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**THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP, WORK
ENGAGEMENT AND PERCEIVED ORGANIZATION SUPPORT TOWARDS
ORGANISATIONAL CITIZENSHIP BEHAVIOUR AT LANGKAWI TOURISM
ACADEMY @ KK LANGKAWI.**



UUM
By
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**A Project Paper Submitted to
School of Business Management,
Universiti Utara Malaysia in Partial Fulfillment of the Requirements for
Master of Human Resource Management**

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Thank You.

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ABSTRACT

The purpose of this study is to identify the correlation between servant leadership, work engagement and perceived organizational support (POS) towards organizational citizenship behaviour (OCB) at Langkawi Tourism Academy@KKLangkawi. Census method was used in this study by using questionnaire for data collection. The population of this study are 70 respondent. Whole populations were the respondent for this study. The 70 questionnaires were distributed to the employee at Langkawi Tourism Academy@KKLangkawi, out of 70 questionnaire, 57 were returned and valid to be analyze. In its empirical analysis, the study used the SPSS version 20.0. The finding of this study reveals that Servant Leadership, Work Engagement and POS are positively significant with OCB. This study shows that the most dominate factor that affecting the OCB are POS with p-value are 0.048. POS are the most elements that contribute the successful OCB level in Langkawi Tourism Academy@KKLangkawi. Finally this study given an information to the management that servant leadership, work engagement and POS need be priority attention. Furthermore, result shows that POS are the most prioritizes for the management to be engaged.

Keywords: Servant Leadership, Work Engagement, Perceived Organizational Support, Organizational Citizenship Behavior

ABSTRAK

Tujuan kajian ini adalah untuk mengenal pasti hubungan di antara kepimpinan *servant*, penglibatan kerja dan tanggapan sokongan organisasi ke arah tingkah laku warga kerja di Tourism Academy Langkawi @ KKLangkawi. Kaedah bancian telah digunakan dalam kajian ini dengan menggunakan soal selidik untuk pengumpulan data. Populasi kajian ini adalah 70 responden. Kesemua populasi adalah responden untuk kajian ini. 70 soal selidik telah diedarkan kepada pekerja di Langkawi Tourism Academy@KKLangkawi., daripada 70 soal selidik, 57 telah dikembalikan dan sah untuk di analisis. Dalam analisis empirikal, kajian ini menggunakan perisian SPSS versi 20.0. Dapatan kajian ini menunjukkan bahawa Kepimpinan *Servant*, Penglibatan Kerja dan tanggapan sokongan organisasi adalah signifikan terhadap tingkah laku warga kerja di Langkawi Tourism Academy@KKLangkawi. Kajian ini menunjukkan bahawa faktor yang paling dominan yang mempengaruhi tingkah laku warga kerja adalah tanggapan sokongan organisasi dengan nilai-p adalah 0.048. Tanggapan Sokongan Organisasi adalah unsur-unsur yang paling yang menyumbang kepada tahap tingkah laku warga kerja di Langkawi Tourism Academy@KKLangkawi. Akhir sekali kajian ini memberi maklumat kepada pihak pengurusan bahawa kepimpinan *servant*, penglibatan kerja dan tanggapan sokongan organisasi semestinya diberikan keutamaan. Tambahan pula, hasil dapatan menunjukkan bahawa tanggapan sokongan organisasi adalah yang paling utama kepada pihak pengurusan untuk mengambil perhatian.

Kata Kunci : Kepimpinan *Servant*, Tanggapan Sokongan Organisasi, Penglibatan Kerja

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CHAPTER ONE

INTRODUCTION

This chapter will reviews the introduction about the topic, background of study, problem statement, research question, research objective, scope of study, significant of the study and organization of the chapter in the thesis. This chapter also will introduce about the motivation of the study and explain about the topic.

1.0 - Introduction

Organizational Citizenship Behaviour (OCB) is a form of job performance. Traditional definitions of job performance have restricted the construct to the simple coverage of task-related behaviors (Devonish & Greenidge, 2010). As it is well-known, employee behaviors in the workplace have important significances on the overall organizational effectiveness (Yue, 2014). It has been found that OCB can improve the organization's resource utilization, productivity, performance, effectiveness, and ability to cater to environmental changes. (Podsakoff, MacKenzie, Paine, & Bachrach, 2002).

OCB have a positive relationship on employee's performance and well-being, and this in turn has obvious flow-on effects on the organization (Zhang, 2011). According to Organ, Podsakoff and MacKenzie (2006), encourage OCB can lead to beneficial consequences such as enhance productivity, clear resources, creation of a motivating working environment and create social funds. Besides that, OCB is linked to low employees turnover rate and absenteeism, task satisfaction and increase organizational performance. (Pablo, 2011; Abdallah, 2012; Jackson, Rossi, Hoover & Johnson, 2012).

OCB has been described necessary for the growth, success, effectiveness and productivity of any organization (Murphy et al., 2002). Podsakoff et al. (2000, p. 543-546) mentioned seven ways that OCB contributes to organizational greater performance which are increasing co-worker or managerial productivity, releasing resources so they can be used for more productive purposes, coordinating activities within and across work groups, reducing the need to dedicate scarce resources to purely maintenance functions, strengthening the organizations' ability to attract and retain the best employees, increasing the stability of the organization's performance and enabling the organization to adapt more effectively to environmental changes. Further, Based on Organ et al. (2005), coordination of activities among group members and between work groups improve when employees voluntarily attend and actively participate in work unit meetings or collaborate with members of their team or members of other groups to avoid creating work related problem for other workers.

It is the contention of Bergun (2005) that OCB maximizes the efficiency and productivity of both subordinates and the organization. At subordinate level, Podsakoff et al. (1997) explain that OCB helps new employees become productive faster and helps to spread 'best practices' in organizations.

There are many determinants or factors which influence to the OCB within the organization. These statements are proven by antecedents of OCB which are antecedents of organizational citizenship behaviors are those precedent factors that lead to the creation of organizational citizenship behaviors. There are major groups of antecedents of OCB that have been emphasized in studies of different researchers:

- i. Employee characteristics (i.e. attitudes and dispositions), task characteristics, organizational characteristics, and leadership behaviors (Podsakoff et al., 2000).
- ii. Several researchers focused on employee attitudes and dispositions and leader supportiveness as antecedents of OCB (Bateman & Organ, 1983; Organ, 1988; Smith et al., 1983; O'Reilly & Chatman, 1986; Organ, 1994; Motowidlo & Van Scotter, 1994; Neuman & Kickul, 1998).
- iii. Characteristics of task and organization, on the other hand, were studied mostly in the literature on the subject of substitutes for leadership (Podsakoff & MacKenzie, 1995; Podsakoff et al., 1996; Wang et al., 2005).

In this study, researcher focus on servant leadership, work engagement, and perceived organization support (POS) as the factor that influencing OCB and also being the independence variable for this study in order to see the relationship among the variable.

Rationality of this study, researcher need to explore about the relationship of factor that determine the OCB in the institution that provide education in term of hands – on to the community. Studies about OCB are widely and continuously being discussed but the rarely studies are held toward the community college that heavily running with the duties to fulfill the need of community surrounding.

In order to get the positive elements of OCB, the leader are the main factor to develop the good OCB in the workplace. Central to servant leadership concept is the prioritizing the welfare of those being led; of valuing and developing people; the building of community, and the practice of authenticity. It also promotes the sharing of power between leaders and followers as a means of benefiting each individual, the total organization, and the broader community; and on top a selfless and humble

servant leader who believes that being a leader it is his/her responsibility to serve those working under them (Gordon, 2007). A servant leader is the one who prioritizes the needs of employees and serves beyond employees to fulfill needs of customers, and other stakeholders of the organization (Bambale, 2014).

The most important attribute of a servant leader is their ability to combine both service and leadership in such a way that they strengthen each other in a positive manner (Trompenaars & Voerman, 2009). Some of the qualities of a servant leader include selflessness, humbleness, humility, positive approach to organizational behavior (Owens & Hekman, 2012). Cameron and Spreitzer (2012) contend that servant leaders represent a positive approach to organizational behavior because their behavior motivates the employees and helps them realize their full potential.

Dimitriades (2007) stated the five determinants of OCB i.e. perceptions of fairness, employee morale, job satisfaction, leadership supportiveness and organizational commitment. It is important to understand that organizational citizenship behavior can neither be imposed nor can be enforced by the supervisors or the managers upon their subordinates because the basis of OCB is voluntary. This means if an employee fails to show their engagement in OCB, there can be no penalty or punishment in return (Organ, Podsakoff, & Mackenzie, 2006).

Be passion in doing work that are given are crucial element in OCB therefore according to Bakker & Lieter, 2010) engagement refers to involvement, commitment passion, enthusiasm, absorption, focused effort, and energy. Saks (2006) found another conceptualization of engagement that it is the role of performance of an employee's engagement (i.e., behavior, cognitive, and emotional components). In addition, Saks pointed out that employee engagement is similar to other concepts

such as organizational commitment (i.e., intention turnover, job satisfaction, and organizational citizenship behavior).

Consequences, when employees are engaged in their work, they increase the occurrence of behaviors that promote efficient and effective functioning of the organization. These behaviors are known as (OCB) which can be defined as individual behavior that is discretionary, not directly and explicitly recognized by the formal reward system. OCB promote the efficient and affective functioning of the organization as well as employee performance. (Dororhea.W.A, 2013).

However, there also have another factors that can contribute to the higher quality of OCB which are Perceived Organization Support (POS) also being explored. Marler, Fisher, and Ke (2009) found those employees with high POS were more sensitive to their manager's expectations, which subsequently enhanced their desire to use the new technology implemented by the organization. Jawahar and Carr (2007) in their study found that when employees perceive high levels of support from their organization, where even the less conscientious individuals feel obligated to and respond in kind toward the organization through contextual performance.

With regard to the interests of organization, citizenship behavior leads to the formation of a group of employees who have commitment to their organization (Allahyari, 2009).As public institution that call as Langkawi Tourism Academy@KKLangkawi that is daily engaged in close contact with a large number of citizens, therefore the should pay special attention to behavioral variable in order to being successful in delivery services to community.

1.1 – Background of Study

According to Podsakoff et al. (1997), this extensive interest in OCB stems from the fact that OCB contributes to improved organizational effectiveness. Researchers have theorized that the effectiveness of organizations is likely to be increased when employees go above and beyond the call of duty to aid fellow workers in order to achieve organizational goals (Organ, 1988). Thus, Organ (2005) defines OCB as behaviour that is discretionary, not directly or explicitly recognized by a formal reward system and that in aggregate promotes the effective functioning of an organization. According to Organ (1988), OCBs are behaviours that employees are not explicitly rewarded for exhibiting nor punished for not exhibiting; and are behaviours for which employees do not receive training to perform. According to Schnake (1991), pro-social ethical behaviours such as helping new employees to understand the internal workings of the organization, assisting co-workers complete their jobs, attending meetings and volunteering to do things in excess of job prescriptions are some of the behaviours that can be associated with OCB .

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

The previous results are involved in various units such as bank industries (Wat & Shaffer, 2005), universities (Erturk, 2007; Erkutlu, 2011; Pablo, 2011; Kane, Magnusen, & Perrewé, 2012), service companies (Zoe, 2007), schools (Yilmaz & Tasdan, 2009; Dipaola & Neves, 2009), and others. However, there are only fewer researches were conducted in Community College area that related to hands-on elements.

