt employee engagement as mediating.

REFERENCES

Bateman, T. S., & Organ, D. W. 1983. Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Academy of Management Journal*, 26: 587–595.

Bakker, A.B. and Demerouti, E. (2008), "Towards a model of work engagement", Career Development International, Vol. 13, pp. 209-23.

Baron, R.M., and Kenny, D.A, (1986). The moderator-mediator variable distinction in social psychological research : conceptual, strategic, and statistical considerations. Journal of Personality and Social Psychology, 51 (6). 1173-1182.doi : 10.1037/0022-3514.51.6.1173

Baumark, R. (2004). The missing link: The role of employee engagement in business success, (report of a Hewitt Associates / Michael Treacy study). *Workspan*.

Blau, P. (1964), Exchange and Power in Social Life, Wiley, New York, NY.

Bordage G, Dawson B. Experimental study design and grant writing in 8 steps and 28 questions. *Medical Education* 2003; 37:376–85

Conway, J.M. (1999), "Distinguishing contextual performance from task performance for managerial jobs", Journal of Applied Psychology, Vol. 84 No. 1, pp. 3-13.

Corporate Leadership Council (2004). Driving Employee Performance and Retention Through Engagement. Washington, D.C., and London.

Christian, M.S., Garza, A.S. and Slaughter, J.E. (2011), "Work engagement: a qualitative review and test of its relations with task and contextual performance", Personnel Psychology, Vol. 64, pp. 89-136.

Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit level organizational citizenship behavior. *Personnel Psychology, 57,* 61-94.

Eisenberger,Fasolo, P., and Davis-LaMastro, V. (1990). “Perceived organizational support and employee diligence, commitment, and innovation.” *Journal of Applied Psychology*, 75: 51–9.

Emerson, R. (1962), “Power-dependence relations”, American Sociological Review, Vol. 27 No. 1, pp. 31-41.

Eisenberger, R., Huntington, R., Hutchison, S., and Sowa, D. (1986). “Perceived organizational support.” “*Journal of Applied Psychology*,” 71: 500–7.

Eisenberger,R., &Rhoades,L.(2002).Perceived Organizational Support: a review of the literature. Journal of Applied *Psychology*,87,698-714.doi:1037/0021-9010.87.4.698.

Green, S. B., Salkind, N., & Akey, T. (1997). Using SPSS for Windows: Analyzing and understanding data. New Jersey: Prentice-Hall.

Hakanen, J.J., Perhoniemi, R. and Toppinen-Tanner, S. (2008), “Positive gain spirals at work: from job resources to work engagement, personal initiative and work-unit innovativeness”, Journal of Vocational Behaviour, Vol. 73, pp. 78-91.

Homans, G.C. (1958), “Social behavior as exchange”, American Journal of Sociology, Vol. 63 No. 6, p. 31-41.

Homans, G. (1961), Social Behaviour: Its Elementary Forms, Harcourt, Brace & World,New York, NY.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*(4), 692-724.

Maslach, C., Schaufelli, W.B. and Leiter, M.P. (2001), “Job burnout”, Annual Review of Psychology, Vol. 52, pp. 397-422.

Matthewman,L.,Rose,A.,and Hetherington,A.(2009). *Work psychology*. New York; Oxford University Press.

Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome.* USA: D.C. Heath and Company.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management, 26*(3), 513-563. doi: 10.1177/014920630002600307

Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology, 94*(1), 122-141. doi: 10.1037/a0013079

Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology, 86,* 825–836.

Rhoades, L., and Eisenberger, R. (2002). “Perceived organizational support: A review of the literature.” *Journal of Applied Psychology*, 87: 698–714.

Rich, B.L., Lepine, J.A. and Crawford, E.R. (2010), “Job engagement: antecedents and effects on job performance”, Academy of Management Journal, Vol. 53, pp. 617-35.

Salanova, M., Agut, S. and Peiro, J.M. (2005), “Linking organizational resources and work engagement to employee performance and customer loyalty: the mediating role of service climate”, Journal of Applied Psychology, Vol. 90, pp. 1217-27.

Schaufeli, W.B. and Bakker, A.B. (2004), “Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study”, Journal of Organizational Behavior, Vol. 25, pp. 293-315.

Schaufeli, W.B., Salanova, M., Gonzalez-Roma, V. and Bakker, A.B. (2002), “The measurement of burnout and engagement: a confirmatory factor analytic approach”, Journal of Happiness Studies, Vol. 3, pp. 71-92.

