THE EFFECT OF HUMAN RESOURCE PRACTICES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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ABSTRACT

Many researchers conducted study in the area of organizational citizenship behaviour but there is little research and less focus on service organizations, particularly educational institution. The study is a replication of Veldhoven and Meijman (1996), Johnson (1996), Lytle, Hom and Mokwa (1998), Weer (2006), Podsakoff and Mckenzie (1994) which adapting 25 item instruments on participation in decision making, training and development and career development that will impact on the exhibition of organizational citizenship behaviour among administrative staff in the university. The study aims to understand the relationship of human resource practices on organizational citizenship behaviour within the context of university as educational institution. Based on the analysis it was found that career management and training made significant contributions to organizational citizenship behaviour. Recommendations and implications for future research and practice were also discussed.

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INTRODUCTION

1.1   Background of the Study

Organizational citizenship behaviour has been a key construct in the psychology and management area. It has received an enormous deal of interest in the literature (Swaminathan & Jawahar 2013; Marshall, Moncrief, Lassk & Shepherd 2012; Farhan & Mehboob 2012; Mohammad, Habib & Alias 2011; Javadi & Yavarian 2011; Wei, Han, & Hsu 2010; Kim & Gong 2009; Noor 2009; Sun, Aryee & Law 2007). Current research shows that not only in-role but also extra-role behaviours-organizational citizenship behaviour-are essential in employee performance. Organizational citizenship behaviour also important for an organization to survive. Several researchers found that employee satisfaction, organizational commitment, high performance human resource practices and motivation all impact and affect organizational citizenship behaviour (Swaminathan & Jawahar 2013; Marshall et al. 2012; Farhan & Mehboob 2012; Jahangir, Akbar & Haq 2004).

Organizational citizenship behaviour is important for employees in a university because they are working in a service organization. Bettencourt, Gwinner and Meuter (2001) have developed three dimension of service-oriented OCB: loyalty, participation and service delivery. Employees act as advocates to outsiders of organization's product, service and its image through loyalty. In participation service-oriented OCB, employees take individual initiative to develop service delivery to enable the organization to meet the rapid change of

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the needs of customers. In service delivery service-oriented OCB, employees perform in a conscientious manner in activities close service delivery to customers. Service-oriented OCB are positively related to supportive work environment where they are motivated to share tacit knowledge to enhance productivity. Service-oriented OCB also satisfy the relational needs of employees and increase the psychological cost of leaving (Sun, Aryee and Law 2007).

The university is successful when they can satisfy the customers and offer valuable behaviour to the customer needs. The most important factor for a university as service organization is the quality of services. Offering appropriate quality services is the main strategies in the survival of an organization. Employees in the university are responsible to provide quality services that meet expectations of management and customers. It is not accounted to official task but it was related to voluntary and optional behaviour to improve the tasks and roles. For example, the employee may help newcomers or low performers to improve the skills and overcome the problem to fulfil a task. High engagement of OCB shows that the employees are willing to tolerate rather than complaining, punctual and keeping workplace clean. Realizing the impact of high engagement of OCB among university staff, the management has force managerial solution such as human resource practices to increase the level of OCB among the staff.

Organizational citizenship behaviour has been a crucial determinant of an organization's effectiveness, efficiency, productivity and overall performance.

However, it has been little research been done in the service organization especially in the educational institution. According to Mohamad, Habib and Alias (2011), voluntary behaviour is important for the employees in educational institution because the behaviour is part of official roles. Therefore, the study aims to understand the relationship of human resource practices on organizational citizenship behaviour within the context of university as educational institution. Different finding will be obtained from corporate companies and the university – education service provider. Hence, the challenging to address the specific problem at the university, the study will contribute to enhancing organizational citizenship behaviours and will eventually increase the effectiveness of educational institutions.

1.2   Problem Statement

Many researchers have been doing the research to explore the relationship of job satisfaction, leadership, motivation and personality as predictor of organizational citizenship behaviour (Mohammad, Habib & Alias 2011; Gunavathy & Indumathi 2010; Pal (2012); Najari, Ahmadi dan Habibibatar (2011). The studies have proven the direction of relationship of job satisfaction, leadership, motivation and personality with organizational citizenship behaviour. Researchers also did their study to examine the relationship of human resource practices and organizational citizenship behaviour (Tang 2012; Snape & Redman 2010; Husin, Chelladurai & Musa 2012). The relationship between human resource practices and organizational citizenship behaviour are differs across various context but none of them

denied the effect of organizational citizenship behaviour on organizational effectiveness. According to Hadjali, Salimi and Salehi (2012) managers need to pay a significant attention to the indices of organizational citizenship behaviours in relation with employees, because it will increase service quality and organization efficiency.

Human resource practices were management tool to see a clear link between the two disciplines – human resource management and organizational behaviour. The research on human resource practices is done to provide an extra perspective for researcher and practitioners in human resource field where they can develop strong understandings of the positive effect of those practices on work attitude. Three independent variables were identified in the study to see the impact on organizational citizenship behaviour – participation in decision making, training and development and career development. The study of Sun, Aryee and Law (2007) found that high performance human resource practices are related to service-oriented OCB. HR effectiveness is most strongly associated with employee attitudes and behaviour. HR practices must be present, they must be effective and they must be effectively implemented. The research has been done to investigate whether the three variable are able to encourage the exhibition of citizenship behaviour among administrative staff. The variable has been identified based on the direct implementation and acceptance of employees and within management control.

Participation in decision making is a form of employee involvement. It helps the management to enhance productivity, encourage team cohesion and

develop innovation. Employee involvement translates directly into increased productivity. Employees put their best interest to increase their role in the organization and fostering a stronger work ethic. Those who were given the opportunity to express the ideas are more independence. They tend to form better working relationships. It is known as team cohesion that foster better relationship between management and staff. Participation also develop innovation whereby offering more ideas and problem-solving solutions when obstacles arise (Kuye and Sulaimon 2011).

Training and development presents a prime opportunity to expand the knowledge base of all employees and it is an investment for future survival. It builds the employee's confidence for stronger understanding of the industry and the responsibilities of the job. This confidence may force the employee to perform even better and think of new ideas that help to excel. The investment in training shows the employees are valued to organization. Furthermore, investment on training will improve the employees' level of conscientiousness, meaning that they are more prepared to come to work early if needed and will obey on company rules at minimum supervision. It also creates a supportive workplace. Employees who feel appreciated and challenged through training opportunities may feel more satisfied (Ahmad 2011).

Career development is a human resource practice that shows the organizations are cares about their employees. It is clear that favourable opportunities for career development and progression will be a crucial motivational tool when it comes to recruiting and retaining competent staff. It is a vital part of

organizational strategy. The benefits include the continued development of employees in competencies needed by organization to succeed and increased employee engagement which is a key driver of productivity, retention and performance (Sutton 2005).

This research is carried out in the university to improve the quality of service of educational institution in Malaysia. It is an effort towards developing a reputation which encompasses dynamism, competitiveness, ability to anticipate future challenges including acting effectively and keeping pace with globalization. Little research has been done in Malaysia regarding organizational citizenship behaviour. A study by Khan and Rashid (2012) only focus on academicians in public higher learning institution in Malaysia and Mohammad, Habib and Alias (2011) has done their research among non-academic staff of Universiti Kebangsaan Malaysia (UKM). Both of them are discussing the behaviour of employees but not the human resource practices to enhance the organizational citizenship behaviour. The research by Othman (2009) has revealed that human resource practices in Malaysia is in a state of progress and is changing although slowly. This study will be an extension of an effort in improving human resource practices towards encouraging organizational citizenship behaviour in a service organization so called educational institution to become excellent in education system.