Community colleges in Malaysia are a network of educational institutions whereby vocational and technical skills training could be provided at all levels for school leavers before they entered the workforce. The community colleges also provide an infrastructure for rural communities to gain skills training through short courses as well as providing access to a post-secondary education (Murray, J.P. ,2002).

At the moment, most community colleges award qualifications up to Level 3 in the Malaysian Qualifications Framework (Certificate 3) in both the Skills sector (Sijil Kemahiran Malaysia or the Malaysian Skills Certificate) as well as the Vocational and Training sector but the number of community colleges that are starting to award Level 4 qualifications (Diploma) are increasing. This is two levels below a bachelor's degree (Level 6 in the MQF) and students within the system who intend to further their studies to that level will usually seek entry into Advanced Diploma programs in public universities, polytechnics or accredited private providers (Murray, J.P. ,2002).

Community College was established on June 12, 2001 by the declaration of the Cabinet on July 5, 2000. In the early stages of the Community Colleges is an alternative to tertiary education with emphasis on life-long education, training and skills through the implementation of short courses and offers full College Certificate time recognized the Public Service Department. Unique Features Community College is the cost of tuition at a very cheap and very minimal academic qualifications. Such groups have the skills and interests that are very high. The

combination of interest contained in the students with the skills to be able to transform their socio-economic status are stable when they have a place in the local job market. There were also students and short course participants who choose to become entrepreneurs. (Annual Report Community College, 2013).

For the information, currently the total of community college in Malaysia are 72. (Annual Report Community College, 2013) .Based of the total number, this is the important institution that we need to be focus and give an attention related to their issue and improvement. The reason of because, there are institution that produce a lots number of student and also entrepreneur in Malaysia and all around the world. There are the competitor who can produce the best graduate that using same hand – on method like ILP, IKM, Giat Mara and Kolej Vocational.

In line with the National Education Philosophy which is based on the statement Razak (1959) and Rahman Talib Report (1960), namely to develop aspects of national development, including cultural, social, economic and political towards creating a national unity which is to create a community that is united, disciplined and trained. Philosophy of Education states that education in Malaysia is an ongoing effort towards further developing the potential of individuals in a holistic and integrated to create a balanced and harmonious intellectually, spiritually, emotionally and physically based on trust and obedience to God.

Vision Community College is 'Building Local Communities Labor As knowledgeable and trained to meet the demands of the World of Work through Education and Training Technical and Vocational Education (TVET) and the Lifelong Learning'. Mission Community colleges are 'Being Leader Education and Training Technical and Vocational Education (TVET) and Lifelong Learning Hub by 2015'.

Raised confidence in business leadership, has increased interest in the development of leaders who set aside personal interests for the good of your followers and their organizations (Kunze, Raes & Bruch, 2015). Paralleling the trend in business organizations have academic transition towards a scientific study of positive human qualities. Although the behavior of individuals still do not work the importance of research, much remains to be learned about the human capacity to engage in positive behavior (Fein & Weibler, 2014). In the current investigation we study the behavior of leaders based on meeting the needs of followers and the larger community inside and outside the organization.

For an organization to achieve effectiveness, it is important that the unique talents of its employees are recognized, used and developed. Leaders can play an important role in helping employees to realize their potential (Porath, Gerbasi & Schorch, 2015). Approach to leadership called servant leadership is focused on the development of employees to their full potential in terms of the effectiveness of the project, community leadership, self-motivation, and leadership potential future (Chen, Zhu and Zhou, 2015).

To cover the gaps of previous study, this study is intend to investigate the relationship between servant leadership, work engagement and POS and OCB at Langkawi Tourism Academy@KKLangkawi. This academy are being upgrading from their name Langkawi Community College on 8th December 2011 after been signed the MOU between Ministry of Higher Education and Taylor's. There concept are still the same like previous but the syllabus are being changed followed the Taylor's University guideline. The reason why they have MOU because Langkawi Tourism Academy@KKLangakwi are being part of Langkawi Blueprint Plan. Whereby there an

only one public education institution at Langkawi and can develop Langkawi's citizen for better knowledgeable. Besides, being represent the Langkawi Island as a tourism city. Other than that, the lifelong learning programme are being running like usual to ensure the originality of community college structure. This academy offer the certificate courses and the social community service which are lifelong learning programme that offer the short course training to the community that can build their self-development and give more better economic life – styles. The role Langkawi Tourism Academy @ KK Langkawi is creating opportunities for secondary school leavers and citizenship.

As the only one public institution at Langkawi that served around all over Langkawi community, the OCB among their employee are very essential in order to have sustainable good motivation and passion towards their jobs. Based on the My News Hub Online publishes dated on 2. November 2016, Ministry of Higher Education Datuk Seri Idris Jusoh said that Community College look like University standard because of the 100 alumni are being successful by the entrepreneurship programmed that always being focused by this institution. That are being important to make sure the manpower of the institution have an OCB element in order to maintain their successful in future.

According to Organ (1988), OCB is individual behaviour, it is come from nature. From working experience and observation, researcher found that each position have its job description which influence to the scope of work engagement. The concept of work engagement is a condition, whereby, employees make investment of their personal self, emotional connections and energies during performance of their work role (Kahn, 1990). It is a motivational concept, which encompasses the lively investment of personal resources towards the tasks related with role of the job (Kanfer, 1990; Rich et al. 2010). Engagement relates to performance of the job and exhibits augmented strength over

other job attitudes in the performance forecast. It also aligns with task-specific motivation, and equally relates with task as well as contextual performance. The employees who are connected to work, experience greater association with the work tasks. They go extra mile for the task-related objectives, which are entangled with their job description, showing way to elevated task performance. (Faisal Qadeer et al., 2016).

This study also investigate the factor of servant leadership .Researcher want to study did the leadership at Langkawi Tourism Academy applied this type of leadership styles or not. This study are involve all the employee which are lecturer, management and lecturer , administration .As the employee they have their right to observe their boss , and this study are focusing on servant leadership. Furthermore, being working at Community college employees need to provide the short course for the community and the courses usually are held on weekend. This is to achieve the Key Performance Index (KPI) of the college itself as the represent the knowledge to all community.

Servant leaders help the followers to achieve their potential through building their self-confidence, inspiring trusts, providing information, feedback and resources. Importantly, servant leaders serve as role models for their followers (Lord & Brown, 2001). Greenleaf (1977) argued that servant leaders achieve trust with employees, customers and communities through selfless service to all of them.

Therefore, servant leadership differs from most other leadership approaches for its focus on personal integrity and forming of strong long-term relationships with employees. Self-interest is not motivating force for servant leadership, instead, self-interest serves to raise motivation to a higher level (Greenleaf, 1977, Pollard, 1996). Similarly, the development of others (Graham, 1991), as well as seeking to serve them and meeting their needs (Covey, 2006; Russell & Stone, 2002) are the real motivating forces of servant leaders. Servant leaders are considered as steward of the

organization who are devoted to empowering the potential of their followers (Russell & Stone, 2002; Sendjaya & Sarros, 2002).

The awareness of benefit of OCB is arising. Many organizations start to encourage OCB among the employees. Next variable that will discussing are Perceived Organization Support (POS). POS began with the interest of employer on employee's commitment to the organization and employees are focused on the organization success. This is a give and take concept. POS is result in behavioural outcome which include increase in both extra-role and in-role performance and decrease in employees withdrawal intention (Eisenberger, 2008).-

POS exists when the employer acknowledge and appreciate the employee's commitment by concerning employee's well-being. According to Organ (1988), OCB is individual behaviour, it is come from nature. From working experience and observation, researcher found that each position have its job description which influence to the scope of work engagement. The good leader also will support the OCB. POS is contributing to organizational success because employee knows the employer value their contribution and take care on their well-being, as a return it increases the willingness of employee to commit to the organization. To discuss in detail, this study has determined how relationship between work engagement, servant leadership and POS towards OCB at Langkawi Tourism Academy@KKLangkawi.

1.2 – Problem Statement

According to Podsakoff et al. (2000), OCB helps maximize the organizational performance of firms. Since this is the main goal of all organizations, it benefits managers to understand how various variables influence OCB. Thus, understanding the concept of OCB and its related factors can help human resources managers of organizations, assess what kind of environment to provide their employees, and also what motivates and satisfies them.

All institutions wish to practise the concept of OCB. However, only few institutions can actually achieve. OCB are very crucial element in every organization and have been studied broadly. Awareness of the importance of OCB is increasing in most of the organization make some companies start to encourage this positive behaviour among the employees.

Nature of work at college community are quite different with other institution, like mention in the background of study community college's staffs also need to work at weekend in order to do the short course that targeting the community of the area to increase their life style. That condition are compulsory for all staff in order to achieve the Key Performance Index (KPI) for their college and also their self.

Besides that, the challenges that face as the community college are obviously they face with the lacking of time for their self and they might be loses of focus to their main core of jobs because they have extra – roles that they must accomplished.

Research on OCBs has largely taken place with individuals working in non-academic fields such as manufacturing, retail, and service industries. Deckop, McClendon, and Harris-Pereles (1993) examined levels of OCBs among university

faculty and how unionization of those faculty might affect their OCBs. Other studies have looked at OCBs within the educational context, albeit in primary and secondary education (DiPaola & Hoy, 2005; Bragger, Rodriguez-Srednicki, Kutcher, Indovino, & Rosner, 2005). Given the importance of OCBs to individual and organizational effectiveness, the purpose for conducting the study was to describe OCBs in the higher education context, describe the relationships between OCBs and various aspects of faculty and staff performance, and explore the extent to which institutional leaders should be concerned with the OCBs of both faculty and professional staff.

Although much research has been done on OCBs in general, studies of specific industries or in specific work contexts are lacking. For that reason, the current study focused on obtaining a better understanding of OCBs in the higher education employment context. Specifically, the study was designed to better understand any possible relationships between employee OCBs, individual productivity, and institutional productivity by surveying various employees in higher education institutions.

Many studies have been done to identify the factors that could enhance organizational citizenship behavior. Factors that relate to personal characteristics, organizational justice, organizational commitment and job satisfaction. However, these factors are limited in higher educational settings compared to the school and business studies. Although the educational institution performance is assessed by the student achievement, but the fundamental of the successfulness is the academic staff behaviors that are willing to go beyond the role of voluntary (DiPaola et al., 2001).

Although many studies have been done to explain the key factor of OCB but previous studies are quite limited in measuring this phenomenon especially in community college. Therefore, the purpose of the study is to investigate the work engagement, servant leadership and POS towards OCB Langkawi Tourism Academy@KKLangkawi., as a compare with the earlier studies, which were done in university, school, service industries, corporate firm and others. This study is important because it enable the organization within the employees operate effectiveness and efficiency with successful alumni and create new successful entrepreneur. Moreover, they tend to look at their job far beyond just their pay check, and serve a good performance for student, colleague and community.

The problem statement of this study is there relationship between work engagement, servant leadership and POS towards OCB in order to fulfill their duties with enjoyable and voluntarily.

1.3 – Research Objective

General Objective:

To investigate the relationship between work engagements, servant leadership and POS towards OCB among the employees at Langkawi Tourism Academy @ KK Langkawi.

