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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
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Universiti Utara Malaysia

**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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Siti Aishah binti Edros

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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).

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