1.3   Research Questions

Research questions are consequently derived from the problem statement which are formulated to guide the research by narrowing down the research

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issues and identifies the concern addressed by the research study. It is essentially a question that specifically states what researcher will attempt to answer. In the research, it aims at examining the three human resources practices which comprises of participation in decision making, training and development and career development on organizational citizenship behaviour among administrative staff in the university. It attempted to answer the following questions:

a) What is the level of organizational citizenship behaviour among administrative staffs in the university?

b) How participation in decision making can increase the level of organizational citizenship behaviour?

c) How training and development influence organizational citizenship behaviour of administrative staff?

d) How career development impact on organizational citizenship behaviour of administrative staff in the university?

1.4 Research Objectives

The objectives of the research have been clearly stated by the researcher. It is a clear and concise statement of the purpose and aim of the study. The objectives provide an overview of what is intended to be achieved by the study. The study is conducted to achieve the following objectives:

a) To determine the level of organizational citizenship behaviour among administrative staffs in the university.

b) To investigate the extent of participation of decision making that will increase the level of organizational citizenship behaviour among university administrative staff.

c) To examine how training and development can influence organizational citizenship behaviour of administrative staff in the university.

d) To identify how career development impact on administrative staff's organizational citizenship behaviour.

1.5   Scope of the Study

The study consisted of administrative staffs from all departments and units in the university. Selected staff is among departments and units that deal directly with students such as Academic Affairs and Student Affairs Department. Total number of active administrative staff has been obtained from the Registrar's Department and including supervisory and non-supervisory level in the university. Although they are not working directly in the marketing that deals with customer, expects sales increasing and improves companies' profit, the administrative staffs also plays their in-role and extra-role as part of official role because they are working in service organization – educational institution. The study covers the staff in the university because the exhibition of organizational citizenship behaviour may enhance the quality service of the organization towards achieving excellence educational system, increase organizational performance and effectiveness. The researcher selected administrative staff in the study because the university where offer educational service are important regarding the quality of service. The most important factor that can use the administrative staff's attitudes, behaviours and

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interactions to provide the best quality of services, is the behaviour especially in the university. OCB in the universities were paid less attention and most of OCB in educational service are exploring the level of OCB among academicians. Administrative staffs who exhibit organizational citizenship behaviour tend to help others with organizationally relevant tasks and have positive attitude and less complaint rather than academic citizenship contribution which is related to academicians tend to exhibit behaviour towards contribution to research and publication and obtain grant funding.

1.6   Significance of the Study

The study of the impact of human resource practices on organizational citizenship behavior among administrative staff in university will help the management to obtain a new perspective in encouraging the exhibition of organizational citizenship behavior in their official task. The research might offer some empirical messages for management in the university about practicing effective human resource management to develop service-oriented organizational citizenship behavior. This study may help administrative staff to provide the information of how they can improve their exhibition of organizational citizenship behavior.

The study also provides a solution and recommendation to improve the quality of service of university staff as for those who are working in the educational service organization. It was beneficial to the organization that has encourages the staff to engage in organizational citizenship behaviour. High performance of human resource practices may also provides positive working environment

whereby management and staffs has mutual understanding and recognizing their own role towards organizational effectiveness.

1.7   Organization of the Research

Total number of five chapters is available in the research. Chapter 1 discussed the description of the study by highlighting the important aspects such as background of the study, problem statement, research questions, research objectives, significance of the study and scope of the study. Chapter 2 combined the review of related topic of interest which is organizational citizenship behaviour. It briefly explores other literatures and previous studies related to the problems being investigated. Chapter 3 has explained research methodology; it includes research framework, research hypothesis, conceptual definitions, operational definitions, instrument scales, population, sample, data collection process, questionnaire design, translation, pilot test and data analysis. Chapter 4 explained in details finding of research. It includes response rate, profile of respondents, reliability analysis, descriptive statistics, correlation analysis, and multiple regression analysis. The last chapter has explained recapitulation of finding, discussion of finding, managerial and theoretical implication and conclusion.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to discuss the literature on organizational citizenship behaviours, human resource practices – participation in decision making, training and development and career development. This chapter provides empirical studies related on the subject area and provides more knowledge and understanding on the research topic.

2.2 Empirical Studies on Organizational Citizenship Behaviour

The main purpose of literature survey is to determine and highlight the important of variables such organizational citizenship behaviour, and to document the significant findings from earlier research that will serve as the foundation on which the theoretical framework for the current investigation can be built and the hypotheses developed. Empirical studies shows researcher is knowledgeable about the problem area and has done a preliminary assignment that is necessary to conduct the research. Second, the conceptual framework was structures and adds more information to the existing knowledge.

2.2.1 Leadership and Organizational Citizenship Behaviour

Gunavathy and Indumathi (2010) conducted a study to investigate the relationship between the leadership that an employee experiences from his supervisor and organizational citizenship behaviour. Sample consists of 90

employees of a civil engineering company in Chennai. The questionnaire method was adopted to collect the data. Various dimension of OCB scale were altruism, conscientiousness, courtesy, sportsmanship and civic virtue were rated on a 7-point Likert's scale. While six leadership dimensions were assessed namely, the leader's focus on the goal, ability to ensure a collaborative climate, ability to build confidence, demonstration of sufficient technical know-how, ability to prioritize and ability to manage performance. Responses were solicited on a 4-point Likert's scale type. The study found there is no significant relationship between leadership and OCB. In the study conducted by Lian and Tui (2012) in Malaysian major industries like services, manufacturing, mining and construction companies has found that the transformational leadership style has significant positive relationship with subordinates' OCB, whereas the transactional leadership style is negatively related to OCB. It can be seen that direct effect of leadership styles on the subordinates' outcome. Unlike the study above, a study in a mid-sized financial company in China by Jiao, Richards and Zhang (2011) revealed that perceived organizational instrumentality was related to and explained variance in OCB beyond perceived individual instrumentality. In addition, perceived organizational and individual instrumentalities partially mediated between leadership (transformational leadership and contingent reward) and OCB. Another study that revealed similar direction of relationship was conducted by Yaffe and Kark (2011) in a large Israeli communication organization. The results of the study suggest that by modelling OCB, leaders can educate work groups about the importance of contributions in the form of OCB and at the

same time make leaders deserving of such contribution. Leilei and Peilan (2009) also conclude that authentic leadership can positive predict organizational citizenship behaviour. Authentic leadership has influences the followers trust, and then affects organization climate by the trust, then influence job satisfaction, performance, identity and altruism controlling by leaders capacity.

In conclusion, most of the finding has support that leadership can predict organizational citizenship behaviour especially in service organizations. The leader should give more attention on the leadership member exchange rather than on mere leadership styles or achieving sales target. The leaders are suggested to foster the culture of trust, mutual understanding and transparency. Leaders also inspire the follower to participate in the exhibition of extra role behaviour.

2.2.2 Job Satisfaction and Organizational Citizenship Behaviour

Mohammad, Habib and Alias (2011) conducted a study to investigate the dimensions of job satisfaction, intrinsic and extrinsic, on two types of organizational citizenship behaviour: OCBI and OCBO in the context of higher education institutions. The sample consists of 79 of non academic staff of Universiti Kebangsaan Malaysia (UKM). The study found that intrinsic job satisfaction is significantly and positively associated with OCBO but not OCBI. The result was translated as employees feel happy and satisfied with their organization when they feel that their organization is considerate and caring with respect to their personal growth, development and advancement in

their work. Furthermore, the findings of the study show that extrinsic job satisfaction is positively and significantly correlated with OCBO but not OCBI. The employee find themselves satisfied with their work and are more willing to reciprocate by expressing and positive attitude and behaviour when they feel that their organization is considering financial and material rewards or advantages for their job performance. Similarly finding was obtained by Arif and Chohan (2012) where it was found there is a significant degree of correlation with the dimensions of job satisfaction and within the dimensions of OCB. On the same note, Qamar (2012) found that job satisfaction have significant impact on OCB among banking employee sector in Pakistan. All the dimensions of OCB (altruism, courtesy, conscientiousness, sportsmanship and civic virtue) are positively and significantly related to each other as well as to job satisfaction. The strongest relationship is conscientiousness. Intaraprasong (2012) has conducted a study on 296 respondents who worked in university of Thailand and revealed that altruism and sportsmanship were significantly and positively related to job satisfaction. Unlikely the three studies above, a study by Mehboob and Bhutto (2012) among faculty members of three business institute revealed a weak relationship between job satisfaction and OCB's dimensions. Job satisfaction only found related with Courtesy and Altruism dimensions of OCB, while other dimension was found insignificantly related with Job Satisfaction.