Specifically, this study mainly seeks to achieve the following objective:

- i. To investigate the relationship between servant leadership and Organizational Citizenship Behavior.
- ii. To investigate the relationship between work engagement and Organizational Citizenship Behavior.
- iii. To investigate the relationship between POS and Organizational Citizenship Behavior.

1.4 – Research Questions

This research is conducted to identify the relationship of the independent variable which is employee's work engagement, servant leadership and POS with the dependent variable, which is an OCB at Langkawi Tourism Academy @ KK Langkawi. The questions that can be arisen hereare:

- i. Is there any relationship between work engagement and Organizational Citizenship Behavior?
- ii. Is there any relationship between servant leadership and Organizational Citizenship Behavior?
- iii. Is there any relationship between POS and Organizational Citizenship Behavior?

1.5 Significant of Study

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

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

organizational performance and ability to adapt more affectively to the environment changes.

For theoretically, these findings also useful in assist the top management in designing the job description with work engagement concern, awareness importance of caring on employee's well-being especially the leader to encourage highest OCB among the employees, and contribute to organization's ability to attract and retain the best people by making it more attractive place to work.

Finally, the research finding can be used as guidance or references for future research as well as enriching the literature in Organizational Behaviors.

1.6 Definitions of Key Terms

1.6.1 Organizational Citizenship Behavior

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

1.6.2 Servant Leadership

Servant leadership resembles idealized influence and intellectual stimulation in transformational leadership. That is, servant leaders set an example for followers to emulate, inspire followers with enthusiasm and inspiration, and actively encourage followers to challenge the status quo and express divergent views. In fact, the concept of servant leadership resembles, in part, the notion of the “socially oriented transformational leader” who engages in “moral uplifting of followers” (Bass, 1997, p. 131).

Servant leadership behaviors contribute to the development and maintenance of strong interpersonal relationships between leaders and followers and are instrumental in helping employees attain their fullest potential and become self-motivated (Manz & Sims, 1987). Leaders foster these important behaviors by forming social exchange relationships with their followers, rather than relying solely on the economic incentives in the employment agreement or the authority vested in their positions.

1.6.3 Work Engagement

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

1.6.4 Perceived Organizational Support

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

1.7 – Scope of Study

The study are focusing for the employees that employed at Langkawi Tourism Academy @ KKLangkawi. There are several categories of level that being chosen for example management, lecturer, administrator and general worker that being classified by their grading or ranking. The study are base at Langkawi Tourism Academy @KKLangkawi , the only one government institution located at Langkawi that offer the skill base as their prioritize. The reason why Langkawi Tourism Academy @KKLangkawi is being chosen because researcher want to investigate about the community college in producing the OCB and at Langkawi this only one institutions that offer the certificate and short course training for society. The variable are work engagement, servant leadership and POS, yet there have several factor that relate to OCB but this is the scope that want to cover.

1.8 – Organization of Chapters in Thesis

This research paper is divided into 5 chapters. Chapter 1 provides an overview of the study and introduces the rationale behind the study, while Chapter 2 focuses on a widespread review of the available literature relevant to the purpose of the study and the theoretical framework that this study is essentially based on. Chapter 3 then provides the research methodology, the overall research design and the detailed procedures relevant to questionnaire design. This is followed by Chapter 4 that provides the detailed result and findings of this study whereas Chapter 5 goes on to discuss the findings obtained from the study. This is followed by the conclusion with highlights on the limitations of this study and possible areas for future researches.

1.9 Summary

This chapter has presented the background of the study as introduction as well as describing the problem statements, research question, research objectives, significance of the study, and scope of the study and organization of the chapter. The next chapter will discuss about literature review.

CHAPTER 2

LITERATURE REVIEW

2.0 – Introduction

The objective of the literature review is to determine the key concepts and critical assessment of the related research relevant to the research question. This chapter reviews the previous research on the influence of the servant leadership, work engagement and Perceived Organizational Support (POS) toward OCB. There are reviews about Organizational Citizenship Behavior (OCB), servant leadership, work engagement and POS

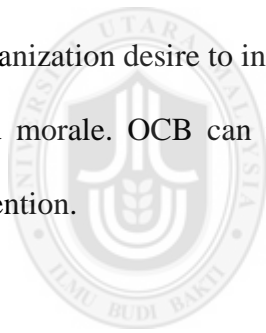
2.1–Organizational Citizenship Behavior

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

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

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

Organ outlines OCB has not affect by the formal rewards system. The research done by Jackson et al. (2012) has some differences from OCB aspect which was defined by Organ. The author found that leader rewards behaviors are positively significant to OCB, however it needs fairness and morale. Leader rewards behavior is importance to influence the employee's attitudes, perception and behaviors. If the organization desire to increase OCB practice, employer must pay attention in fairness and morale. OCB can result in task performance and reducing employee leaving intention.



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2.2 Servant Leadership

First emerging in the 1970s, the servant leadership concept has its roots in the seminal work of Robert Greenleaf, a prominent businessman who described a people-centered leadership philosophy, one that advocates the servant leader as leader.

It begins with the ordinary feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. The difference expresses itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test is, Do those served grow as persons, do they, while being served, become healthier, wiser, freer, more self-directed, more likely themselves to become servants? (Greenleaf, 1970,p.4).

Servant leadership is based on the principle that, to bring the best follower, leader rely on one – on – one communication to understand the abilities, needs, desires, goals and potential of their employees. This encouragement is done through building self-confidence (Liden et al, 2008; Lord,Brown & Freiberg,1999), serving as a role model , inspiring trust and providing information , feedback and resources

Servant leadership is regarded as good, highly ethical and based on the principle that service to followers is at the core of leadership (Sendjaya et al , 2008). It is important to realize that according to Greenleaf, the servant leader is “ *primus inter pares, who does not use his or her power to get things done but who tries to convince staffs.*”(Van Dierdonk, 2011)

Servant leaders also help the followers to achieve their potential through building their self-confidence, inspiring trusts, providing information, feedback and resources. Importantly, servant leaders serve as role models for their followers (Lord

& Brown, 2001). Greenleaf (1977) argued that servant leaders achieve trust with employees, customers and communities through selfless service to all of them. Therefore, servant leadership differs from most other leadership approaches for its focus on personal integrity and forming of strong long-term relationships with employees.

Self-interest is not motivating strength for servant leadership, instead, self-interest serves to raise motivation to a higher level (Greenleaf, 1977; Pollard, 1996). Similarly, the development of others (Graham, 1991), as well as seeking to serve them and meeting their desires (Covey, 2006; Russell & Stone, 2002) are the real motivating forces of servant leaders. Servant leaders are considered as stewards of the organization who are enthusiastic to empowering the potential of their followers (Russell & Stone, 2002; Sendjaya & Sarros, 2002).



2.3 Work Engagement

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

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

While agreeing to Raymond and Mjoli (2012) found that both job satisfaction and work engagement are strongly associated with organization commitment than work engagement. The researchers comment that manger must do all in their power to encourage job satisfaction and work engagement in the company.

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

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

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

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

2.4 Perceived Organizational Support (POS)

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

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

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

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

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

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

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

According to Hutchison, Eisenberger, Huntington and Sowa(1986), the research finding is obtainable that employee in an organization form global belief about the extent to which the organization values their contributions and cares about employee's well-being, POS has decreases absenteeism and increasing the

employee's affective attachment to the organization. Employees expect that they will be rewarded as a return of investment in effort to achieve the organization goal. Which mean, the employees believe that they get what they have rewarded.

2.5 The Relationship between Servant Leadership and OCB

A few studies have examined the relationship between servant leadership and OCB (Ehrhart, 2004; Begec , 2012 ;Hu & Liden , 2011;Hunter et al..2013) .The first to empirically examine servant leadership and OCB was Ehrhart (2004), who measured 298 employees of grocery departmental stores in the USA .He has tested a model in which perception of procedural justice climate was hypothesized as a mediator between servant leadership and OCB. He revealed an indirect important relationship between servant leadership and OCB through the mediating effect of procedural justice climate.

Another servant leadership – OCB study was directed by Vondey (2010) with a sample of 114 that cut across various industries in the US to investigate the moderating role of person – organization fit and organizational identification on the relationship between servant leadership – OCB.The finding exposed a direct but partial effect of servant leadership on employee OCB.

Hu and Liden (2011) studied the diminishing strength of servant leadership on the relationship between objective, process clarity and team potency, team performance, and team OCB. They established that servant leadership moderates the relationships between goal, process clarity and team potency, team performance and team OCB. This study is significant to both practice and research because it provides a new thoughtful role of servant leadership for building effective team OCBs.

Furthermore, Van Dierendonck and Nuijten (2011) accompanied an open online servant leadership survey among 135 participants from the Netherlands with a view to develop a new servant leadership instrument as well as testing its psychometric power to predict some follower outcomes. Findings revealed eight dimensions with a total of 30 items. The dimensions include standing back, empowerment, accountability, forgiveness, courage, authenticity, humility and stewardship. More importantly, the result demonstrated that servant leadership significantly predicts follower OCB. Specifically, the accountability dimension of the servant leadership showed a moderately strong relationship with civic virtue dimension of OCB. In addition, humility dimension of servant leadership showed a moderately strong effect on civic virtue, humanity and taking charge dimensions of the OCB constructs. Interestingly, the results further demonstrated that as the leader becomes more forgiving, the followers decline their engagements in political activities of the organization. Additionally, Güçel and Begeç (2012) observed 67 administrative and faculty members of a private university in Turkey with the aim of finding the effects of servant leadership on OCBs. The results demonstrated that vision and serve dimensions of the servant leadership construct have positive significant effect on sportsmanship and civic virtue dimensions of OCB.

Hypothesis 1: There is a significant relationship between servant leadership and organizational citizenship behavior.

2.6 The Relationship between Work Engagement and OCB

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

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

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

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

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

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

Hypothesis 2: There is a significant relationship between work engagement and organizational citizenship behavior

2.7 The Relationship between Perceived Organizational Support (POS) and OCB

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

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

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

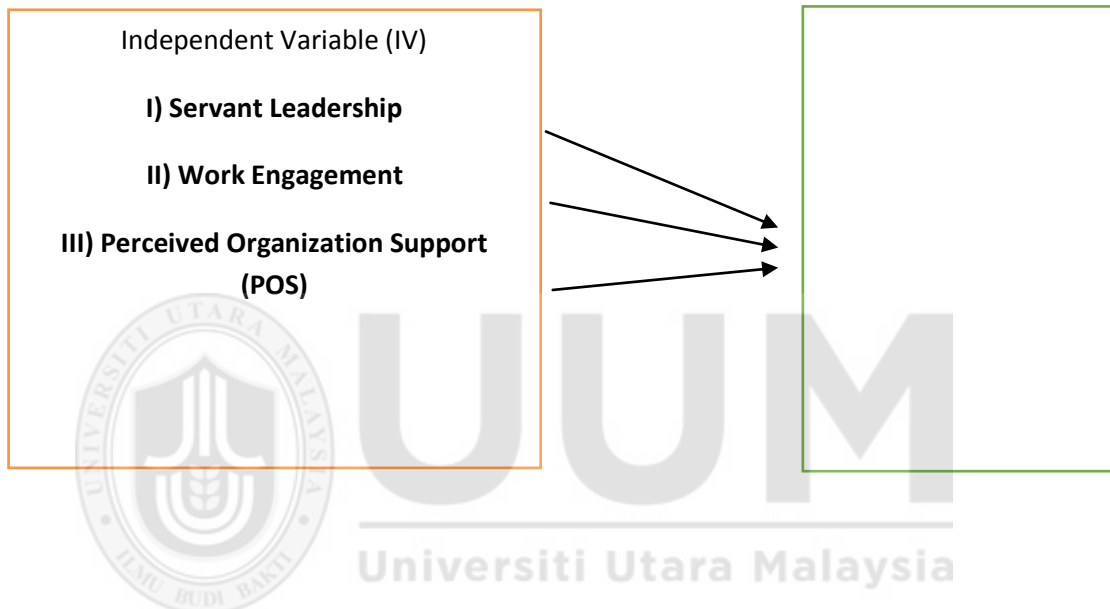
Performing POS should be able to increase the employee's performance in standard job activities and even go beyond the assigned responsibilities (Eisenberger et al., 2001). POS and OCB can result in protect the organization from any potential of risk, providing constructive suggestion, and self-development in gaining knowledge and skills beneficial to the organization. Besides, employees might felt that they are responsible to the company and they should stay with the organization and contribute to its development. Feeling obligated to the organization would increase the feeling of belongingness and lessen in withdrawal behaviours (Eisenberger et al., 2001).

