

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

**By**

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**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**

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**UNIVERSITI UTARA MALAYSIA**

**2014**

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## 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.*

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## **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

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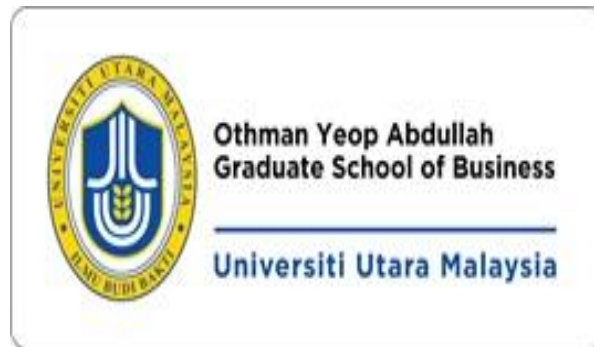
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## Appendix A



### 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 complete this questionnaire. All information given 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**

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## 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
<b>Strongly Disagree</b>	Disagreed	Neutral	Agreed	<b>Strongly Agree</b>

1. The organization values my contribution to its well-being. <i>Organisasi menghargai sumbangan saya kepada kesejahteraan mereka.</i>	1	2	3	4	5
2. The organization fails to appreciate any extra effort from me. <i>Organisasi gagal untuk menghargai apa-apa usaha tambahan daripada saya.</i>	1	2	3	4	5
3. The organization would ignore any complaint from me. <i>Organisasi ini akan mengabaikan apa-apa aduan daripada saya.</i>	1	2	3	4	5
4. The organization really cares about my well-being. <i>Organisasi benar-benar mengambil berat tentang kesejahteraan saya.</i>	1	2	3	4	5
5. Even I did the best job possible; the organization would fail to notice. <i>Walaupun saya melakukan kerja yang terbaik; organisasi akan gagal untuk notis.</i>	1	2	3	4	5
6. The organization cares about my general satisfaction at work. <i>Organisasi mengambil berat tentang kepuasan am saya di tempat kerja.</i>	1	2	3	4	5
7. The organization shows very little concern for me. <i>Organisasi ini menunjukkan kebimbangan yang amat sedikit bagi saya.</i>	1	2	3	4	5
8. The organization takes pride in my accomplishments at work. <i>Organisasi berbangga pencapaian saya di tempat kerja.</i>	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 bulatkan (0) sesuai dalam kotak yang terbaik menerangkan pendapat anda dengan memilih nombor dari skala:*

1	2	3	4	5
<b>Strongly Disagree</b>	Disagreed	Neutral	Agreed	<b>Strongly Agree</b>

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

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

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

<i>beban kerja yang berat.</i>					
9. I help orient new people even though it is not required. <i>Saya membantu menyesuaikan orang baru walaupun ia tidak diperlukan</i>	1	2	3	4	5
10. I am willing to help others who have work-related problems. <i>Saya bersedia untuk membantu orang lain yang mempunyai masalah yang berkaitan dengan kerja.</i>	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 <sup>a</sup>	0	.0
	Total	148	100.0

**Reliability Statistics**

Cronbach's Alpha	N of Items
.620	8

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

**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 <sup>a</sup>	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 <sup>a</sup>	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