In conclusion, most of the research found job satisfaction can predict organizational citizenship behaviour. Organizations can achieve efficiencies if the personnel can exhibit extra-role behaviours or OCB. If the employees were

satisfied with their job at the high level, they can express the behaviour that can enhance the effectiveness of performance.

2.2.3 Personality and Organizational Citizenship Behaviour

Najari, Ahmadi and Habibibatar (2011) conducted a research to determine the relationship between personality and organizational citizenship behaviour in public organizations of Iran. The sample consists of 90 people in public organizations in Iran. Personality dimensions including emotional stability, agreeableness, openness to experience, extraversion and conscientiousness. OCB dimensions including civic virtue, altruism, conscientiousness, sportsmanship, courtesy, interpersonal harmony, protecting company resource and organizational loyalty. The result of the research showed all five dimensions and personality itself have a possible and significant effect on the OCB. On the same note, Kappagoda and Kulathunga (2011) has conducted a research to investigate the impact of five factor model of personality on non-managerial employees in Sri Lankan banking sector. The results of the study have indicated that extraversion, agreeableness, conscientiousness and openness to experience had significantly and positively related to OCB. The researcher also found that neuroticism had significant negative association with organizational citizenship behaviour. Mahdioun, Ghahramani and Sharif (2010) have done a research to in the same area among 213 of expert staffs of Tehran University. The researcher found that conscientiousness, agreeableness and openness to experience predict the exhibition of OCB. Fai (2007) also conducted a research in the setting of financial institution located in Hong

Kong involving 103 staffs from junior to senior rank and revealed that personality has positively impact on the three dimension of OCB: altruism, sportsmanship and civic virtue. Similar with the study above, a study in medical college in North India by Kumar, Bakshi and Rani (2009) revealed that openness to experience, conscientiousness, extraversion, agreeableness are positively related to OCB while neuroticism was negatively correlated to OCB.

In conclusion, most of previous research found personality can predict organizational citizenship behaviour. The studies has similar finding even they conducted the research in many different sectors and geographical areas.

2.2.4 Motivation and Organizational Citizenship Behaviour

A study conducted by Pal (2012) to examine the nature of organizational citizenship behaviour and its dimensions in the private and public sector Indian organizations. The study also conducted to investigate the relationship that organizational citizenship behaviours bears with sources of work motivation. The sample consisted of 400 workers drawn from the private and public sector organizations located in three districts of West Bengal. The results indicated the emergence of three new factors with respect to the conceptualization of organizational citizenship behaviour. It was also revealed that organizational citizenship behaviour likely to be higher in private sector workers than that of the public sector workers. The relationship of organizational citizenship behaviour with that of work motivation, as depicted, by the correlation analysis, is significant in private sector organizations whereas the same relationship is insignificant in the public sector organizations. On the same

note, Ma (2013) conducted a study to understand the motivational mechanism of hotel employees' organizational citizenship behaviour (OCB) from a cross-culture perspective. The study proposed a new three-dimensional model of organizational citizenship behaviour (OCB-O, OCB-I and OCB-C) as well as the altruistic-egoistic motivational mechanism of OCB and collecting data from both US hotel employees and Chinese hotel employees using convenience sampling method. The findings suggested that hotel employees' OCB was complexly motivated by both altruistic motivations and egoistic motivations and the motivations of OCB seemed to be culturally specific. Wang (2011) conducted a study to test relationships between value/identity based motivation and the five dimensions of organizational citizenship behaviour (OCB). Data were collected from employees and their immediate supervisors in organizations located in the Midwestern and South-western United States. The results supported the hypothesized relationships between value/identity motivation and sportsmanship, civic virtue, courtesy, and altruism but failed to support the expected relationship between value/identity motivation and conscientiousness. Selamat (2010) conducted a research to investigate the relationship of intrinsic and extrinsic motivation and OCB among 80 school teachers. The researcher revealed that both intrinsic and extrinsic motivation was significant related to OCB, and only intrinsic motivation was positively influenced OCB practice. Kim (2006) also conducted a study in Korean public service setting to investigate whether the distinct classes of organizational citizenship behaviour (OCB) such as altruism and generalized compliance are shown in the Korean context, and whether public service motivation, is

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predictor of OCB in Korean civil servants. Data were collected from 1,584 civil servants in Korea to examine the relationships between the motivation and the two dimensions of OCB. The results indicate that presence of the two dimensions of OCB in the Korean context, and support the relationships between public service motivation and OCB.

In conclusion, previous researcher found motivation can predict organizational citizenship behaviour in many different sectors. The studies conducted in Pakistan, United States, Malaysia and Korea has the same direction where performance of organizational citizenship is derived from higher work motivation.

2.3 Human Resource Practices and Organizational Citizenship Behaviour

Tang (2012) conducted a survey to examine the influence of high performance human resource practices on service oriented organizational citizenship behaviour. The sample consists of 1133 of customer contact employees and 119 human resource managers from 119 hotels in Taiwan. The study demonstrates that high performance human resource practices affect employee's cognition on how they are treated by hotels and what service behaviours are expected, that can positively influence collective service-oriented OCB. Similarly finding was obtained by Snape and Redman (2010) where it was found that there is a positive impact of human resources practices on organizational citizenship behaviour among employees in North-East England. Husin, Chelladurai and Musa (2012) also found human resource

practices such as support at work, reward system, supervisory assistance and performance appraisal were significantly and positively associated with OCB of employees of golf courses in Malaysia. The results support the idea that management of human resources through the various human resource practices is critical for the success of any organization, particularly service organizations. On the same note, Shen, D'Netto and Tang (2010) found human resource diversity management is positively related to OCB. Among various human resource practices, compensation diversity management has the strongest predictor of OCB. Oikarinen, Hypypia and Pinkala (2007) found OCB of employees in networked organizations (core companies, subcontractors and agency of temporary workers) can be enhanced by traditional and discretionary HRM practices. Unlike the above study, a study by Wei, Han and Hsu (2010) among 576 employees from 11 manufacturing plants in Taiwan found that high performance human resource practices are not significantly related to OCB.

In conclusion, high performance of human resource practices predicts organizational citizenship behaviour of employees among different sectors. Manufacturing setting has different finding from other sectors because it has different objective such as achieving targets and their performance are appraised based on productivity.