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

Hypothesis 3: There is a significant relationship between perceived organizational support and organizational citizenship behavior.

2.8 Theoretical Framework

Base on the literature review and research problem, the following research frame work has been developed. This model is focusing on the correlation between servant leadership, work engagement and Perceived Organizational Support (POS) towards OCB at Langkawi Tourism Academy @KKLangkawi.



2.9 Development of Hypothesis

Based on the research objective, the hypotheses developed for this research are as follows:

Hypothesis 1: There is a significant relationship between servant leadership and organizational citizenship behavior.

Hypothesis 2: There is a significant relationship between work engagement and organizational citizenship behavior.

Hypothesis 3: There is a significant relationship between perceived organizational support and organizational citizenship behavior.

2.10 Summary

This chapter presents the reviewed literatures from previous studies and focused on the relationship between the relevant factors that might contribute to the nurse stress. Furthermore, the literature review on independent and dependent variables for this study is conducted to gather more information and reference sources.



CHAPTER 3

RESEARCH METHODOLOGY

3.0 - Introduction

This chapter provides the methodology use in this research. This chapter begins with research design, population and sampling design, data collection procedure, instrumentations and data analysis procedures.

3.1 – Research Design

Research adopts a quantitative approach to examine the correlation or relationship between work engagement, servant leadership and OCB at Langkawi Tourism Academy @ KKLangkawi. According to Filipowick (2014), the goodness of correlation method are allowing the researcher to gather as much as data compare to experiments research. Besides, the results a closer to the human daily life and applicable to the human activity.

The research design of the study is descriptive survey study. This study is intended to describe the significant relationship between dependence variable and independence variable. The data was collected through distribute the questionnaire to targeted respondents.

3.1.1 Type of Study

The research is to observe the relationship between work engagement, servant leadership and POS towards OCB at Langkawi Tourism Academy@KKLangkawi. This study is quantitative in nature. This study applies the well-known quantitative method to gather the data which distributes a printed questionnaire to the respondents to response. IBM Statistical Package for Social Sciences (SPSS) version 20.0 was

used to analyze the data collected; the research finding and conclusion was fully depending on the statistic generated by SPSS.

3.1.2 Sources of Data

Primary data and secondary data were employed in this study.

3.1.2.1 Primary Data

The simple definition of primary data is the original or first-hand information that gather by the researcher. The data that gather for research from the actual site of occurrence of events is called primary data (Sekaran, 2006). This study is intended to examine the relationship between work engagements, servant leadership POS and OCB at Langkawi Tourism Academy@KKLangkawi, the questionnaire was deemed as the most suitable data collection method. To obtain the information, researcher has distributed the printed questionnaires to the employees who work at Langkawi Tourism Academy@KKLangkawi

3.1.2.2 Secondary Data

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

3.1.3 Unit of Analysis

The unit of analysis in this study are 70 individual who were employed in at Langkawi Tourism Academy excluded Director, and Head of Department (Academic) and Head of Department (Administration) .The numbers of individual is 70 which covered of lecturer, administrator and general worker. Researcher are focusing for the employee only not included the top management because the its related of the variable that being choose which are servant leadership, perceived organizational support and work engagement.

3.2 – Population and Sampling Design

The population frame of this study is Langkawi Tourism Academy@KKLangkawi, the community college at Langkawi. The institution is operated at Cenang, Langkawi.

The number of population for Langkawi Tourism Academy@KKLangkawi is 70 employees. According to Krejcie and Morgon (1970), the sample size is 59 when the population is not more than 70 ($N < 70, S = 59$), as shown in Table 3.1. The total respondents are 59 out of 70 individual employees were asked to participate in the surveys.

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

Table 3.1

Note: N is the sample population; S is the sample size

Source: Krejcie, R.V. and Morgan, D.W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.

3.2.1- Sampling Technique

According to Sekaran (2003), a sample is a subset of the population. It includes some members selected or participants in the study, Malhotra, (2004). Census method was used in this research because the number of staff in this college was only 70. So all staff are population of this research.

3.3 – Data collection procedure

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

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

This is an internal survey. Therefore, the researcher had got the permission from the Director of Langkawi Tourism Academy@KKLangkawi in order to avoid any misunderstood regard of this studies.

The total 59 sets of printed questionnaire have been distributed at their table by the researcher itself. The questionnaire was developed in English Language and Malay language. Researcher has assisted the respondent to understand the question and the purpose of the study. The researcher has asked the respondent to give back the questionnaire within one (1) week at put at the researcher table.

3.4 Measurement and Instrumentation

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

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

The second section consists of the questionnaire regarding the independent variable, which is servant leadership. Servant leadership was measured with 28 item selected with referring to R.C. Liden et al (2008). This section contains 28 questions and the respondents indicate the degree of agreement or disagreement of the respondents with Servant leadership.

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

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

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

The Five Point Likert Scale with multiple items was used to measure the independent and dependent variables. The respondents were required to indicate the extent to which they agree and disagree with each of the statement. Table 3.2 shown the rating scale is from 1 to 5 which is 1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being strongly agree.

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

Table 3.2

Rating scale (Five Point Likert Scale) Scale	Description
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Rating scale

3.5 Data Analysis Techniques

The data collected from the respondents were coded and compiled using the SPSS version 20.0 software. Several statistical tests were conducted to determine the hypothesis testing, and the technique of data analysis was discussed as the following section.

3.5.1 Frequency Analysis

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

3.5.2 Descriptive Statistics

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

3.5.3 Reliability Analysis

A reliability analysis was conducted on all three (3) variables. According to Sekaran (2010), an accepted Cronbach's Alpha value is 0.60 and above. Meaning that the Cronbach's Alpha value which less than 0.60 should be eliminated from future analysis. The range of Cronbach's Alpha and reliability has been shown as below.

Table 3.3
Cronbach's Alpha value

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

3.5.4 Normality Analysis

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

3.5.5 Inferential Statistics

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

3.5.5.1 Pearson Correlation Analysis

Pearson coefficient is used to explore the strength and direction of the linear relationship between independent and dependent variable. The symbol of correlation is r , with range from -1.00 to +1.00. Table 3.4 indicates the range of Pearson's correlation with (r) symbol.

Table 3.4
Pearson's Indicate of Correlation

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

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

3.5.5.2 Multiple Regression Analysis.

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

CHAPTER FOUR

FINDING

4.0 Introduction

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

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

4.1 Overview of Data Collected

4.1.2 Response Rate

A total of 59 sets of the printed questionnaire were distributed to respondent from Langkawi Tourism Academy@KKLangkawi. However, there are only 57 sets were returned and 2 sets were missing due to unknown reason. Thus the percentage of response rate for this study is 97%.

Table 4.1

Response Rate	Description	Total (set)	Percentage (%)
	Questionnaires distributed	59	100.00
	Questionnaires returned	57	97.00
	Questionnaires unreturned	2	3.00