Schaufeli, W.B., Taris, T.W. and Bakker, A.B. (2006b), “Dr Jekyll and Mr Hyde: on the differences between work engagement and workaholism”, in Burke, R.J. (Ed.), Research Companion to Working Time and Work Addiction, Edward Elgar, Northampton.

Shore and Shore, T. H. (1995). “Perceived organizational support and organizational justice,” in R. S. Cropanzano and K. M. Kacmar (eds.), *Organizational Politics, Justice, and Support: Managing the Social Climate of the Workplace* (Westport, CT: Quorum), 149–64.

Smith, C. A., Organ, D. W., & Near, J. P. 1983. Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68: 655–663.

Sonnentag, S. (2003), “Recovery, work engagement, and proactive behavior: a new look at the interface between nonwork and work”, Journal of Applied Psychology, Vol. 88, pp. 518-28.

Xanthopoulou, D., Bakker, A.B., Demerouti, E. and Schaufeli, W.B. (2009), “Work engagement and financial returns: a diary study on the role of job and personal resources”, Journal of Occupational and Organizational Psychology, Vol. 82, pp. 183-200.

Zachary,W.B. & Kuzuhara, L.W. 2005. *Organizational behavior: Integrated models and applications.* US: Thomson South-Western.

Appendix A

Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

SURVEY QUESTIONNAIRE

Dear respected respondents,

I am student Master of Human Resource Management, Universiti Utara Malaysia (UUM) is conducting a study on **"The Mediating Effect of Employee Engagement on the Relationship Between Perceived Organization Support and Organization Citizenship Behaviour (OCB)".** This research is the fulfillment of completing my Master of Human Resource at University Utara Malaysia.

I would appreciate if you spend **15 minutes** of your time to conlplete this questionnaire. All information givcn by the respondent will be classified as **CONFIDENTIAL**. All responses given will remain confidential and will be used for academic purpose only.

I sincerely thank you for your participation and cooperation in this study.

Should you have any queries, do contact me:

Aini Wizana Binti Ismail
Master of Human Resource Management,UUM
Tel.No. : 012-4084523
E-mail : ainiwizanaismail@yahoo.com

SECTION A : DEMOGRAPHICAL BACKGROUND OF THE RESPONDENT

This section is to get a basic information of employees bacground. Please tick (/) your answer at the box provided.

Seksyen ini adalah untuk mendapatkan maklumat asas pekerja bacground. Sila tandakan (/) jawapan anda di kotak yang disediakan.

1. Gender:
   Jantina

   Male ☐ Female ☐

2. Age:
   Umur

   ☐ 21 - 30
   ☐ 31 - 40
   ☐ 41 – 50
   ☐ 51 and above

3. Marital Status

   Status Perkahwinan

   ☐ Single
   ☐ Married
   ☐ Divorced
   ☐ Others

4. Educational Level

   Tahap Pendidikan

   ☐ SPM
   ☐ STPM
   ☐ Degree
   ☐ Master
   ☐ Other; please specify _____

5. Length of service:
   Tempoh Perkhidmatan

   ☐ < 1 years
   ☐ 1-5 years
   ☐ 6-10 years
   ☐ 11 years

6. Position held at present:
   Jawatan sekarang

   ☐ Top Management
   ☐ Middle Management
   ☐ Lower Management
   ☐ Managerial Management

7. Income (Monthly)

   Pendapatan Bulanan

   ☐ < RM 1000
   ☐ RM 1001 to RM 2000
   ☐ RM 2001 to RM 3000
   ☐ RM 3001 to RM 4000
   ☐ > RM 4000

SECTION B: PERCEIVED ORGANIZATIONAL SUPPORT

Please read the following statements, and circle *(0*) appropriate in the box that best explains your opinion by selecting a number from the scale of :
Sila baca kenyataan berikut, dan bulatan (0) sesuai dalam kotak yang terbaik menerangkan pendapat anda dengan memilih nombor dari skala:

1	2	3	4	5
Strongly Disagree	Disagreed	Neutral	Agreed	**Strongly Agree**

1. The organization values my contribution to its well-being. *Organisasi menghargai sumbangan saya kepada kesejahteraan mereka.*	1	2	3	4	5
2. The organization fails to appreciate any extra effort from me. *Organisasi gagal untuk menghargai apa-apa usaha tambahan daripada saya.*	1	2	3	4	5
3. The organization would ignore any complaint from me. *Organisasi ini akan mengabaikan apa-apa aduan daripada saya.*	1	2	3	4	5
4. The organization really cares about my well-being. *Organisasi benar-benar mengambil berat tentang kesejahteraan saya.*	1	2	3	4	5
5. Even I did the best job possible; the organization would fail to notice. *Walaupun saya melakukan kerja yang terbaik; organisasi akan gagal untuk notis.*	1	2	3	4	5
6. The organization cares about my general satisfaction at work. *Organisasi mengambil berat tentang kepuasan am saya di tempat kerja.*	1	2	3	4	5
7. The organization shows very little concern for me. *Organisasi ini menunjukkan kebimbangan yang amat sedikit bagi saya.*	1	2	3	4	5
8. The organization takes pride in my accomplishments at work. *Organisasi berbangga pencapaian saya di tempat kerja.*	1	2	3	4	5

SECTION C : EMPLOYEE ENGAGEMENT

Please read the following statements, and circle *(0*) appropriate in the box that best explains your opinion by selecting a number from the scale of :
Sila baca kenyataan berikut, dan bulatan (0) sesuai dalam kotak yang terbaik menerangkan pendapat anda dengan memilih nombor dari skala:

1	2	3	4	5
Strongly Disagree	Disagreed	Neutral	Agreed	**Strongly Agree**

1.	You know what is expected of you at work *Anda tahu apa yang diharapkan daripada anda di tempat kerja*	1	2	3	4	5
2.	You have the materials and equipment you need to do your work right *Anda mempunyai bahan-bahan dan peralatan yang anda perlukan untuk melakukan hak kerja anda*	1	2	3	4	5
3.	At work, you have the opportunity to do what you do everyday *Di tempat kerja, anda mempunyai peluang untuk melakukan apa yang anda lakukan setiap hari*	1	2	3	4	5
4.	In the last seven days, I did receive recognition or praise for doing good work *Dalam tempoh tujuh hari yang lalu, saya menerima pengiktirafan atau pujian untuk melakukan kerja yang baik*	1	2	3	4	5
5.	Your supervisor, or someone at work, seem to care about you as a person *Penyelia anda, atau seseorang di tempat kerja, seolah-olah mengambil berat tentang anda secara individu*	1	2	3	4	5
6.	There someone at work encourages your development *Terdapat seseorang di tempat kerja yang menggalakkan pembangunan anda*	1	2	3	4	5
7.	At work, your opinion seem to count *Di tempat kerja, pendapat anda diambil kira*	1	2	3	4	5

8. The mission or purpose of your company make you feel your job is important *Misi atau tujuan organisasi anda membuatkan anda merasakan kerja anda adalah penting*	1	2	3	4	5
9. Your associates are committed to doing quality work *Rakan anda komited untuk melakukan kerja yang berkualiti*	1	2	3	4	5
10. You have a best friend at work *Anda mempunyai seorang kawan yang terbaik di tempat kerja*	1	2	3	4	5
11. In the last six months has someone at work talked to you about your progress *Dalam tempoh enam bulan lepas terdapat seseorang di tempat kerja berbincang dengan anda tentang kemajuan anda*	1	2	3	4	5
12. In last year, you had opportunities at work to learn and grow *Pada tahun lepas, anda mempunyai peluang di tempat kerja untuk belajar dan berkembang*	1	2	3	4	5

SECTION D: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Please read the following statements, and circle *(0*) appropriate in the box that best explains your opinion by selecting a number from the scale of :
Sila baca kenyataan berikut, dan bulatan (0) sesuai dalam kotak yang terbaik menerangkan pendapat anda dengan memilih nombor dari skala:

1	2	3	4	5
Strongly Disagree	Disagreed	Neutral	Agreed	**Strongly Agree**

1.	I obey company rules and regulations even when no one is watching. *Saya mematuhi peratura dan undang-undang syarikat walaupun apabila tiada siapa yang melihat.*	1	2	3	4	5
2.	I am one of the most conscientious employees in this organization. *Saya salah seorang daripada mereka yang paling teliti dalam organisasi ini*	1	2	3	4	5
3.	I believe in giving an honest day's work for an honest day's pay. *Saya percaya dalam memberi kerja dengan jujur setiap hari untuk mendapatkan gaji yang baik.*	1	2	3	4	5
4.	I attend functions that are not required, but help the organization's image. *Saya menghadiri majlis yang tidak diperlukan, tetapi membantu imej organisasi.*	1	2	3	4	5
5.	I read and keep up with organizational announcements, memos, and so on. *Saya membaca dan berusaha dengan pengumuman organisasi, memo, dan sebagainya.*	1	2	3	4	5
6.	I am mindful of how my behavior affects other people's jobs. *Saya sedar bagaimana tingkah laku saya menjejaskan pekerjaan orang lain.*	1	2	3	4	5
7.	I help others who have been absent. *Saya membantu orang lain yang tidak hadir.*	1	2	3	4	5
8.	I help others who have heavy workloads. *Saya membantu orang lain yang mempunyai*	1	2	3	4	5

beban kerja yang berat.					
9. I help orient new people even though it is not required. *Saya membantu menyesuaikan orang baru walaupun ia tidak diperlukan*	1	2	3	4	5
10. I am willing to help others who have work-related problems. *Saya bersedia untuk membantu orang lain yang mempunyai masalah yang berkaitan dengan kerja.*	1	2	3	4	5

Appendix B

Main Study

Reliability Test: Cronbachs Alpha for Perceived Organizational Support

Case Processing Summary

		N	%
Cases	Valid	148	100.0
	Excluded[a]	0	.0
	Total	148	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.620	8

Item Statistics

	Mean	Std. Deviation	N
The organization values my contribution to its well-being.	3.43	.866	148
The organization fails to appreciate any extra effort from me.	3.18	.839	148
The organization would ignore any complaint from me.	3.28	.873	148
The organization really cares about my well-being.	3.31	.790	148
Even I did the best job possible; the organization would fail to notice.	2.86	.862	148
The organization cares about my general satisfaction at work.	3.17	.811	148
The organization shows very little concern for me.	2.97	.742	148
The organization takes pride in my accomplishments at work.	3.48	.922	148

Reliability Test: Cronbachs Alpha for Employee Engagement

Case Processing Summary

		N	%
Cases	Valid	148	100.0
	Excluded[a]	0	.0
	Total	148	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.823	12

Item Statistics

	Mean	Std. Deviation	N
You know what is expected of you at work	3.76	.753	148
You have the materials and equipment you need to do your work right	3.34	.909	148
At work, you have the opportunity to do what you do everyday	3.28	.997	148
In the last seven days, I did receive recognition or praise for doing good work	2.66	1.073	148
Your supervisor, or someone at work, seem to care about you as a person	3.14	.938	148
There someone at work encourages your development	3.27	.854	148
At work, your opinion seem to count	3.31	1.002	148
The mission or purpose of your company make you feel your job is important	3.61	.838	148
Your associates are committed to doing quality work	3.57	.775	148
You have a best friend at work	3.72	.889	148
In the last six months has someone at work talked to you about your progress	3.27	1.027	148
In last year, you had opportunities at work to learn and grow	3.16	.941	148

Reliability Test: Cronbachs Alpha for Organization Citizenship Behavior

Case Processing Summary

		N	%
Cases	Valid	148	100.0
	Excluded[a]	0	.0
	Total	148	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.874	10