2.3.1 Participation in Decision Making and Organizational Citizenship Behaviour

VanYperen, Berg and Willering (1999) conducted a survey in a medium-sized distributive trade company to determine the link between participation in decision-making and organizational citizenship behaviour. The sample consists of 142 employees across 10 departments holding white collar and professional positions. The study found at individual level, participation in decision making is related to all OCB dimensions. The highest correlation is found between participation and altruism, and the lowest correlation between participation and courtesy. At the level of departments, only the correlation between participation and sportsmanship is significant. Another study that has similar direction of relationship was conducted by Singh (2009) among employees in Malaysian private sector from the middle and top level management. The researcher found participation in decision making is significantly related to OCB. Individuals who react positively towards participation in decision making will be more likely to have favourable attitudes towards the organization, and making it high possibilities to behave prosocially towards organization. A study done among teachers of 25 junior high schools by Bogler and Somech (2004) has found participation in technical decisions and OCB-I and participation in managerial decisions and OCB-O were statistically significant and relatively high. Similar to above studies, a study conducted among 457 employees in various organizations by Somech (2013) found that employee participation in decision making will positively impact on organizational citizenship behaviour. The researcher has revealed that higher levels of OCB were related to higher level of employee's strain, above and beyond the impact of role overload, role ambiguity, and role conflict

and the relationship between OCB and strain was weaker for those enjoying a high degree of leader support and participation in decision making. Zhang (2010) conducted a study to examine the relationship of participation in decision making among 288 government servants in Hubei province of China and exposed that there is significant relationship between participation in decision making and organizational citizenship behaviour.

In conclusion, all the studies found there is relationship between participation in decision making and organizational citizenship behaviour. Managers who desire to create an organizational atmosphere that foster citizenship behaviour must give the employees the opportunity to participate in decision making. There are several forms of employees' participation such as participation in work decisions, consultant participation, short term participation, informal participation, employee ownership and representative participation. Different form of participations will also improve performance of organizational citizenship behaviour.

2.3.2 Training and Development and Organizational Citizenship Behaviour

Ahmad (2011) conducted a research to investigate the association between five training variables for example availability of training, support for training, motivation to learn, training environment and perceived benefits of training and organizational citizenship behaviour. OCB dimensions are including altruism, conscientiousness, civic virtue, sportsmanship and courtesy. The sample consists of 120 employees in Malaysia whose work involved heavy

usage of computers and never communicates directly with customers. All training variables are significantly correlated with all components of OCB with the exception of sportsmanship. This can be translated as when employees are expected to exhibit high level of OCB, the organizations should invest more in training their workers. Noor (2009) has done a study among 160 universities teachers of Pakistan through questionnaires. The main objective of the study is to explore the importance of OCB of universities teachers of Pakistan as the outcome of organizational commitment. In this study the impact of training & development opportunities, work-life policies and empowerment practices on organizational commitment has also been analyzed. The researcher reveals that training and development opportunities, work-life policies and empowerment practices have significant positive relationship with organizational commitment and also organizational commitment impacts positively in enhancing the organizational citizenship behaviour of the teachers. Rehman, Mansoor, Rafiq and Rashid (2011) done a study to scrutinize the relationship of training and development and organizational citizenship behaviour in corporate sector of developing country of Pakistan. The study has been done among 125 employees of different organizations and also revealed that training and development has significant positively related to OCB of employees of corporate sector in Pakistan. Another study that revealed similar direction of relationship was conducted by Asghar et al. (2011) among 274 university teachers in Pakistan. The study found that training and development has positive significant relationship to OCB. It can be translated as Pakistani university teachers will perform OCB and it can be

boosted by having a proper training and development. Unlike the studies above, a study in golf courses in Malaysia by Husin, Chelladurai and Musa (2012) revealed that employees training were not significantly associated with OCB. It can be translated as organizational citizenship behaviour of employees is decreasing when organization provide ineffective and low quality training to the employees.

In conclusion, organizational citizenship behaviour is derived from proper training and development in an organization. Service organizations must value the investment in personnel development as much as investment in other aspects and they must invest in service skills training. It is because service skills training will enhance employees' ability to meet the service demands of customers.

2.3.3   Career Development and Organizational Citizenship Behaviour

Chompookum and Deer (2004) conducted a research to investigate the relationship of internal career orientations on organizational citizenship behaviour in eight medium-to-large organizations in Thailand. The study explores how one's subjective sense of career orientation (the internal career) affects OCB. The research found that internal career orientations impact the level of OCB. Another study that revealed similar direction of relationship was conducted by Okurame (2012) among 72 supervisors and 182 of their subordinates in branches of a bank located in a city in South-western Nigeria. This study seeks to examine the impact of career growth prospect (CGP) on overall organisational citizenship behaviour (OCB) and its five dimensions.

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Results indicate that career growth prospects are significant to three dimension of OCB: sportsmanship, conscientiousness and civic virtue. Sutton (2005) conducted a study among 262 volunteers from a Corporation and University via online and paper based method. The results suggest that organizations may influence the performance of OCB by recognizing and working with those who are career motivated and by ensuring that all employees are challenged by their jobs. However, Singh (2010) has conducted a study on 210 front level Indian managers and revealed that executives exhibit significantly high level of OCB in establishment and maintenance stage than trial stage of the career. On the same note, a study by Podsakoff et al. (2011) found interview candidates who responses to OCB-related questions tended to have a greater effect on selection decisions for higher level positions (supervisor of administrative personnel) than for the lower level one (administrative assistant).

In conclusion, most research found organizational citizenship behaviour is derived from career development. Employees perform organizational citizenship behaviour to help manage their careers and achieve goals. The employee may extent their involvement in work, acquire work-related skills, and develop career opportunities in order to facilitate career goal achievement. Employees voluntarily perform citizenship behaviour to achieve valued career outcomes.

2.4   Summary

This chapter has identified literatures pertaining to organizational citizenship behaviour within various studies. It also reviewed three independent variables – participation in decision making, training and development and career development and their impact on organizational citizenship behaviour. The literature had explored details to be followed as guidance on preparing to set the current research framework in the next chapter.

CHAPTER 3

METHODOLOGY

3.1   Introduction

The chapter represents methodological aspects of the research. The major parts of research methodology are research framework, method of data collection, sampling and data analysis. The business research is a descriptive research design which is cross-sectional research. It is done through one-shot research at a given point of time and consists of a sample of the population of interest. It also widely used design in business research.

3.2   Research Framework

The research framework shows the links of independent variables with the dependent variables. Is is a collection of interrelated concepts. It is the structure that can hold and support a theory of research work and guides a research. Theoretical framework presents the theory which explains why the problem under study exists. Dependent variable also known as outcome variable, which can be predicted and explained. Independent variables also known as predictors or explanatory variables that explain variation in the dependent variable. In the study, independent variables consist of participation in decision making, training and development and career development. Dependent variable is the exhibition of organizational citizenship behaviour. The framework has served as a basis for conducting the current research. Research framework is as Figure 3.1.

Figure 3.1
Research Framework

```
┌─────────────────────────────────────┐
│      Human Resource Practices        │
│                                      │          ┌──────────────────────┐
│   • Participation In Decision        │          │    Organizational    │
│     Making                           │─────────▶│ Citizenship Behaviour│
│   • Training And Development         │          │                      │
│   • Career Development              │          └──────────────────────┘
│                                      │
└─────────────────────────────────────┘
```
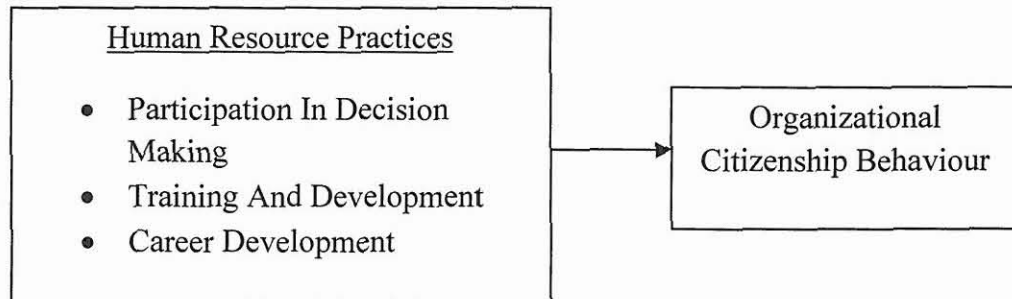
Independent Variable (IV)   **Dependent Variable (DV)**

3.2.1 Hypotheses

Conceptual framework has identified the important variables in the intended study, showed the relationships among the variables which essentially form the hypothesis of the study and will enable the researcher to test whether the relationships that have been theorized are true or based on the data that will be collected, giving the objective analysis of the situation under study. Alternate hypotheses have been developed in the study to express the relationship between human resource practices and organizational citizenship behaviour among administrative staff of the university.