Response Rate

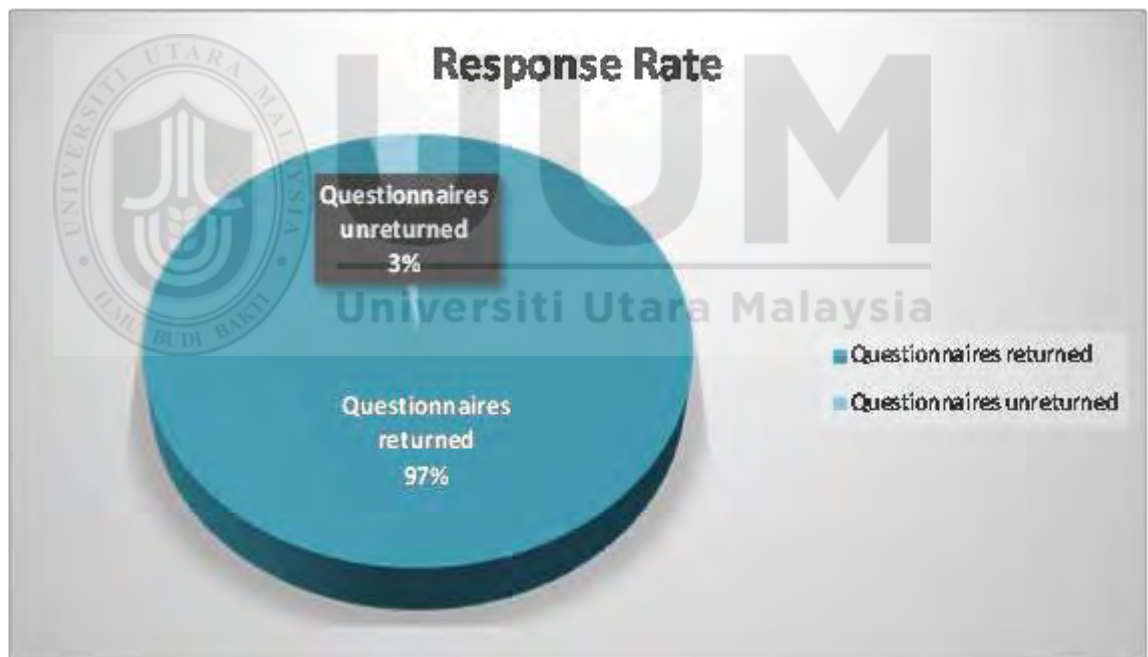


Figure 4.1

4.2 Profile of Respondents

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

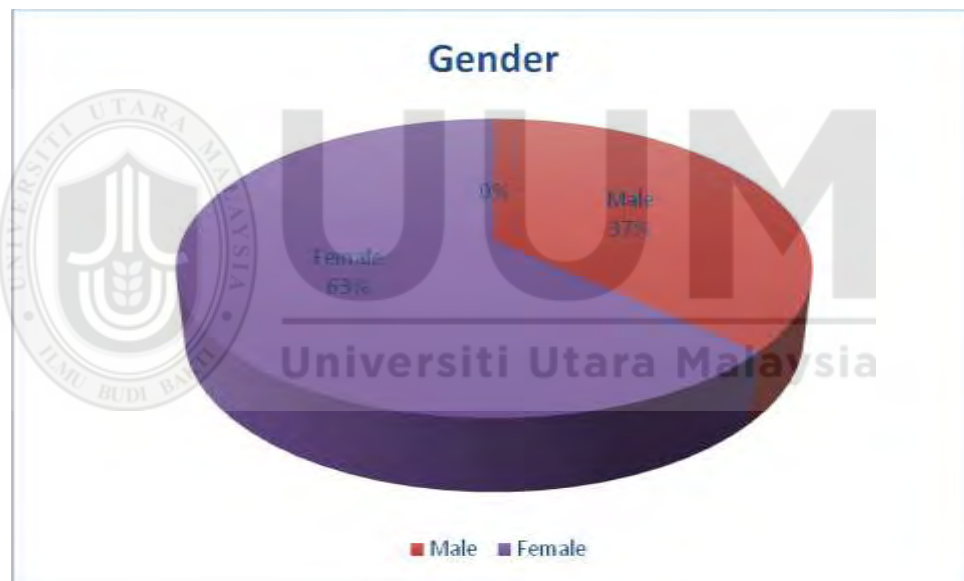
Table 4.2
Respondent's profile

Respondent's profile	Frequency	Percentage (%)
Gender		
Male	21	37
Female	36	63
Age		
20 - 30 years	18	31.6
31 – 40 years	32	56.1
41 – 50 years	17	12.3
Education level		
SPM	2	3.5
STPM	1	1.8
Diploma	9	15.8
Degree	41	71.9
Master	4	7
Grade Level		
48	1	1.8
44/45	6	10.5
41/42	38	66.7
34	1	1.8
29/27	1	1.8
22	1	1.8
17	8	14.0
R3/R6	1	1.8
Year of Service		
Below 1 years	1	1.8
1 – 5 years	28	49.1
6 – 10 years	28	49.1
Races		
Malay	54	94.7
Indian	2	3.5
Other	1	1.8
Marital status		
Single	10	17.5
Married	45	78.9
Widower	2	3.5
Position		

Management	2	3.5
Management and Lecturer	16	28.1
Lecturer	28	49.1
Administration and Non-Lecturer	11	19.3

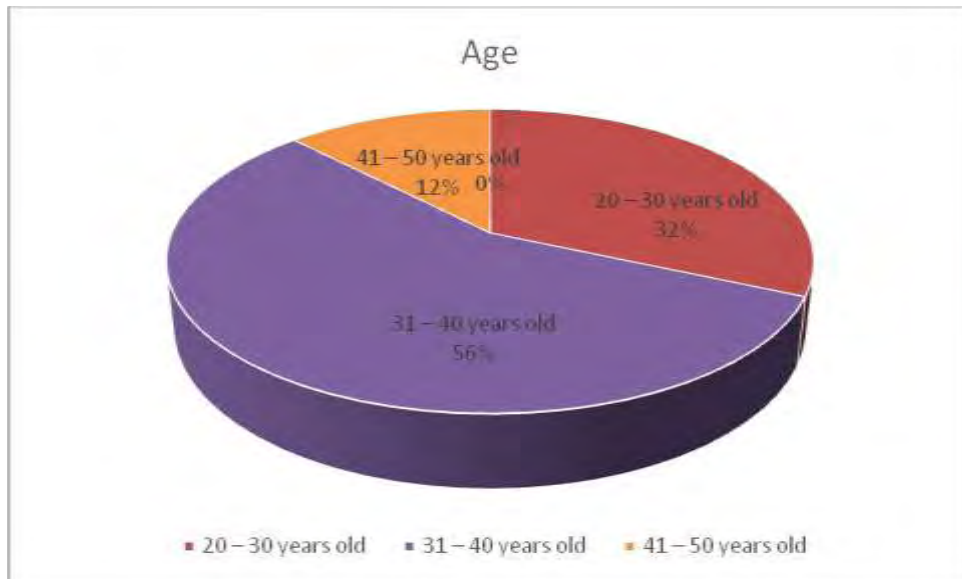
Gender of Respondents

The profile of respondents is summarized as shown in Figure 4.2. From the total of 57 respondents, it is unfairly distributed between male and female. There are 21 persons or 37% of male respondents and 36 persons or 63% female respondents were participated in answering the questionnaire, as shows in Figure 4.2.



Age of Respondents

There are three categories in the range of age, which are 20-30 years old, 31 to 40 years old and 41 to 50 years old. Majority of the respondents is from the category of 31 - 40 years old with frequency 32 or 56.1% which is more than half from the total respondents. Age in range 20 to 30 years old is second highest with frequency 18 or 31.6%. There are 17 or 12.3% respondent are 41-50 years old. Figure 4.3 shown the age range for respondents.



Education Level

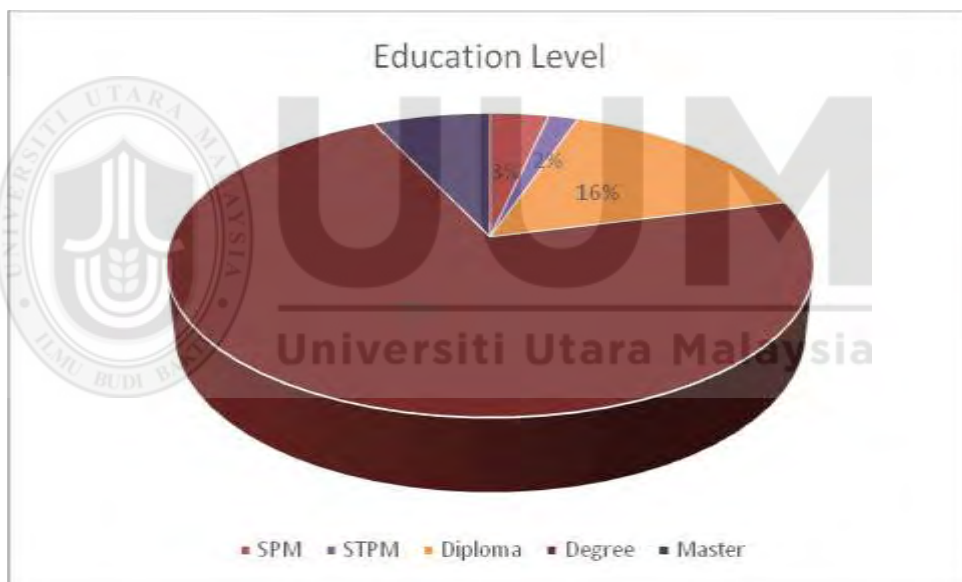
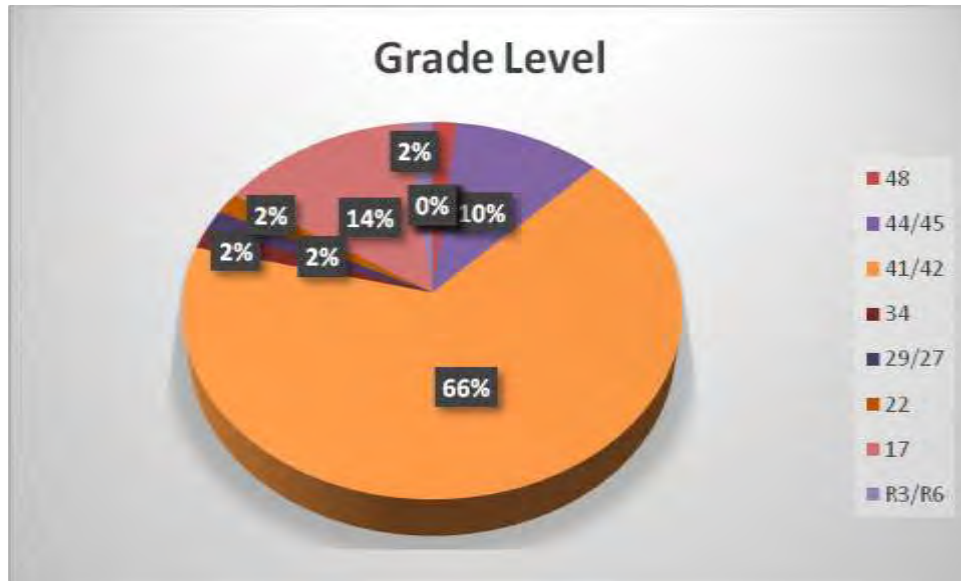


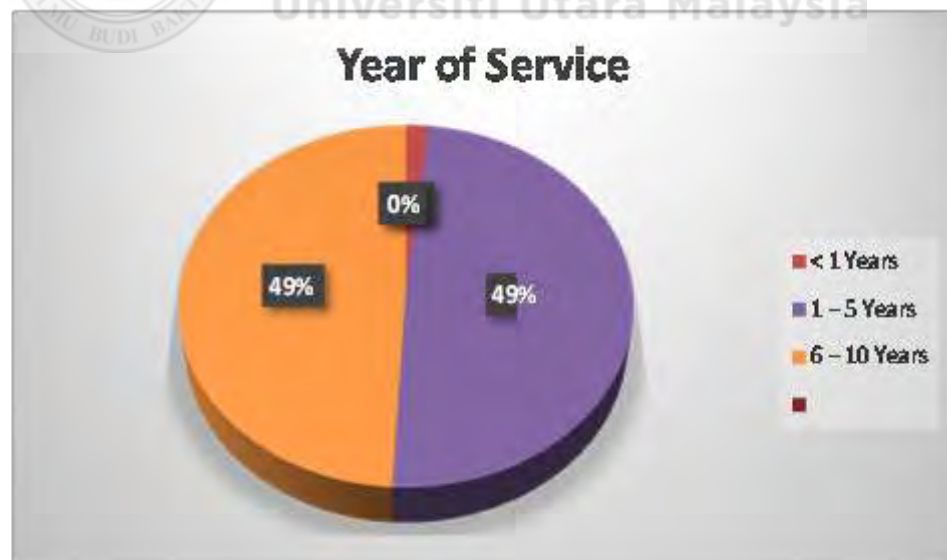
Figure 4.4 shows the education level of respondent. Majority of the respondent is in SPM and below, which represent with 2 or 7%. While 1 or 2% of the respondents are consist in STPM for Diploma holder there are 9 or 16% the most are degree holder which are 41 or 71.9% respondent. However, only 4 or 7% of the respondents is from Master.

Grade Level



As shown in Figure 4.5, the highest grade level is grade 41/42, which is the degree holder respondent. With 66% and the respondent from grade 17 are 14%. Followed by grade 44/45 respondent are 10%. For the rest are 2% only.

Year of Service



For Figure 4.6, Year of service in the company or tenure is divided into three categories: below 1 year, 1 to 5 years, 6 to 10 years, and 10 years. The respondent length of service 1-5 years and 6-10 years are 49% each. But for respondent below 1 year only 2%.