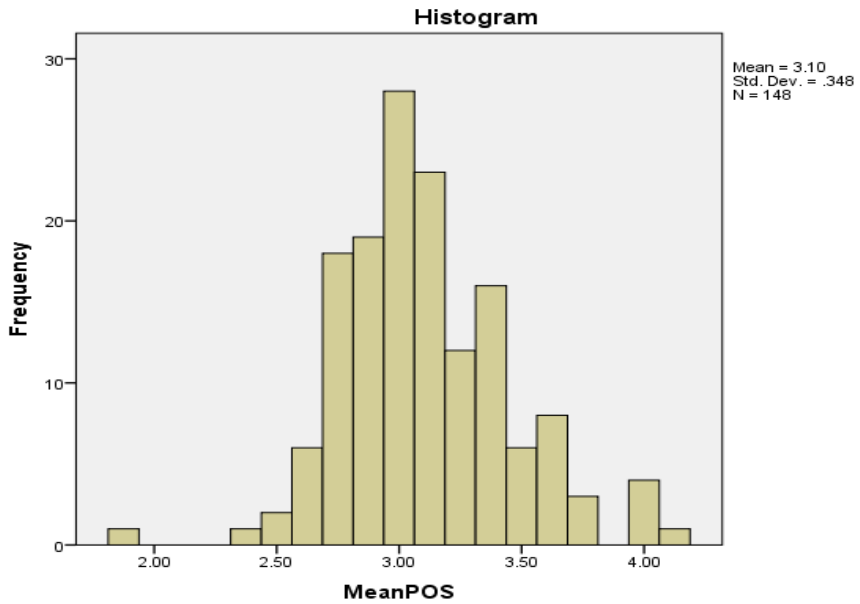
Item Statistics

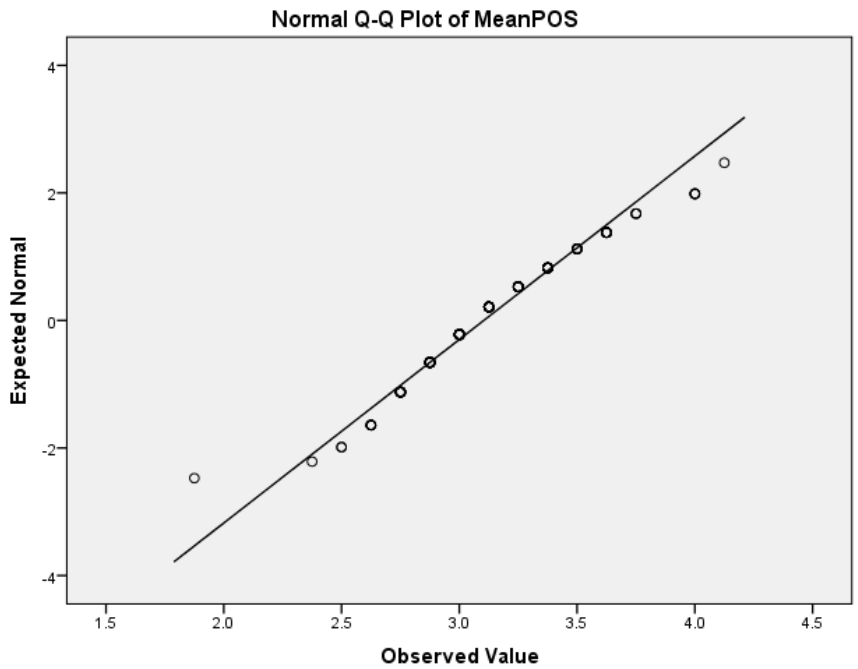
	Mean	Std. Deviation	N
I obey company rules and regulations even when no one is watching.	3.96	.708	148
I am one of the most conscientious employees in this organization.	3.67	.811	148
I believe in giving an honest day's work for an honest day's pay.	4.16	.756	148
I attend functions that are not required, but help the organization's image	3.36	1.011	148
I read and keep up with organizational announcements, memos, and so on.	3.62	.876	148
I am mindful of how my behavior affects other people's jobs.	3.55	.921	148
I help others who have been absent.	3.57	1.051	148
I help others who have heavy workloads	3.80	.880	148
I help orient new people even though it is not required	3.76	.813	148
I am willing to help others who have work-related problems.	4.12	.807	148