H1:   There is a relationship between participation of decision making and organizational citizenship behaviour among university administrative staff.

H2:   There is a relationship between training and development and organizational citizenship behaviour of non academic staff in the university.

H3:   There is a relationship between career development and administrative staff's organizational citizenship behaviour.

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3.3 Conceptual Definitions

The conceptual definitions of variables in the research are as follows:

Participation in decision making refers to opportunity given to the employees to express their views and feelings in daily management and technical decisions. Training and development refers to organization's planned and systematic efforts in order to shape and improve employees' knowledge, skills and abilities through the learning experiences. Career development is a lifelong process of managing life, learning and work and involves planning and making decisions about education, training and career choices as well as developing the right skills and knowledge. Finally, organizational citizenship behaviour refers to discretionary behaviour directed at individuals or at the organization as a whole that goes beyond existing role expectations and benefits or is intended to benefit the organization.

3.4 Operational Definition

The three independent variables – participation in decision making, training and development and career development were developed into five items each to measure the workers degree of agreement or disagreement with each of the series of statements. It was measured using seven point Likert's scale from 1 = strongly disagree, 2 = disagree, 3 = disagree somewhat, 4 = undecided, 5 = agree somewhat, 6 = agree and 7 = strongly disagree. It is one of the popular non-comparative rating scale techniques in management research (Kumar, Talib & Ramayah, 2013).

The first variable measured the degree of agreement or disagreement of employees' participation in decision making by rating their personal view of the chances being heard and given opportunity to give ideas and make decisions. The score for internal consistency for the items adapted from Veldhoven and Meijmen (1996) was 0.90.

The second variable measured the degree of agreement or disagreement of employees' training and development by rating their personal view of the organization's effort to improve their skills, knowledge and abilities. The score for internal consistency for the items adapted from Johnson (1996) scale of Employee Survey (2 items) was 0.81 and Lytle, Hom and Mokwa (1998) scale of Organizational Service Orientation Scale (3 items) was more than 0.70.

The third variable measured the degree of agreement or disagreement of employees' career development by rating their personal view of career advancement including education, training and career options in which they can upgrade their knowledge towards achieving higher position. The score for internal consistency for the items adapted from Weer (2006) was 0.79.

The dependent variable – organizational citizenship behaviour was developed into five items to measure the workers degree of agreement or disagreement with each of the series of statements of the exhibition of organizational citizenship behaviour. It was measured using seven point Likert's scale 1 = strongly disagree, 2 = disagree, 3 = disagree somewhat, 4 = undecided, 5 = agree somewhat, 6 = agree and 7 = strongly disagree. The score for internal

consistency for the items adapted from Podsakoff and Mackenzie (1994) was above 0.70.

3.5 Instrument Scales

Quantitative research generates statistics through the use of large scale survey research. In the study, structured questionnaires have been used to collect the data. The form distributed and collected from the entire respondent by providing them with appropriate time to complete the form. The researcher neither participates nor influences what being studied. . Likert's scale is widely used in most popular non-comparative rating scaling techniques in management research (Kumar, Talib & Ramayah, 2013). It is a psychometric scale commonly involved in research that employs questionnaires. When responding to a Likert's questionnaire items, respondents specify their level of agreement or disagreement on a symmetric agree-disagree for series of statements. Respondents answer each question which includes seven point Likert's scale ranging from 1 = strongly disagree to 7 = strongly agree for the three practices of human resource. For each items in the dependent variable (organizational citizenship behaviour), respondent were asked how strongly they agree or disagree with the statements on a seven point Likert's scale. The following anchors are from 1 = strongly disagree to 7 = strongly disagree.

3.6 Population

The researcher has defined target population about which the study will generalize from the sample data to be collected. Population refers to the entire group of people, events or things of interest that the researcher wishes to

investigate (Kumar, Talib & Ramayah, 2013). Number of population has been adopted from Registrar Department. Total of 1927 administrative staffs who are working in the university. Currently, there is 1500 administrative staffs who deals directly with students working in different units, centres and departments in the university. Each member of the population is known as element. Administrative staffs involved are ranging from general office assistant grade N1 to administrative officer grade N41.

3.7 Sample

Sample is a subset of the population. It comprises the members selected from total population. Not all the elements in the population would form the sample. Determining sample size is important in the research because samples that are too large may affect on cost of time, money and resources. Samples that are too small may lead to inaccurate results. As proposed by Krecjie and Morgan (1970) for the population of 1500 administrative staff, 306 samples were adequate to be used in the data analysis. Determining sample size from the total population has shown in Table 3.1.

Table 3.1
Table for Determining Sample Size from a Given Population

Population (N)	Sample (S)
1300	297
1400	302
1500	306
1600	310
1700	313
1800	317
1900	320
2000	322

3.7.1 Sampling Procedures

When the elements in the population have a known chance of being chosen as subjects in the sample, the researcher refers to a probability sampling design. It is generally assumed that representative sample is more likely to be the outcome when this method of selection from the target population is employed. Findings based on the method can be generalized to the target population with a specified level of confidence. In the study, researcher applied simple random sampling. It is commonly used when every element in the population has a known and equal chance of being selected as a subject. There are 1500 elements in the population, and we need sample of 306. The researcher uses Microsoft Excel to generate random numbers. The researcher selects 306 different random numbers in between 1 to 1500.

3.8   Data Collection Process

The researcher called Registrar Department to obtain total number of administrative staff in the university. It covers all administrative staff who deals from different departments, units and centres. Total number of 1927 of administrative staff has been identified and only 1500 of them deal directly with students. Most of the respondents are from Academic Affairs Department and Student Affairs and Alumni Department, Centre for University-Industry Collaboration, Centre for International Affairs Collaboration, College of Business, College of Art and Sciences and College of Law, Government and International Studies. Researcher gathered data from each respondent and treating each administrative staffs' responses as an individual data source.

Thus, the unit of analysis being researched is an individual that refers to administrative staff. Before administering questionnaires to the respondent, researcher called the office secretary of each department. The main purpose is to introduce the objective of the study and build rapport as the secretary will play their role as contact person for each department. After that, questionnaires were then sent via internal mailing system to the office secretary of each units, centres and departments involved. The secretary will distribute the questionnaires to the respondents. Respondents are given seven days to answer all the questions. Each of questionnaires came with cover letters to acknowledge their effort being involved in the study. As contact person, office secretary of each department will collect all the questionnaires. The number of questionnaire distributed has been recorded. The researcher did follow up call to contact person. In between seven days, the researcher make personal visit to locations to make audit visit and collect the questionnaires. It has been an effective method when the researcher can collect completed responses within a short period of time. This is also an opportunity to introduce the subject matter and motivate the respondent to answer the questions thoroughly. These took almost two days for location visit. After the time is due, the researcher will call the office secretary to remind on the due date. Completed questionnaires returned to the contact person will be recorded. The researcher will visit each of department to acknowledge respondents and collect questionnaires. To ensure highest return of response and to acknowledge the response for their willingness to provide information, each single respondent provided with token.