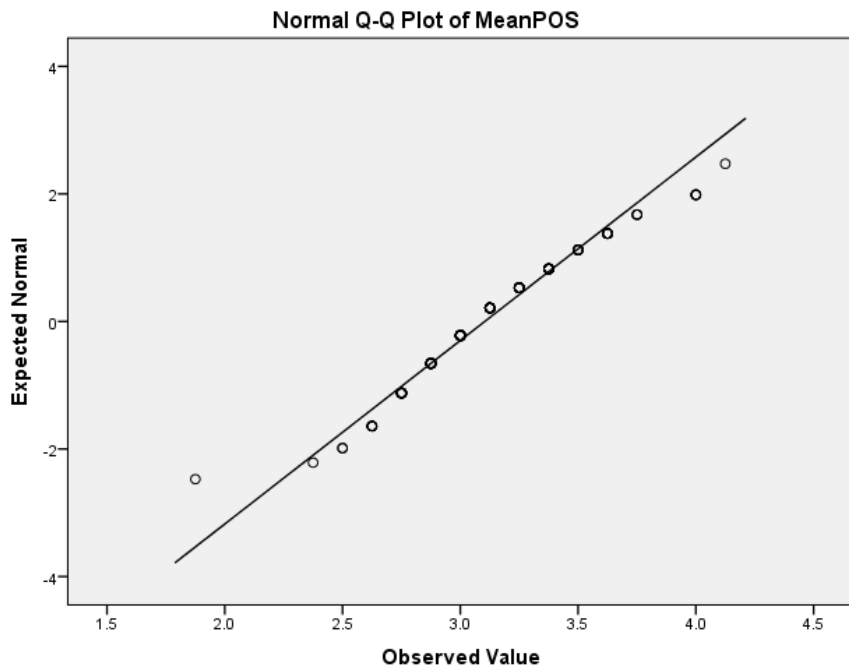
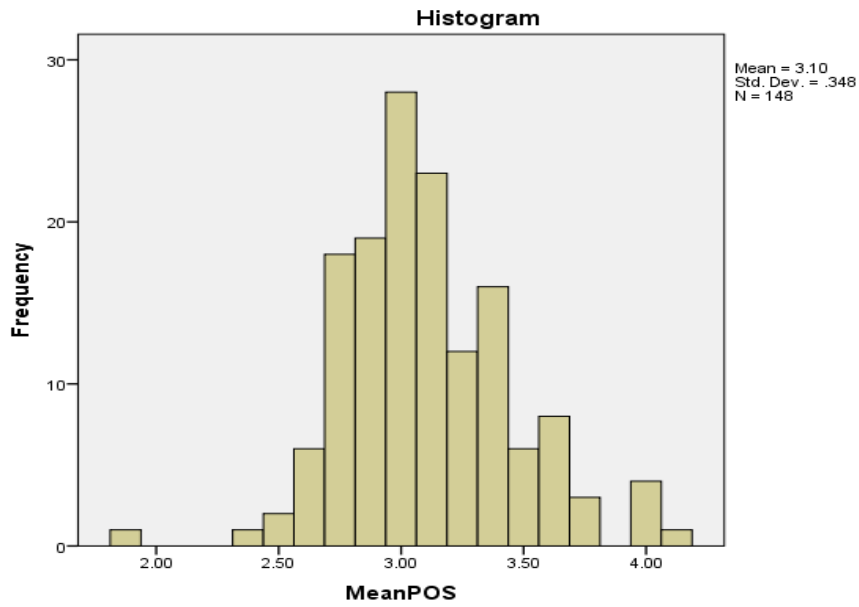
**Item Statistics**

	