Appendix C

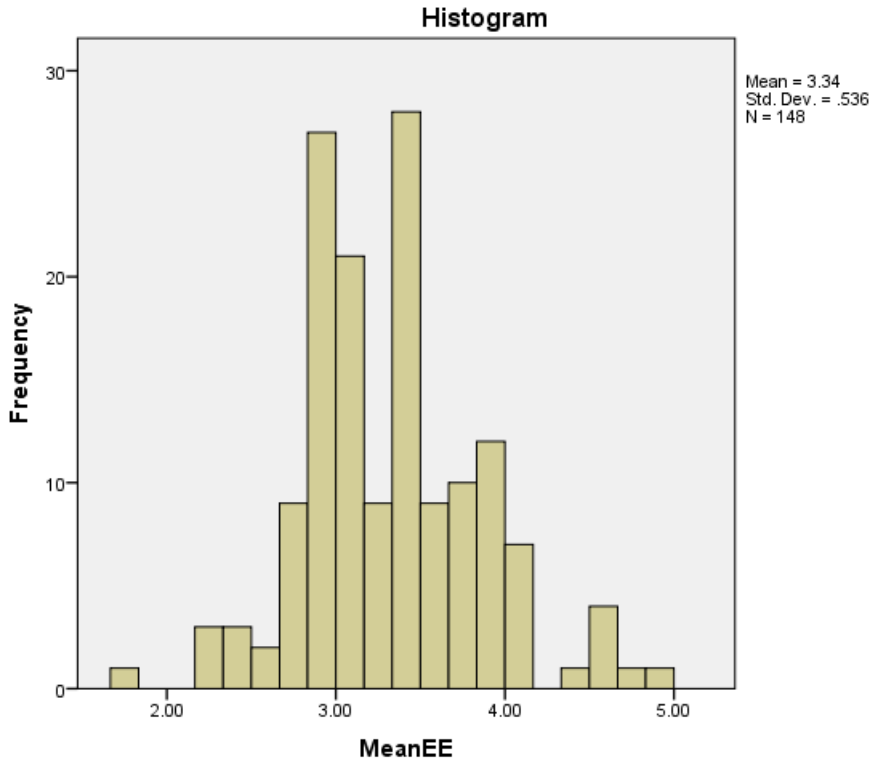
Normality Test

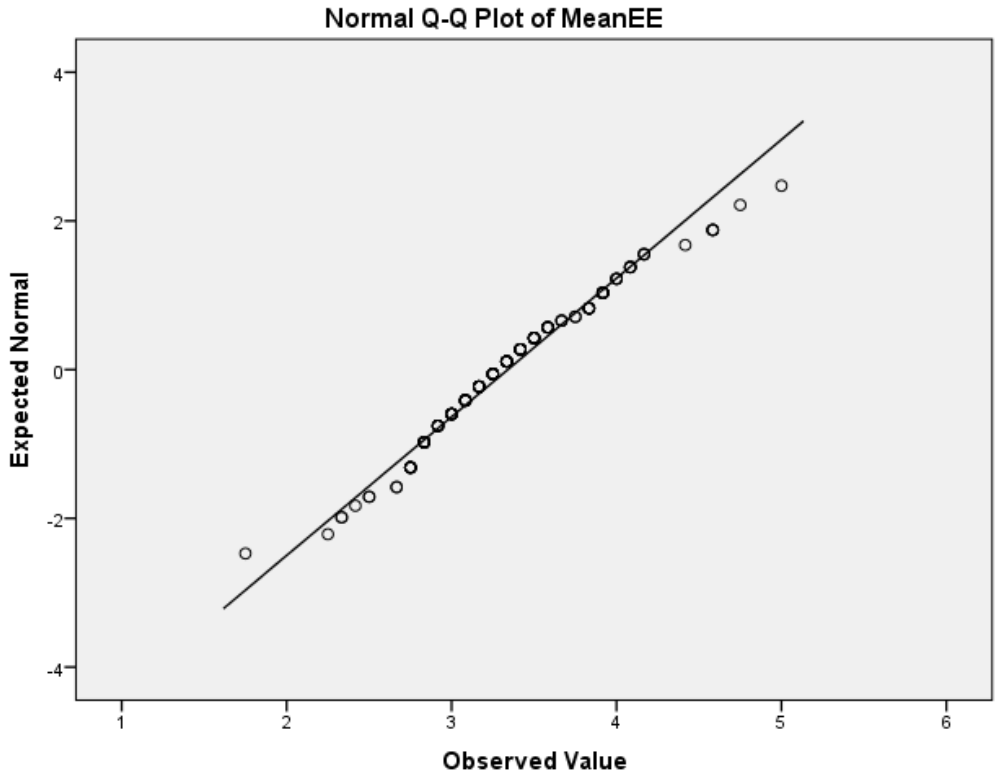
Normality Test on Perceived Organizational Support