3.9 Questionnaire Design

The questionnaire has been done on back to back booklet style and the first page represents cover letter of intention to collect the data. The main purpose of the letter is to introduce the respondents with the subject matter to encourage them to actively participate in the survey. The covering letter is the only instrument for overcoming resistance. It includes purpose of the study, declaration of information will be managed in a strictly confidential manner and they are remaining unidentified, the importance involvement is highlighted, and contact numbers of researcher has been stated at the end of the letter. The questionnaire has been design so that it can obtain the complete and accurate information as far as possible. The questions asked in such a way that respondent fully understand the meaning of questions and are not likely to refuse to answer or lie to answer. The questionnaire has been well designed, organized and worded to encourage respondents to provide accurate, unbiased and complete information. The questionnaire was divided into five sections, namely Section A, B, C, D and E. Section A comprises of demographic data of respondent's gender, marital status, education level, years of experience and position. Each Section B, C, D and E has five items to measure the workers degree of agreement or disagreement with each of the series of statements. It was measured using seven point Likert's scale 1 = strongly disagree, 2 = disagree, 3 = disagree somewhat, 4 = undecided, 5 = agree somewhat, 6 = agree and 7 = strongly disagree. Brief outline of questionnaire has shown in Table 3.2 below.

Table 3.2
Brief Outline of the Questionnaire

Variable	Item	Scale	Source
Participation in decision making	5	Likert	Veldhoven and Meijmen (1996)
Training and development	5	Likert	Johnson (1996) – 2 items Lytle, Hom and Mokwa (1998) – 3 items
Career development	5	Likert	Weer (2006)
Organizational citizenship behaviour	5	Likert	Podsakoff and Mckenzie (1994)

3.10 Translation

Derive from the work of Brislin (1970), researcher seen back translation as a highly useful device to accommodate better understanding and response of each item. It is because primary language in the university is Malay. Since all measures were originally developed internationally in English, they had to be carefully translated. The technique of translation is back translation. Initiating back translation process involving two bilingual translators to translate the source version (English) to Malay. The goal of translation was to redirect the meaning of the source version in the target language rather than to translate literally the words of the source version. The two translators worked independently to produce translated items. After that, they together reviewed the entire translated instrument and made a few revisions to reach the compromise on the translation. The resulted Malay version then was back translated into English by another two bilingual translators who had not seen the source version. After that, monolingual reviewers compare the two versions to detect any misunderstanding.

3.11 Pilot Test

Pilot test is desirable before administrating a self completion questionnaire to the sample. The study has been done in the initial stage of the research to ensure research instruments functions and operate well. In this study 30 individuals were selected to participate. According to the Table 3.11, all variables confirmed as reliable as the result of the study all indicated Cronbach's Alpha value more that .70 as suggested by Nunnally (1978).

Table 3.3
Pilot Study Reliability Test

Variables	Cronbach's Alpha
Participation in decision making	.916
Training and development	.795
Career development	.766
Organizational citizenship behaviour	.857

3.12 Data Analysis

The study utilized Statistical Package for Social Science Version 19.0 Software to perform statistical analysis. SPSS has been the most popular software for quantitative research in social science. All the data has been obtained was analyzed on the, reliability analysis, descriptive analysis (frequencies, min, max, mean, standard deviation), correlation and multiple regression analysis.

To confirm whether the three human resource practices – participation in decision making, training and development and career development are functioning well in the study, reliability analysis has been utilized. Cronbach's

alpha has been indicating tool to check internal consistency. Nunnally (1978) has stated that acceptable value of Cronbach's alpha should be above .70.

Descriptive analysis in the study indicated characteristics of the sample including demographic sample. The analysis checked the frequencies, mean, min, max and standard deviation of the entire variable.

Correlation analysis is the most popular technique to measure the relationship between independent variables and dependent variable. It involves measuring the strength of the relationship between two variables. The Pearson correlation coefficient measures the degree to which there is a linear association between independent variables and dependent variable. Positive correlation reveals a tendency for a high value in one variable to be associated with a high value in the second.

Multiple regression analysis also utilized in the research. It is a statistical technique that can be used to analyze the relationship between a single dependent variable and more than one independent variable. It explained how much the variance in organizational citizenship behaviour can be explained by all three human resource practices subscales. The answer to which this three human resource practices variables in hierarchical subsequent is a better predictor to organizational citizenship behaviour scores, will be worked out. Variance could be explained from R square value and beta coefficient will verify the contributors ranking.

3.13 Summary

The chapter has explained all the methodological factors involved in obtaining the data and result. It explained in details pertaining research framework, hypothesis, conceptual and operational definitions, instrument, population, sampling and data analysis.

CHAPTER 4

RESEARCH FINDINGS

4.1   Introduction

The data were analyzed using SPSS version 19.0 for Windows to perform the statistical analysis. It comprises of reliability analysis, descriptive analysis, correlation coefficient analysis and multiple regression analysis. Frequency analysis also been computed to identify respondent's demographic information such as gender, marital status, age, education background, experience and position.

4.2   Response Rate

A total of 306 sets of questionnaires were distributed to respondents and only 134 were completely returned to researcher and valid for analysis. Response rate is at 43.79 percent. The remaining questionnaires were not be able to collected due to some reasons such as tight schedules of administrative staff and time constraint of researcher to collect the data. Response rate has shown in Table 4.1 below.

Table 4.1
Response Rate

	Total	Percent
Questionnaire distributed	306	100
Returned and valid response	134	43.79

4.3 Profile of Respondents

Table 4.2 indicated gender, age, marital status, education level, year of experience and positions of the respondents.

Table 4.2
Frequencies of Demographic Characteristics

Variables		Frequency	Percent
Gender	Male	61	45.5
	Female	73	54.5
Age	21-30 years	36	26.9
	31-40 years	46	34.3
	41-50 years	41	30.6
	51-60 years	11	8.2
Marital status	Single	38	28.4
	Married	85	63.4
	Divorced	11	8.2
Educational level	SPM	61	45.5
	Diploma	26	19.4
	Degree	39	29.1
	Master	8	6.0
Year of experience	1-5 years	31	23.1
	6-10 years	37	27.6
	11-15 years	28	20.9
	16-20 years	23	17.2
	20 years and above	15	11.2
Position	General Administrative Assistant	17	12.7
	Administrative Assistant / Assistant Secretary	49	36.6
	Senior Administrative Assistant	16	11.9
	Executive Officer / Secretary	22	16.4
	Senior Executive Officer / Senior Secretary	10	7.5
	Administrative Officer / Research Officer	20	14.9

Out of 134 of respondents, 61 of them are male which representing 45.5 percent of the respondent and female respondents up to 73 people are the highest respondent which representing 54.5 percent.

Most of the respondents aged between 31 – 40 years i.e., 46 of them representing 34.3 percent of the total, 41 people aged between 41 – 50 years which representing 30.6 percent, age between 21 – 30 years total up to 36 respondents representing 26.9 percent and only 11 of the total respondents age between 51 – 60 years old which representing 8.2 percent.

Most of the respondents are married i.e.; 85 respondent which representing 63.4 percent, 38 of the respondent are single which representing 28.4 percent and the remaining 11 people are divorced which representing only 8.2 percent.

All of the respondents obtained educational level ranging from SPM to Master degree holder. A total of 61 out of 134 respondent which representing 45.5 percent were SPM holder, 39 of respondents which represent of 29.1 percent were Degree holder, 26 of the respondents which representing 19.4 percent were Diploma holder and the remaining 8 people were Master holder.

Out of 134 of the respondent, 37 of them gained between 6 – 10 years of working experience which representing 27.6 percent, 31 of the respondent gained between 1 – 5 years of working experience representing 23.1 percent, 28 of the people which representing 20.9 percent gained between 11 – 15 years of working experience, 23 of the respondent which representing 17.2 percent gained between 16 – 20 years of working experience. The remaining 15 people

comprises of seniors who works more than 20 years representing 11.2 percent of the respondent.