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

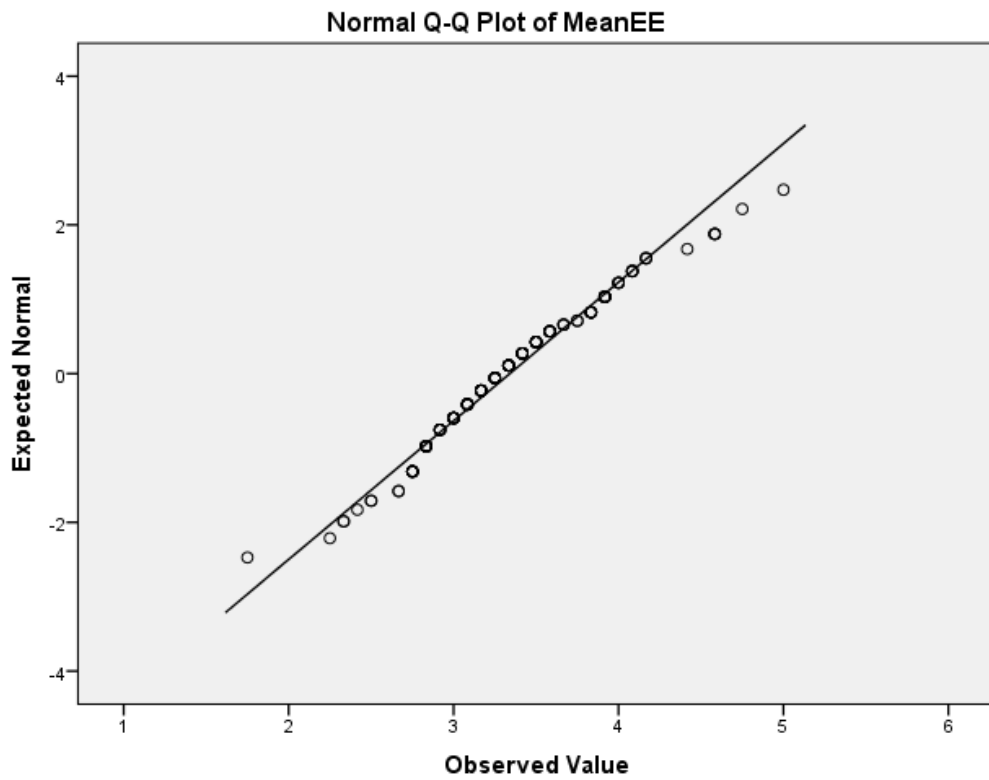
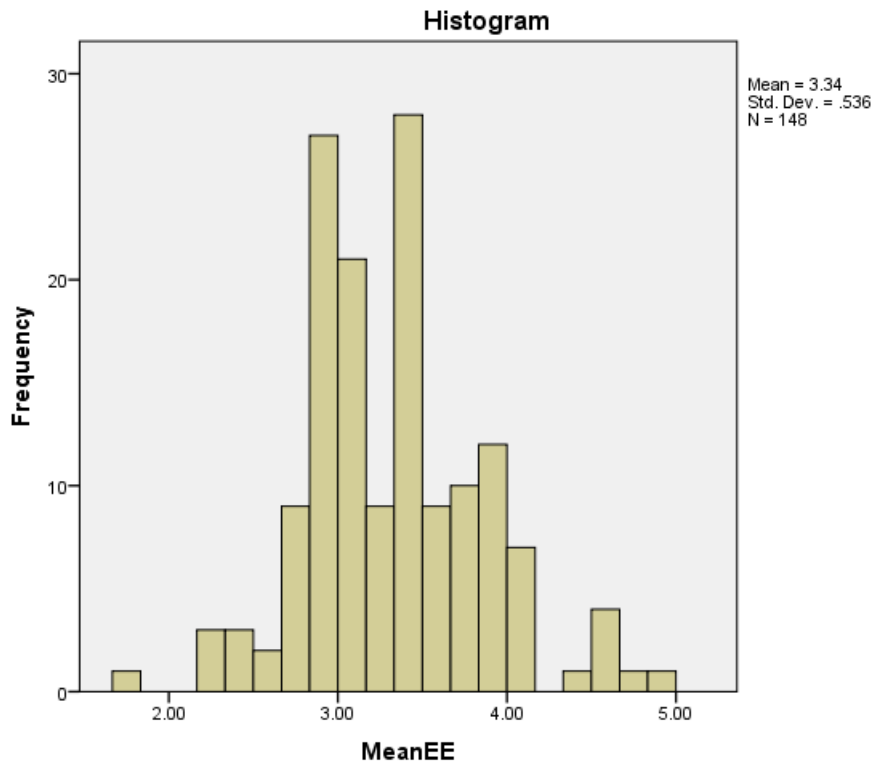
# Appendix C