Races

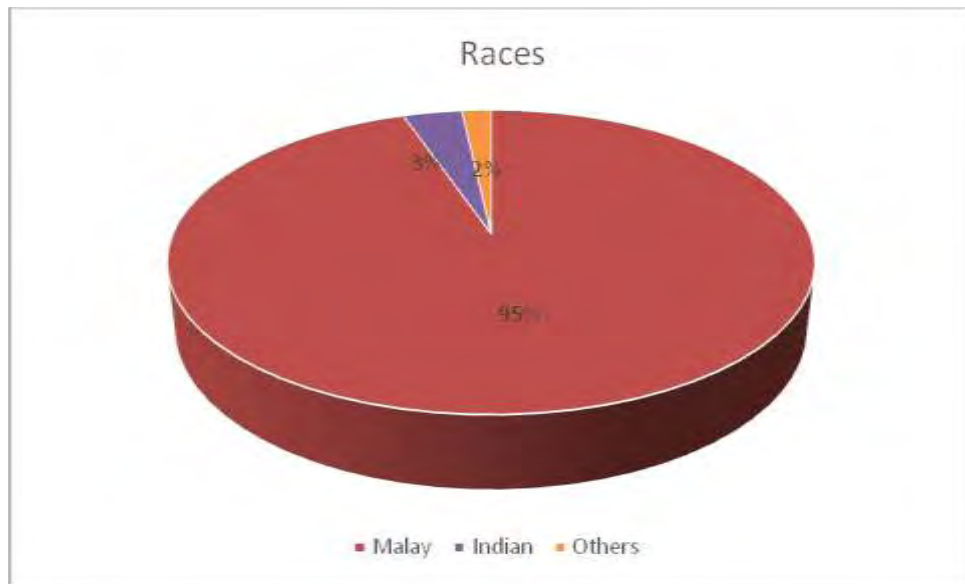


Figure 4.7 shows there are divided to three races that majority are Malay that consist of 54 or 95% followed by 2 or 3% are Indian and only 1 or 2% are other races.



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Marital Status

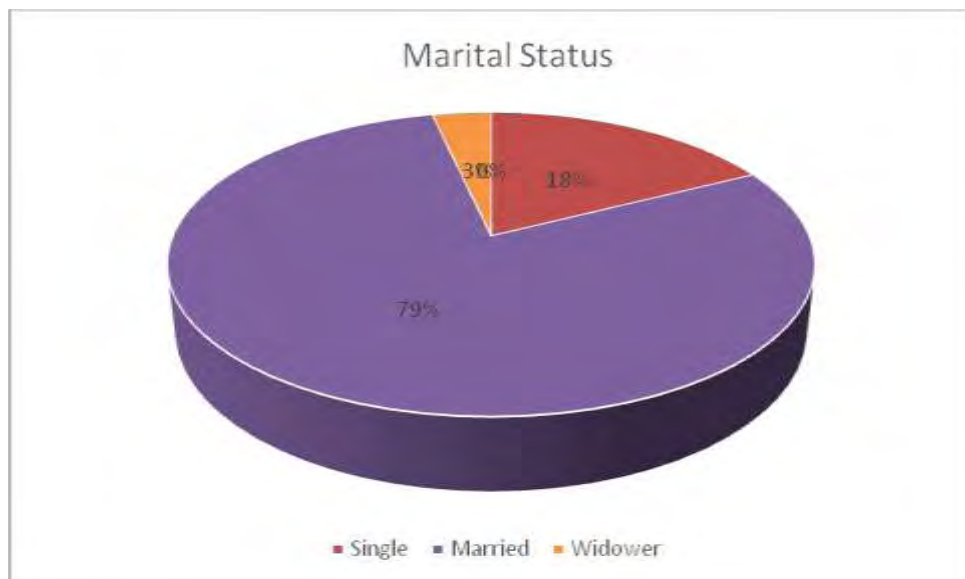


Figure 4.8 shows there are divided to three status that majority are married that consist of 45 or 79% followed by 10 or 18% are single and only 2 or 3% are widower.

Job Position

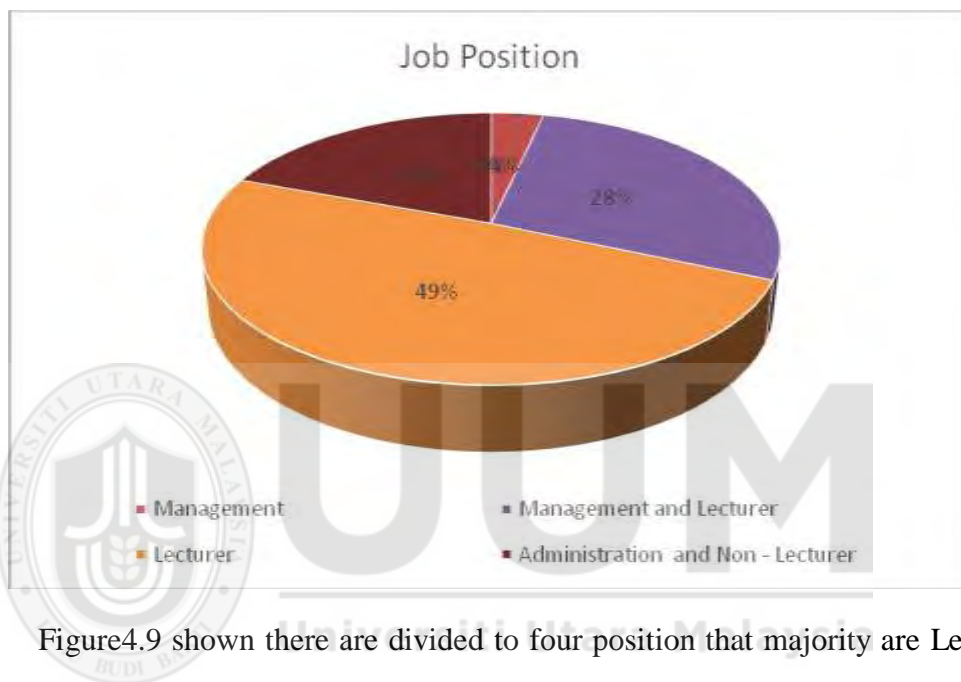


Figure 4.9 shows there are divided to four position that majority are Lecturer that consist of 28 or 49% followed by 16 or 28% are Management and lecturer, 11 respondent are from administration and non- lecturer or academic and only 2 or 4% management only.

4.3 Reliability Analysis

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

Reliability value

Variable	Number of Items	Cronbach's Alpha	Reliability
Servant Leadership	28	0.982	Acceptable
Work Engagement	10	0.838	Acceptable
Perceived Organizational Support (POS)	8	0.926	Acceptable
Organizational Citizenship Behavior (OCB)	10	0.681	Acceptable

Table 4.3

The measurement of servant leadership reported a Cronbach's Alpha value of 0.982, work engagement reported a Cronbach's Alpha value of 0.838, measurement of perceived organizational support reported a Cronbach's Alpha value of 0.926, and meanwhile the measurement of organizational citizenship behavior reported a Cronbach's Alpha value of 0.681. Therefore, the result of Cronbach's Alpha showed that all the measurements are reliable.

4.4 Normality Analysis

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

Table 4.4

Normality Test

	<i>Kolmogorov-Smirnov^a</i>		<i>Shapiro-Wilk</i>			
	df	Sig.	Statistic	df	Sig	
OCB	.119	57	.090	.960	57	.017
WE	.082	57	.200	.959	57	.015
POS	.183	57	.061	.892	57	.026
SL	.189	57	0.91	.950	57	0.16

^a Lilliefors Significance Correction

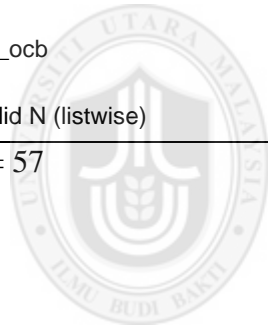
4.5 Descriptive Analysis

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

Table 4.5

<i>Descriptive Statistics</i>					
	N	Minimum	Maximum	Mean	Std. Deviation
tot_servant	57	2.07	4.86	3.9016	.85027
tot_work	57	3.20	4.70	4.0930	.40349
tot_pos	57	2.00	5.00	3.9649	.86820
tot_ocb	57	3.50	4.50	4.1421	.24709
Valid N (listwise)	57				

N = 57



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4.6 Pearson Correlation Analysis

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

Table 4.6

Correlation within Servant Leadership and OCB

	Servant Leadership	Organizational Citizenship Behavior
Pearson Correlation	1.000	.646**
Sig. (2-tailed)		.000
N	57	57

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

Table 4.6 represents the correlation among the dependent and independents variables. Servant leadership has strong positive relationship with OCB and indicates with r value 0.646.

4.6.1 H1: There is a significant relationship between servant leadership and OCB.

Table 4.7

Correlation within Work engagement and OCB

	Work Engagement	Organizational Citizenship Behavior
Pearson Correlation	1.000	.610**
Sig. (2-tailed)		.000
N	57	57

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

Table 4.6 represents the correlation among the dependent and independent variables. Work Engagement has strong positive relationship with OCB and indicates with r value 0.610.

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

Table 4.8

Correlation within Perceived Organizational Support and OCB

	Perceived Organizational Support	Organizational citizenship Behavior
Pearson Correlation	1.000	.661**
Sig. (2-tailed)		.000
N	57	57

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

Table 4.8 represents the correlation among the dependent and independent variables. Perceived organizational support has strong positive relationship with OCB and indicates with r value 0.661.

4.6.3 H3: There is a significant relationship between POS and OCB.

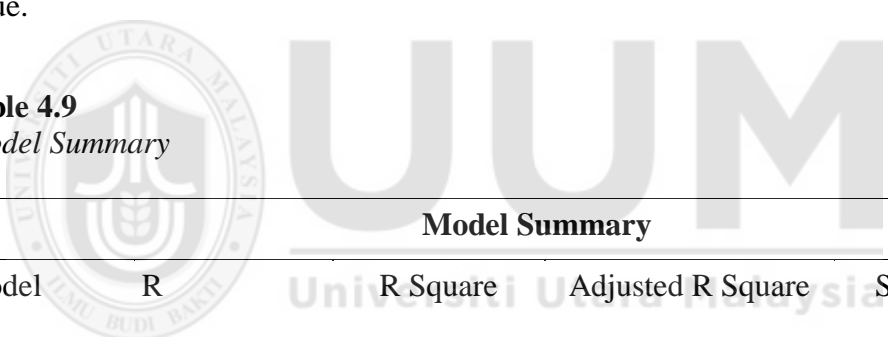
4.7 Multiple Regression Analysis

The multiple regression analysis was conducted to answer for H1, H2 and H3. The researcher wants to know is servant leadership, work engagement or POS has the most effect on OCB.

4.7.1 Independent Variables

Multiple regression analyses were conducted to examine the relationship between employee in Langkawi Tourism Academy@KKLangkawi and various potential predictors. Table 4.10 below shows model summary consisting R squared value.

Table 4.9
Model Summary



Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682 ^a	.465	.435	.18579

a. Predictors: (Constant), tot_pos, tot_work, tot_servant

As can be seen from Table 4.9, the value of R_2 is 0.465, which means that 46.5% of factor influencing OCB among employee has been 'explained' in this study while another 53.5% is explained by other variables. The R value; 0.682 is the square root of R_2 .

Table 4.10
Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.253	.351		9.257	.000
	tot_servant	.076	.071	.262	1.064	.292
	tot_work	.037	.138	.060	.265	.792
	tot_pos	.112	.055	.392	2.028	.048

a. Dependent Variable: tot_ocb

The regression analysis on all three dimensions of OCB were significant at $p < 0.05$, $F = 5.250$. However, according to table 4.10 above, it was found out that only one dimensions were significant which have p-value < 0.05 , namely perceived organizational support (POS). Another two, which is work engagement and servant leadership were not significant to OCB since the p-value was more than 0.05. We may conclude by saying that at least perceived organizational support are the most significant on OCB at Langkawi Tourism Academy@KKLangkawi.