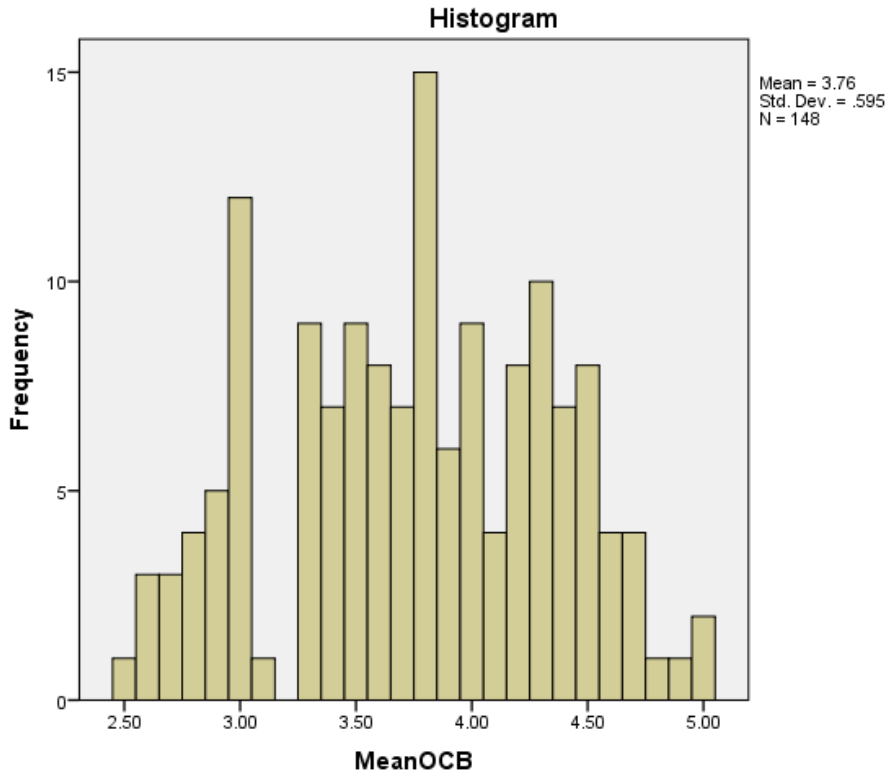


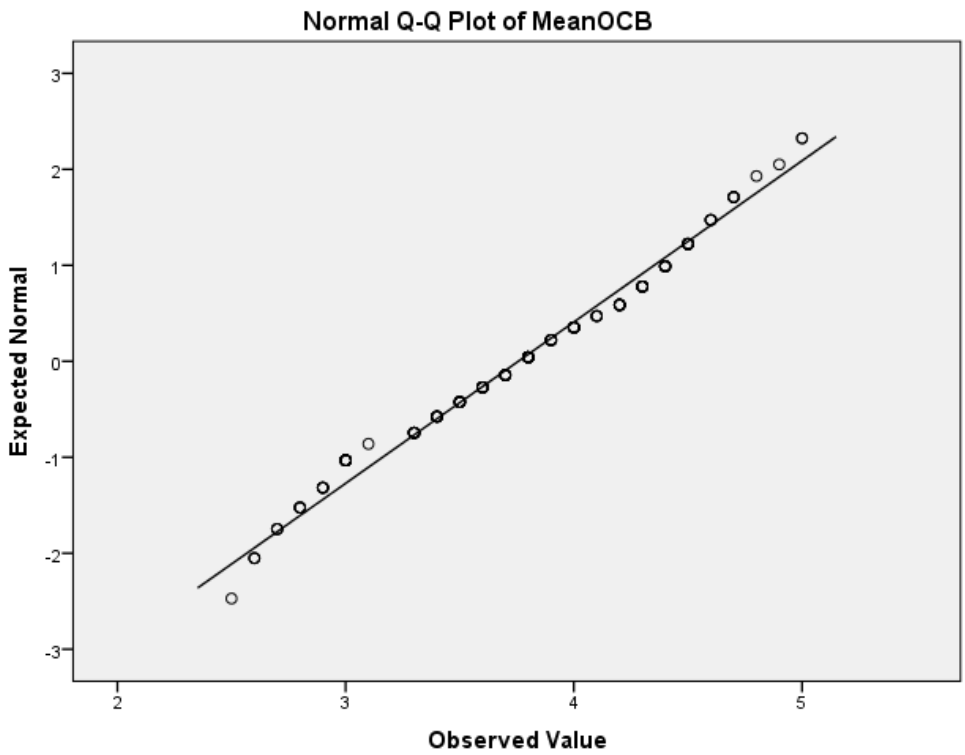
Normality Test on Employee Engagement





Normality Test on Organization Citizenship Behavior





Regression Analysis

Relationship Between Perceived Organizational Support and Organization Citizenship Behavior

Descriptive Statistics

	Mean	Std. Deviation	N
MeanOCB	3.7568	.59501	148
MeanPOS	3.1039	.34761	148

Correlations

		MeanOCB	MeanPOS
Pearson Correlation	MeanOCB	1.000	.239
	MeanPOS	.239	1.000
Sig. (1-tailed)	MeanOCB	.	.002
	MeanPOS	.002	.
N	MeanOCB	148	148
	MeanPOS	148	148