## Normality Test

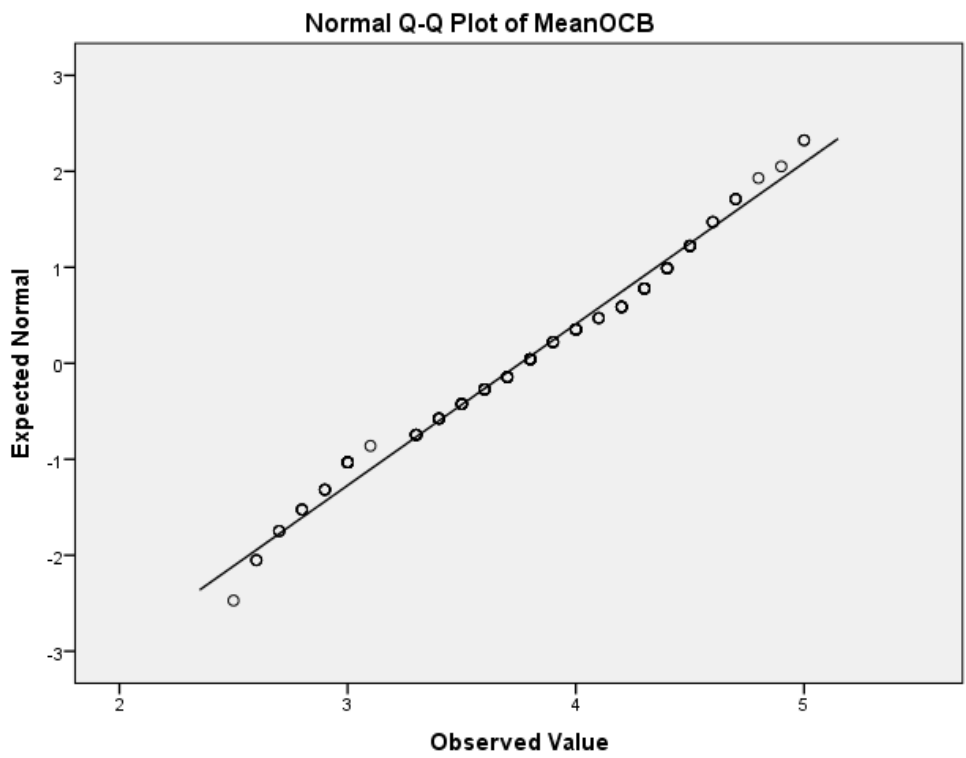
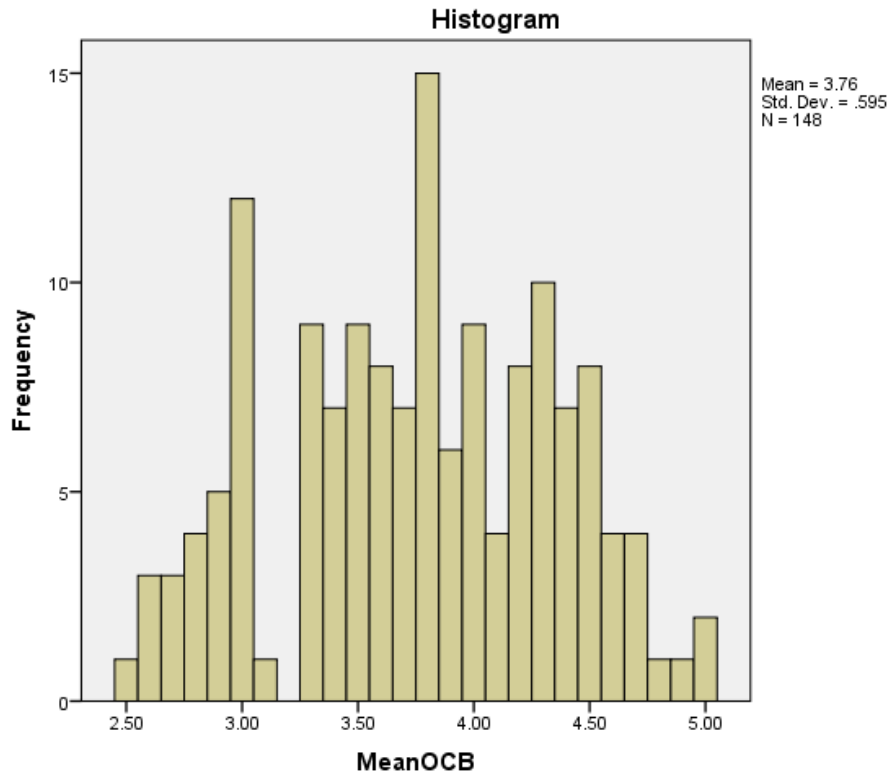
### Normality Test on Perceived Organizational Support



# 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<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	MeanPOS <sup>b</sup>	.	Enter

a. Dependent Variable: MeanOCB

b. All requested variables entered.

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.239 <sup>a</sup>	.057	.051	.57969

a. Predictors: (Constant), MeanPOS

b. Dependent Variable: MeanOCB

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.982	1	2.982	8.873	.003 <sup>b</sup>
	Residual	49.062	146	.336		
	Total	52.043	147			

a. Dependent Variable: MeanOCB

b. Predictors: (Constant), MeanPOS

Coefficients<sup>a</sup>

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<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	MeanPOS <sup>b</sup>	.	Enter

a. Dependent Variable: MeanEE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.318 <sup>a</sup>	.101	.095	.51023

a. Predictors: (Constant), MeanPOS

b. Dependent Variable: MeanEE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.282	1	4.282	16.447	.000 <sup>b</sup>
	Residual	38.009	146	.260		
	Total	42.291	147			

a. Dependent Variable: MeanEE

b. Predictors: (Constant), MeanPOS

**Coefficients<sup>a</sup>**

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	Partial	Tolerance	VIF	
1	(Constant)	1.817	.378	4.805	.000	1.069	2.564						
	MeanPOS	.491	.121	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<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	MeanEE <sup>b</sup>	.	Enter

a. Dependent Variable: MeanOCB

b. All requested variables entered.

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.423 <sup>a</sup>	.179	.173	.54113

a. Predictors: (Constant), MeanEE

b. Dependent Variable: MeanOCB

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.291	1	9.291	31.727	.000 <sup>b</sup>
	Residual	42.753	146	.293		
	Total	52.043	147			

a. Dependent Variable: MeanOCB

b. Predictors: (Constant), MeanEE

**Coefficients<sup>a</sup>**

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<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	MeanEE, MeanPOS <sup>b</sup>		Enter

a. Dependent Variable: MeanOCB

b. All requested variables entered.

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437 <sup>a</sup>	.191	.180	.53893

a. Predictors: (Constant), MeanEE, MeanPOS

b. Dependent Variable: MeanOCB

ANOVA<sup>a</sup>

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

a. Dependent Variable: MeanOCB

b. Predictors: (Constant), MeanEE, MeanPOS

Coefficients<sup>a</sup>

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