4.8 Summary

Overall, the chapter covered the analysis results of the study. As a summary, the results of the study showed that all independent variable which are servant leadership, work engagement and perceived organizational support toward organizational citizenship behavior. The results also stated that, all hypotheses proposed in the study were accepted out. Additionally, the multiple regression result also showed that perceived organizational support are most significant toward organizational citizenship behavior in Langkawi Tourism Academy@KKLangkawi's staff. Furthermore, discussion based on the research objectives, implications, recommendations for future study, limitations and conclusion will be discussed in the next chapter.



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CHAPTER FIVE

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.0 Introduction

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

5.1 Discussion

The purpose of the study is to determine the relationship between servant leadership, work engagement and POS with OCB at Langkawi Tourism Academy@KKLangkawi. The following discussion is based on the research findings and research question were developed in this study.

5.1.1 Research question one: Does servant leadership have relationship with OCB?

A strong positive correlation between servant leadership and OCB with r value =0.646 indicate that servant leadership has a significant affect to OCB in Langkawi Tourism Academy@KKLangkawi. H1 was accepted. This findings explained servant leader are something that encourage employee to perform work or any task.

As a leader the relationship within leader and employee need to manage properly in order to have a harmonies situation and mutual relationship. From the view as employee they need a leader that helps, encourage and support them all the

situation needed. The secret recipe of the successful organizational and enhance the employee participation is the humble, great and kindness of leader.

5.1.2 Research question two: Does Work engagement have relationship with OCB?

A strong positive correlation between work engagement and OCB with r value = 0.610 indicate that work engagement has a significant affect to OCB in Langkawi Tourism Academy@KKLangkawi. H2 was accepted. This findings explained the job task that employee involved has the ability to apply the effect or influence the employee to perform OCB in the organization.

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

When employer recognizes the worth of the employee's capability, they will assign importance task because employer believe this employee was capable to handle well in the assignment. From the view of employee, they believe that employer valued their ability, assign them with significance task, and thus, they felt obligation on the responsibility which entrust by the employer.

Employee may felt that they are importance to the organization and their absence may cause lost to the organization. Employee with higher level of work engagement will be proud on the work they do. Employee care on the organization development felt that their presence is much importance and the job they had done has contributed to the company success!

5.1.3 Research question three: Does POS have relationship with OCB?

The research findings showed that POS has a strong positive effect to the context of OCB, and revealed with r value = 0.661. Therefore, H3 was are accepted. This finding explained that implementing even the employees have perceived the support from the organization it does effect on OCB practice in the organization, focusing in Langkawi Tourism Academy@KKLangkawi.

Even the employee perceived support from their organization; employee might felt this preferential handling should be offer by organization in naturally. The research finding shows there this factor are most affected for the employee OCB because the environment of this institutions is like a families, every position are complete each other and keep on helping one another.

Based on the multiple regression, there are only one (1) variable that accepted which is the POS are significant towards OCB in Langkawi Tourism Academy@KKLangkawi.

5.2 Limitation and Recommendation for Future Research

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

Secondly, time constrain. The data were collected mainly at Langkawi Tourism Academy@KKLangkawi due to time constrain. The researcher conducts the data collection in narrow geography area because researcher needs to complete the research report on time and meet to the submission date.

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

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

5.3 Implication of Study

This study are obviously can be implied for a practical perspective, the finding of this study will be useful to enhance the managerial productivity in whole structure of the organization in community college. Therefore, practice and encourage OCB among the employees helps the organization towards to accomplish vision and objective, increasing the stability of organizational performance and ability to adapt more affectively to the environment changes.

For theoretically, these findings also useful in assist the top management like Director, Head of Department in designing the job description with work engagement concern, awareness importance of caring on employee's well-being especially the leader to encourage highest OCB among the employees, and give to organization's ability to attract and retain the best people by making it more attractive place to work in long term duration. Besides that the theory of OCB that develop by Organ (1988) can be implied and also can be supported by the finding in this study.

5.4 Conclusion

This research study was conducted exclusively to examine the relationship between servant leadership, work engagements and POS in OCB, mainly at Langkawi Tourism Academy@KKLangkawi. Three research questions have been answer by the research finding. All the variable has positive relationship to OCB. In additional, among these three independent variables, perceived organizational support revealed the most contributor to OCB. Consequently, organization is suggested to review in this aspect in order to improve the OCB level in the future.



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APPENDIX A: QUESTIONNAIRE



QUESTIONNAIRE

Dear Participant,

Thank you for agreeing to participate in this research on “Relationship between Servant Leadership, Work Engagement and Perceived Organization Support towards Organization Citizenship Behaviour at Langkawi Tourism Academy@KKLangkawi”.

I would highly gratitude it, if you could answer the questions **carefully** as the information you provide will influence the accuracy and the success of this research. It will take only 10 minutes to complete the questionnaire. All the information will be strictly confidential.

I would really appreciate it if you could email the completed questionnaire to the researcher id: aisyah.edros@yahoo.com.

If you have any queries or you want to know about the results of this research study, you may

Address them to the researcher email address.

Thank you for your cooperation and the time taken in answering the questionnaire.

Yours sincerely,

Siti Aishah binti Edros (811106)

Msc.Human Resources Management

Othman Yeop Abdullah, Graduate School of Business

Universiti Utara Malaysia

Sintok, 06010 Kedah

I am the student of Masters at Universiti Utara Malaysia, is conducting a research on

“Relationship between Servant Leadership, Work Engagement and Perceived Organization Support towards Organization Citizenship Behaviour at Langkawi Tourism Academy@KKLangkawi”. The questionnaire consists of six (5) sections; your valuable responses will help me to achieve my research objectives comfortably. I would be grateful if you spare sometime to fill this questionnaire.

SECTION A

For each statement below, indicate your answer by Tick



Age

- | | | |
|-------------------|-----|---|
| 20 – 30 years old | () | 1 |
| 31 – 40 years old | () | 2 |
| 41 – 50 years old | () | 3 |
| 51 and above | () | 4 |

Gender

- | | | |
|--------|-----|---|
| Male | () | 1 |
| Female | () | 2 |

Races

- | | | |
|---------|-----|---|
| Malay | () | 1 |
| Chinese | () | 2 |
| Indians | () | 3 |
| Others | () | 4 |

Marital Status

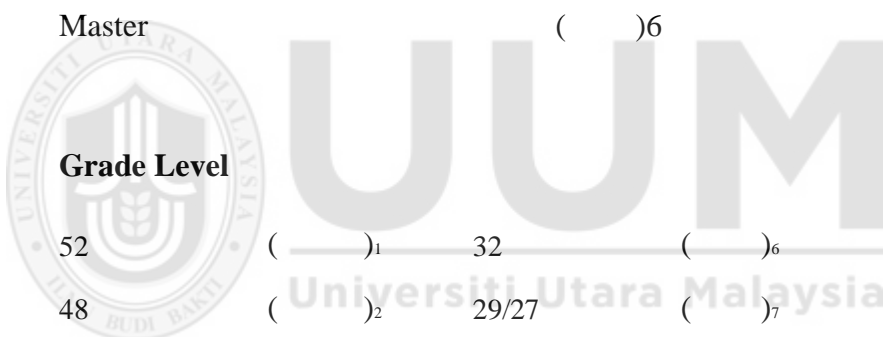
- Single ()1
- Married ()2
- Widower/Widow ()3

Highest Education Level

- SPM ()1
- STPM ()2
- Certificate ()3
- Diploma ()4
- Bachelor Degree ()5
- Master ()6

Grade Level

- 52 ()1 32 ()6
- 48 ()2 29/27 ()7
- 44/45 ()3 22 ()8
- 41/42 ()4 17 ()9
- 34 ()5 R3/R6 ()10

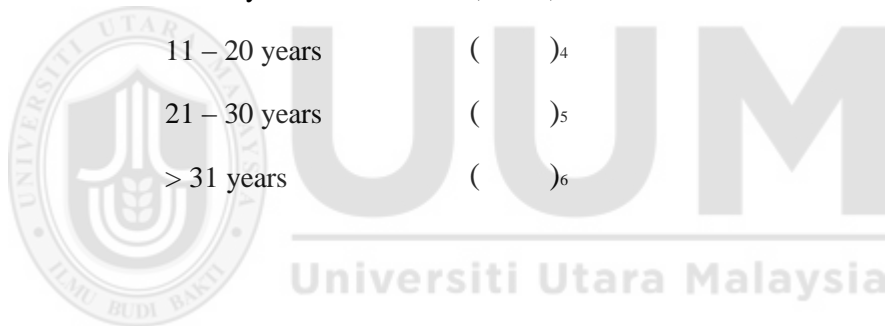


Position Held

Management Only	()	1
Management and Lecturer	()	2
Lecturer Only	()	3
Administration	()	4

Length of Service

< 1 years	()	1
1 – 5 years	()	2
6 – 10 years	()	3
11 – 20 years	()	4
21 – 30 years	()	5
> 31 years	()	6

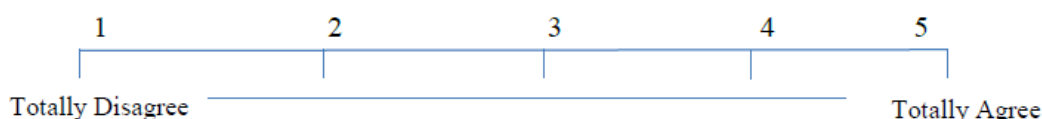


Department: _____

SECTION B

SERVANT LEADERSHIP

For each statement below, indicate your level of agreement or disagreement by Tick the appropriate number on a scale 1 – 5.