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	MeanPOS[b]	.	Enter

a. Dependent Variable: MeanOCB

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.239[a]	.057	.051	.57969

a. Predictors: (Constant), MeanPOS

b. Dependent Variable: MeanOCB

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.982	1	2.982	8.873	.003[b]
	Residual	49.062	146	.336		
	Total	52.043	147			

a. Dependent Variable: MeanOCB

b. Predictors: (Constant), MeanPOS

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)	2.485	.430		5.785	.000	1.636	3.334					
	MeanPOS	.410	.138	.239	2.979	.003	.138	.682	.239	.239	.239	1.000	1.000

a. Dependent Variable: MeanOCB

Relationship Between Perceived Organizational Support and Employee Engagement

Descriptive Statistics

	Mean	Std. Deviation	N
MeanEE	3.3407	.53637	148
MeanPOS	3.1039	.34761	148

Correlations

		MeanEE	MeanPOS
Pearson Correlation	MeanEE	1.000	.318
	MeanPOS	.318	1.000
Sig. (1-tailed)	MeanEE	.	.000
	MeanPOS	.000	.
N	MeanEE	148	148
	MeanPOS	148	148

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	MeanPOS[b]	.	Enter

a. Dependent Variable: MeanEE

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.318[a]	.101	.095	.51023

a. Predictors: (Constant), MeanPOS

b. Dependent Variable: MeanEE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.282	1	4.282	16.447	.000[b]
	Residual	38.009	146	.260		
	Total	42.291	147			

a. Dependent Variable: MeanEE

b. Predictors: (Constant), MeanPOS

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)	1.817	.378		4.805	.000	1.069	2.564					
	MeanPOS	.491	.121	.318	4.055	.000	.252	.730	.318	.318	.318	1.000	1.000

a. Dependent Variable: MeanEE

Relationship Between Employee Engagement and Organization Citizenship Behavior

Descriptive Statistics

	Mean	Std. Deviation	N
MeanOCB	3.7568	.59501	148
MeanEE	3.3407	.53637	148

Correlations

		MeanOCB	MeanEE
Pearson Correlation	MeanOCB	1.000	.423
	MeanEE	.423	1.000
Sig. (1-tailed)	MeanOCB	.	.000
	MeanEE	.000	.
N	MeanOCB	148	148
	MeanEE	148	148

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	MeanEE[b]	.	Enter

a. Dependent Variable: MeanOCB

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.423[a]	.179	.173	.54113

a. Predictors: (Constant), MeanEE

b. Dependent Variable: MeanOCB

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.291	1	9.291	31.727	.000[b]
	Residual	42.753	146	.293		
	Total	52.043	147			

a. Dependent Variable: MeanOCB

b. Predictors: (Constant), MeanEE

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)	2.191	.282		7.783	.000	1.635	2.747					
	MeanEE	.469	.083	.423	5.633	.000	.304	.633	.423	.423	.423	1.000	1.000

a. Dependent Variable: MeanOCB

Relationship between Perceived Organizational Support and Organization Citizenship Behavior and Employee Engagement as mediator.

Descriptive Statistics

	Mean	Std. Deviation	N
MeanPOS	3.1039	.34761	148
MeanEE	3.3407	.53637	148
MeanOCB	3.7568	.59501	148

Correlations

		MeanPOS	MeanEE	MeanOCB
MeanPOS	Pearson Correlation	1	.318**	.239**
	Sig. (2-tailed)		.000	.003
	N	148	148	148
MeanEE	Pearson Correlation	.318**	1	.423**
	Sig. (2-tailed)	.000		.000
	N	148	148	148
MeanOCB	Pearson Correlation	.239**	.423**	1
	Sig. (2-tailed)	.003	.000	
	N	148	148	148

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

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	MeanEE, MeanPOS[b]	.	Enter

a. Dependent Variable: MeanOCB

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437[a]	.191	.180	.53893

a. Predictors: (Constant), MeanEE, MeanPOS

b. Dependent Variable: MeanOCB

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.928	2	4.964	17.091	.000[b]
	Residual	42.115	145	.290		
	Total	52.043	147			

a. Dependent Variable: MeanOCB

b. Predictors: (Constant), MeanEE, MeanPOS

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)	1.708	.430		3.975	.000	.859	2.558					
	MeanPOS	.200	.135	.117	1.481	.141	-.067	.466	.239	.122	.111	.899	1.113
	MeanEE	.427	.087	.385	4.890	.000	.255	.600	.423	.376	.365	.899	1.113

a. Dependent Variable: MeanOCB