With regard to employees' position, 49 respondents representing 36.6 percent are administrative assistant and assistant secretary. 22 people representing 16.4 percent are executive officer and secretary. 20 of the respondent representing 14.9 percent are administrative officer and research officer. 17 of the respondents representing 12.7 percent are general administrative assistant. 16 senior administrative assistant who responds in this study represent of 11.9 percent. Only 10 out of 134 respondents are senior executive officer and senior secretary which representing 7.5 percent.

4.4   Reliability Analysis

From the Table 4.3 below, all the three human resource practices as independent variables and organizational citizenship behaviour as dependent variable having the Cronbach's alpha coefficient of higher than .7; make all the items in the study are reliable. This is supported by Nunnally (1978), Cronbach's alpha coefficient of the scale should be above .70 in internal consistency scales in order to measure the same underlying construct.

Table 4.3
Reliability Test for Human Resource Practices and Organizational Citizenship Behaviour

Variables	Cronbach's Alpha
Participation in decision making	.917
Training and development	.894
Career development	.813
Organizational citizenship behaviour	.833

4.5   Descriptive Analysis

Table 4.4 below gives the detail on the overall summary of the descriptive statistical analysis for the three human resource practices as independent variables and organizational citizenship behaviour as dependent variable. The mean rating for participation in decision making where $M = 4.8955$ $SD = 1.11442$ with the minimum value of 1.80 and the maximum value of 7.00. The mean rating for training and development where $M = 5.1269$ $SD = .99277$ with the minimum value of 2.60 and the maximum value of 7.00. The mean rating for career development where $M = 5.5746$ $SD = .75927$ with the minimum value of 3.20 and the maximum value of 7.00. Finally, the mean rating for organizational citizenship behaviour where $M = 5.7731$ $SD = .75025$ with the minimum value of 2.60 and the maximum value of 7.00.

Table 4.4
Descriptive Analysis Results

Variables	Mean	Std. Dev.	Min.	Max.
Participation in decision making	4.8955	1.11442	1.80	7.00
Training and development	5.1269	.99277	2.60	7.00
Career development	5.5746	.75927	3.20	7.00
Organizational citizenship behaviour	5.7731	.75025	2.60	7.00

4.6   Correlation Coefficient Analysis

Table 4.5 below depicted the relationship between organizational citizenship behaviour and participation in decision making, training and development, and career development. Moderate positive relationship exist between organizational citizenship behaviour and career development where r = 0.407. Positive correlation coefficient of .407 indicates that as the score of

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organizational citizenship behaviour increases so do the rating for career management. The second moderate positive relationship found between organizational citizenship behaviour and participation in decision making where r = .340. Positive correlation coefficient of .340 indicates that as the score of organizational citizenship behaviour increases so do the rating for participation in decision making. Weak positive relationship found between organizational citizenship behaviour and training and development where r = .263. Weak positive correlation coefficient of .263 indicates that as the score of organizational citizenship behaviour increases so do the rating for training and development.

Table 4.5
Correlation Coefficient among Variables

Variables	PIDM	TD	CD	OCB
Participation in decision making (PIDM)	1			
Training and development (TD)	.591	1		
Career development (CD)	.493	.274	1	
Organizational citizenship behaviour (OCB)	.340**	.263**	.407**	1

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

4.8   Multiple Regression Analysis

Table 4.6 below shows a statistical finding of the relationship between one single dependent variable (organizational citizenship behaviour) and more than one independent variables (participation in decision making, training and development and career development).

The R-squared of .355 implies that the three human resource practices predictor variables explained about 35.5 percent of the variance in the organizational citizenship behaviour. As depicted in the Table 4.8, the largest

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beta coefficient is .382 which is for the career development. This carry the meaning of career development variable makes the strongest contribution to explaining the organizational citizenship behaviour. It suggests that one standard deviation increase in career development is followed by .382 standard deviation increase in organizational citizenship behaviour.

The second highest beta value falls on the training and development with .255 values. This carry the meaning of training and development variable makes the strong contribution to explaining the organizational citizenship behaviour. It suggests that one standard deviation increase in training and development is followed by .255 standard deviation increase in organizational citizenship behaviour.

These two human resource practices are lower than the alpha value of 0.05 thus they are all significant values. However, the study found that participation in decision making is not significant to organizational citizenship behaviour which is .116.

The R adjusted value when minus by R squared value resulting in .016; when converted to percentage, the output score is 1.6 percent. Less than 5 percent shows that the study could be generalized to other population and can also be tested in other sector.

Table 4.6
Results of Multiple Regression Analysis

	Dependent variable: Organizational citizenship behaviour
Independent variables	
Participation in decision making	.116
Training and development	.255*
Career development	.382*
F value	21.822*
R^2	.355
Adjusted R^2	.339

*Note.: *p<.05*

4.8 Summary

The chapter presented the findings analysis of the study. The data was analyzed using Statistical Package Social Science version 19.0 for Windows and revealed the result of reliability test, descriptive analysis test, Pearson correlation coefficient test and multiple regression analysis. The response rate is at 43.79 percent. All the items in the study is reliable as Cronbach's alpha value of each variable is higher than .70. The highest mean among all variable for participation in decision making where $M = 5.7731$ $SD = .75025$ with the minimum value of 2.60 and the maximum value of 7.00. Moderate positive correlation exist between organizational citizenship behaviour and career development where r = .407 and the same correlation exist between organizational citizenship behaviour and participation in decision making where r = .340. Weak positive correlation exists between organizational citizenship behaviour and training and development where r = .263. Career management and training makes the strongest contribution to explaining the organizational citizenship behaviour with .382 and .255 respectively. The discussion is presented in the next chapter.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1   Introduction

This chapter summarizes the interpretation of research findings presented in the previous chapter. The discussion and conclusion are based on the objective of the research. The objectives of the study are as follows:

a) To determine the level of organizational citizenship behaviour among administrative staffs in the university.

b) To investigate the extent of participation of decision making that will increase the level of organizational citizenship behaviour among university administrative staff.

c) To examine how training and development can influence organizational citizenship behaviour of administrative staff in the university.

d) To identify how career development impact on administrative staff's organizational citizenship behaviour.

In addition, research implications of managerial and theoretical are also discussed in this chapter.

5.2   Recapitulation of Result

The finding of previous chapter has revealed that 35.5 percent of the variance in organizational citizenship behaviour was explained by the three human resource practices that is participation in decision making, training and development and career development. Career management has the largest beta coefficient (.382), which is the strongest contribution to explaining the

organizational citizenship behaviour. Training and development obtained .255 to be the second highest beta value. Career development and training and development are significant to organizational citizenship behaviour because the value is lower than the alpha value of .05.

5.3   Discussion

The relationship between organizational citizenship behaviour and participation in decision making, training and development and career development was investigated using Pearson's correlation coefficients. Referring to the Chapter 4 had explained the relationship between organizational citizenship behaviour and the three human resource practices.

The relationship between organizational citizenship behaviour and career management was the highest positive score where r = .407. The second highest positive score was found between organizational citizenship behaviour and participation in decision making where r = .340. Finally the relationship between organizational citizenship behaviour and training and development was positively correlated where r = .263.

The result shows that when the career management is strong where employees put high attention towards career management in the university to increase the performance of organizational citizenship behaviour. It can be achieved through career management practices including chances to learn and grow within current job, internal career opportunities, continuous challenging job, opportunity to obtain higher level job and continuously expand abilities and knowledge. By enhancing the practices within university, it will also increase

the performance of organizational citizenship behaviour among administrative staff.

The second highest positive correlation has explained; administrative staffs show high involvement in decision making. They have significant say in decision making, participate in decision making with regard to work-related issues, have a say in what is, what is not, participate in decision making with regard to the nature of work and influence directly decision making in the department. Administrative staffs who highly involved in decision making and directly will increase the exhibition of organizational citizenship behaviour.