No	Question	Scale				
		1	2	3	4	5
Emotional Element						
1	Saya akan mendapatkan bantuan daripada ketua saya jika saya mempunyai masalah peribadi. <i>I would seek help from my manager if I had a personal problem.</i>					
2	Ketua saya mengambil berat tentang kesejahteraan diri saya. <i>My manager cares about my personal well-being.</i>					
3	Ketua saya mengambil masa untuk bercakap dengan saya secara peribadi. <i>My manager takes time to talk to me on a personal level.</i>					
4	Ketua saya boleh mengenal pasti bila saya dalam keadaan lemah tanpa saya beritahu. <i>My manager can recognize when I'm down without asking me.</i>					
Community Development						
5	Ketua saya menekankan pentingnya menyumbang semula kepada masyarakat <i>My manager emphasizes the importance of giving back to the community.</i>					
6	Ketua saya sentiasa berminat untuk membantu orang dalam masyarakat kita. <i>My manager is always interested in helping people in our community.</i>					
7	Ketua saya terlibat dalam aktiviti kemasyarakatan. <i>My manager is involved in community activities.</i>					
8	Saya amat percaya dengan ketua saya untuk menjadi sukarelawan dalam masyarakat. <i>I am encouraged by my manager to volunteer in the community.</i>					
Conceptual Skill						
9	Ketua saya boleh memberitahu jika sesuatu yang salah. <i>My manager can tell if something is going wrong.</i>					
10	Ketua saya mampu untuk berfikir secara berkesan melalui masalah yang kompleks. <i>My manager is able to effectively think through complex problems.</i>					

11	Ketua saya mempunyai pemahaman yang menyeluruh dalam organisasi kami dan matlamatnya. <i>My manager has a thorough understanding of our organization and its goals.</i>					
12	Ketua saya boleh menyelesaikan masalah kerja dengan idea-idea baru atau kreatif. <i>My manager can solve work problems with new or creative ideas.</i>					
Subordinate Empowerment						
13	Ketua saya memberikan saya tanggungjawab untuk membuat keputusan penting tentang kerja saya. <i>My manager gives me the responsibility to make important decisions about my job.</i>					
14	Ketua saya menggalakkan saya untuk mengendalikan kerja penting mengikut kepada keputusan saya sendiri. <i>My manager encourages me to handle important work decisions on my own.</i>					
15	Ketua saya memberikan saya kebebasan untuk menangani situasi yang sukar dengan cara yang saya rasa adalah yang terbaik. <i>My manager gives me the freedom to handle difficult situations in the way that I feel is best.</i>					
16	Apabila saya perlu membuat keputusan yang penting di tempat kerja, saya tidak perlu berbincang dengan ketua saya terlebih dahulu. <i>When I have to make an important decision at work, I do not have to consult my manager first.</i>					
Subordinate Development /Career Development						
17	Ketua saya membuat pembangunan kerjaya saya sebagai keutamaan. <i>My manager makes my career development a priority.</i>					
18	Ketua saya berminat untuk memastikan bahawa saya mencapai matlamat kerjaya saya. <i>My manager is interested in making sure that I achieve my career goals.</i>					
19	Ketua saya menyediakan saya dengan pengalaman kerja yang membolehkan saya untuk membangunkan kemahiran baru. <i>My manager provides me with work experiences that enable me to develop new skills.</i>					
20	Ketua saya mahu tahu tentang matlamat kerjaya saya. <i>My manager wants to know about my career goals.</i>					
Subordinate Priority						
21	Ketua saya seolah-olah lebih untuk mengetahui kejayaan saya sendiri berbanding daripada beliau sendiri. <i>My manager seems to care more about my success than his/her own.</i>					
22	Ketua saya meletakkan kepentingan terbaik saya di hadapan berbanding beliau sendiri. <i>My manager puts my best interests ahead of his/her own.</i>					
23	Ketua saya mengorbankan kepentingan beliau untuk memenuhi keperluan saya. <i>My manager sacrifices his/her own interests to meet my needs.</i>					

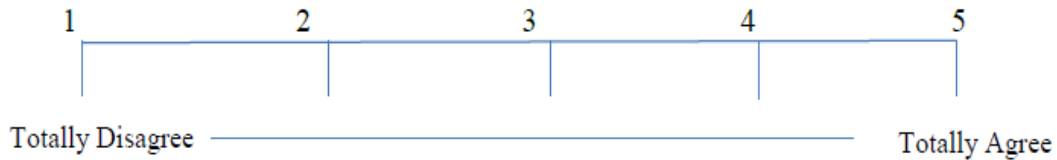
24	Ketua saya melakukan apa yang dia boleh lakukan untuk membuat kerja saya lebih mudah. <i>My manager does what she/he can do to make my job easier.</i>					
Ethical						
25	Ketua saya memegang standard etika yang tinggi <i>My manager holds high ethical standards.</i>					
26	Ketua saya sentiasa jujur. <i>My manager is always honest.</i>					
27	Ketua saya tidak akan bertolak ansur dalam prinsip etika bagi mencapai kejayaan. <i>My manager would not compromise ethical principles in order to achieve success.</i>					
28	Nilai kejujuran ketua saya lebih daripada keuntungan. <i>My manager values honesty more than profits.</i>					



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WORK ENGAGEMENT

For each statement below, indicate your level of agreement or disagreement by Tick the appropriate number on a scale 1 – 5.



No	Question	Scale				
		1	2	3	4	5
1	Saya rasa bertenaga di tempat kerja <i>At my work, I feel bursting with energy</i>					
2	Saya boleh berkerja secara berterusan dalam masa yang panjang <i>I can continue working for very long periods at a time</i>					
3	Pada awal pagi, saya berasa teringin and bersemangat hendak ke tempat kerja <i>When I get up in the morning, I feel like going to work</i>					
4	Saya rasa bangga terhadap kerja yang saya lakukan <i>I am proud on the work that I do</i>					
5	Saya berasa kerja yang saya lakukan sangat bermakna <i>I find the work that I do full of meaning and purpose</i>					
6	Saya bersemangat tentang kerja saya <i>I am enthusiastic about my job</i>					
7	Apabila saya berkerja, saya rasa masa berlalu dengan cepat <i>Time flies when I'm working</i>					
8	Saya 'tenggelam' dalam kerja saya <i>I am immersed in my work</i>					
9	Saya terlupa hal lain semasa saya berkerja <i>When I am working, I forget everything else around me</i>					
10	Saya terlupa diri apabila saya berkerja <i>I get carried away when I'm working</i>					

PERCEIVED ORGANIZATIONAL SUPPORT (POS)

For each statement below, indicate your level of agreement or disagreement by Tick the appropriate number on a scale 1 – 5.



1	2	3	4	5
<div style="display: flex; justify-content: space-between; width: 100%; height: 20px;"> Totally Disagree Totally Agree </div>				

No	Question	Scale				
		1	2	3	4	5
1	Organisasi ini menghargai sumbangan saya terhadap kesejahteraannya <i>The organization values my contribution to its well-being</i>					
2	Organisasi gagal untuk menghargai apa-apa sumbangan tambahan daripada saya <i>The organization fails to appreciate any extra effort from me</i>					
3	Organisasi mangabaikan apa-apa aduan daripada saya <i>The organization would ignore any complaint from me</i>					
4	Organisasi ini mangambil berat tentang kesejahteraan saya <i>The organization really cares about my well-being</i>					
5	Organisasi ini mangambil berat tentang kepuasan umum saya di tempat kerja <i>The organization cares about my general satisfaction at work</i>					
6	Organisasi ini menunjukkan kebimbangan yang amat sedikit bagi saya <i>The organization shows very little concern for me</i>					
7	Organisasi ini berbangga terhadap pencapaian saya di tempat kerja <i>The organization takes pride in my accomplishment at work</i>					
8	Walaupun saya melakukan kerja yang terbaik, organisasi gagal untuk notis <i>Even if I did the best job possible, the organization would fail to notice</i>					

APPENDIX B – SPSS OUTPUT

Reliability Test

Servant Leadership

Reliability Statistics

Cronbach's Alpha	N of Items
.982	28

Work Engagement

Reliability Statistics

Cronbach's Alpha	N of Items
.838	10

POS

Reliability Statistics

Cronbach's Alpha	N of Items
.926	8

OCB

Reliability Statistics

Cronbach's Alpha	N of Items
.681	10

Normality Analysis

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
tot_servant	.338	57	.000	.781	57	.000
tot_work	.131	57	.016	.935	57	.005
tot_pos	.183	57	.000	.911	57	.000
tot_ocb	.207	57	.000	.903	57	.000

a. Lilliefors Significance Correction

Descriptive Stat Variable

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
tot_servant	57	2.07	4.86	3.9016	.85027
tot_work	57	3.20	4.70	4.0930	.40349
tot_pos	57	2.00	5.00	3.9649	.86820
tot_ocb	57	3.50	4.50	4.1421	.24709
Valid N (listwise)	57				

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20 – 30 tahun	18	31.6	31.6	31.6
31 – 40 tahun	32	56.1	56.1	87.7
41 – 50 tahun	7	12.3	12.3	100.0
Total	57	100.0	100.0	

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Lelaki	21	36.8	36.8	36.8
Perempuan	36	63.2	63.2	100.0
Total	57	100.0	100.0	

Race

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
MELAYU	54	94.7	94.7	94.7
INDIA	2	3.5	3.5	98.2
LAIN-LAIN	1	1.8	1.8	100.0
Total	57	100.0	100.0	

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Bujang	10	17.5	17.5	17.5
Berkahwin	45	78.9	78.9	96.5
Duda/Janda	2	3.5	3.5	100.0
Total	57	100.0	100.0	

Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
SPM	2	3.5	3.5	3.5
STPM	1	1.8	1.8	5.3
Diploma	9	15.8	15.8	21.1
Sarjana Muda	41	71.9	71.9	93.0
Sarjana	4	7.0	7.0	100.0
Total	57	100.0	100.0	

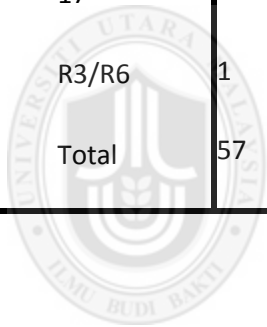
Valid



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Grade Level

	Frequency	Percent	Valid Percent	Cumulative Percent
48	1	1.8	1.8	1.8
44/45	6	10.5	10.5	12.3
41/42	38	66.7	66.7	78.9
34	1	1.8	1.8	80.7
Valid 29/27	1	1.8	1.8	82.5
22	1	1.8	1.8	84.2
17	8	14.0	14.0	98.2
R3/R6	1	1.8	1.8	100.0
Total	57	100.0	100.0	



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Position

	Frequency	Percent	Valid Percent	Cumulative Percent
PENGURUSAN SAHAJA	2	3.5	3.5	3.5
PENGURUSAN & PENGAJAR	16	28.1	28.1	31.6
Valid PENGAJAR SAHAJA	28	49.1	49.1	80.7
PENGURUSAN DAN BUKAN PENGAJAR	11	19.3	19.3	100.0
Total	57	100.0	100.0	

Year of service

	Frequency	Percent	Valid Percent	Cumulative Percent
< 1 TAHUN	1	1.8	1.8	1.8
1 – 5 TAHUN	28	49.1	49.1	50.9
6 – 10 TAHUN	28	49.1	49.1	100.0
Total	57	100.0	100.0	



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Regression and Pearson Correlation

Kolerasi Pearson antara Gaya Kepimpinan *Servant* dengan Tingkahlaku Warga Kerja

	Gaya Kepimpinan <i>Servant</i>	Tingkahlaku Warga Kerja
Pearson Correlation	1.000	.646**
Sig. (2-tailed)		.000
N	57	57

** . Kolerasi adalah signifikan pada aras 0.01 (2-tailed)

Kolerasi Pearson antara Penglibatan Kerja dengan Tingkahlaku Warga Kerja

	Penglibatan Kerja	Tingkahlaku Warga Kerja
Pearson Correlation	1.000	.610**
Sig. (2-tailed)		.000
N	57	57

** . Kolerasi adalah signifikan pada aras 0.01 (2-tailed)

Kolerasi Pearson antara Tanggapan Sokongan Organisasi dengan Tingkahlaku Warga Kerja

	Tanggapan Sokongan Organisasi	Tingkahlaku Warga Kerja
Pearson Correlation	1.000	.661**
Sig. (2-tailed)		.000
N	57	57

** . Kolerasi adalah signifikan pada aras 0.01 (2-tailed)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682 ^a	.465	.435	.18579

a. Predictors: (Constant), tot_pos, tot_work, tot_servant

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.253	.351		9.257	.000
	tot_servant	.076	.071	.262	1.064	.292
	tot_work	.037	.138	.060	.265	.792
	tot_pos	.112	.055	.392	2.028	.048

a. Dependent Variable: tot_ocr