The third highest positive correlation has explained; perception of administrative staffs' towards training and development within university. It includes personal skills training to improve ability to deliver high quality services, spend much time and effort in training to provide higher level of service, work though exercise to identify and improve attitudes towards students, receive sufficient training on specific roles in delivering excellent service and communication of the importance of providing excellent services during training session. For these reasons, administrative staff in the university will also perform OCB.

5.4   Implication

The result of the study shows positive significant contributions towards the exhibition of organizational citizenship behaviour from career management and training and development. It can be proposed to the management of the university to put more effort and attention on these practices particularly career

management and training to enhance the exhibition of organizational citizenship behaviour. Hadjali, Salimi and Salehi (2012) suggested managers need to pay a significant attention to the organizational citizenship behaviours in relation with employees, because it will increase service quality and organization efficiency. It also enables a service organization to formulate a system that will enhance customer perceptions of excellent service quality.

5.4.1 Managerial Implication

From the finding and discussion, the researcher had determined a detailed knowledge of the determinants of organizational citizenship behaviour. The study has indentified that by practicing effective career development and implementing proper training and development, management can enhance the level of organizational citizenship behaviour of administrative staffs of the university.

Human resource planning is important to ensure that the organization can enhance organizational citizenship behaviour in the university. It is because human resource planning will analyze and identify the need of human resources of the university to achieve the objective. Analyzing and identifying the needs includes providing career growth to the employees and retraining present employees. It is include employees' knowledge, skills, and abilities in the university. Thus, human resource planning also provides a detailed blueprint for the future, indentify the right person for the right job and what training and development of employees must occur. Through succession

planning, their career growth can be tailored to the individual needs that are consistent with university requirements.

The management that help employees focus their careers in areas that benefit the organization experiences increased performance whereby employees will believe themselves to be ready to grow in the organization. From the perspective of employees, ability to achieve psychological success or a feeling of pride and accomplishment in their careers may cause them to challenge themselves to achieve higher positions. They seem to be happy with their work life. An effective career planning considers both organization-centered and individual-centered perspectives.

Organization-centered approach focuses on jobs and on identifying career paths that provide for the logical progression of people between jobs in the organization. Individuals follow these paths as they advance in certain organizational units. Top management is responsible for developing career planning programs. A good program identifies career paths and includes performance appraisal, development, opportunities for promotion and some planning for succession. To communicate with employees about opportunities and to help with planning, employers frequently use career workshops, a career centre or newsletter and career counselling. Managers frequently play as a coach or counsellor in the direct relationship with employees.

Individual-centered approach focuses on an individual's career rather than organizational needs. The employees will analyze their goals and skills. The effort will consider inside and outside organization that could expand a

person's career. The organization also allows them to get ahead where the individual aim to be top of hierarchies, status systems and professional societies as quickly as possible. It is an opportunity for the employees to decide on desired career path, set time to achieve the higher position and write down the items to enhance themselves to get career of choice. The goals are supported by short-term plans for the individual to get the experience or training necessary to move forward toward career goals.

Strategic training also helps the management to improve development of employees within organization. Such development will also enhance the performance of organizational citizenship behaviour in the university. It focuses on efforts that develop competencies, value and competitive advantages for the university. It means that training and learning interventions must be based on organizational strategic plans and human resource planning efforts. As service organization, the university is trying to distinguish itself from other universities based on student service quality, and then significant customer service training is needed to support the university objectives.

Assessing organizational training is a way to determine whether training will help to improve performance. When it is identified, the assessment efforts then specify the objectives to be accomplished. There three sources of training needs assessment analyses include organizational, job / task and individual analyses. The analyses are done to improve training and development of employees, thus enhance exhibition of organizational citizenship behaviour within organization.

The first way to diagnose training needs focuses on organizational analyses. As the job and organization change, it is important to identify the knowledge, skills and abilities that will be needed in the future. Internal and external forces may impact on training and must be considered for organizational analyses. The most important source for organizational analyses comes from many operational measures of organizational performance. On a continuing basis, detailed analyses of human resource data reveal training weaknesses. In the university, departments or units or centres with high absenteeism, low performance or other deficiencies can be identified. Following an analysis of such problems, training objectives can be developed.

The second way to improve training is to diagnose training through individuals and how they perform the job. By comparing the requirements of jobs with the knowledge, skills and abilities of employees, training need can be identified. For example, at the university analyses identified the task to be performed by assistant registrar who served as administrative officer and deals directly with students. By listing the tasks required of administrative officer, management established a program to teach specific administration skills; thus they will be able to become more successful administrative officer.

The third way to diagnose training needs focuses on individuals and how they perform their job. The most common approach is performance appraisal. In some instances, a good human resource information system can be used to identify individuals who require training in specific areas. In performance appraisal, employees' performance inadequacies must be determined in a

formal review. Then type of training can be designed to help the employees overcome the weaknesses.

Another solution is to survey both managerial and non-managerial employees about what training is needed. A survey may helps in building support for training from those who will be trained because they had input on identifying the needs for training. It can take the form of questionnaires or interviews with supervisors and employees on an individual or group basis. The main objective is to collect information on problems perceived by the individuals involved.

Once training needs have been identified using appropriate analyses, then training objectives and priorities can be established by identifying a gap analysis, which indicates the distance between where an organization is with its employee capabilities and where it needs to be. Training objectives and priorities are set to close the distance. The three types of training include knowledge, skills and attitude oriented. Training effectiveness can be measured after the objectives been set. Useful objectives are measurable. For example, an objective for a new administrative officer might be to "able to communicate effectively with customers". The objective will determine whether the new hire really learned and able to adapt to the training provided.

5.4.2 Theoretical Implication

The result of the study offer useful suggestions for future research. Most of earlier studies have been done in manufacturing and banking sectors and they are profit oriented organizations. The current study has provided additional

view for future researcher regarding occurrence of organizational citizenship behaviour in service sector, particularly the university. Quality of service of non profit organization must be considered as part of productivity. Delivering an excellent customer service is an approach to enhance organizational competitiveness. In the university, service begins with interaction with students and aims of meeting students' need and expectation. Another implication is the people involved in the study. Administrative staff has provide new perspective of organizational citizenship behaviour when they deals directly with the students. It is slightly different from academicians who also provide service to the student and the main objective of the service is towards achieving excellent academic attainment. Administrative plays play a crucial role in contributing a great value to the exhibition of organizational citizenship behaviour in order to support the university in achieving the strategic objectives. The study also provides information of non Western setting whereby the study conducted among administrative staff of a university located in north Malaysia.

5.5   Conclusion

The main objective of this study is to investigate whether the three human resource practices (participation in decision making, training and development and career development) has impact on the exhibition of organizational citizenship behaviour among administrative staffs in the university. Reliability coefficients of alpha appeared to be obtained higher than .70 for each and every scale of the independent variables, suggesting that the survey items were operates and functions well in the research.

Pearson correlation analysis was done to test the relationship between all the three variables (participation in decision making, training and development and career development) and the performance of organizational citizenship behaviour. The analysis has identified the strength and the direction of each independent variable to the dependent variable. The study has found that participation in decision making, training and development variables has positively related to the exhibition of organizational citizenship behaviour. The highest positive correlation was identified between career development and organizational citizenship behaviour.

Regression analysis was done to find out how much of the variance in the organizational citizenship behaviour scores can be explained by the three human resource practices subscales. The major findings indicated that the three human resource practices explain about 35.5 percent of the variance in the organizational citizenship behaviour. Career development made significant contributions to organizational citizenship behaviour. Limitation of the study is due to time constraint which is completed within 4 months. The study could be more efficient if the researcher is given additional time.

It was noticed that when adjusted R square is minus by R square that is 35.5 percent minus 33.9 percent and the value is 1.6 percent. The value of 1.6 percent is lower than 5 percent that indicates that the study could be generalized to other population and can also be tested in other sector (Zikmund, 2003).

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