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**FACTORS INFLUENCING SERVICE-ORIENTED  
ORGANIZATIONAL CITIZENSHIP BEHAVIORS AMONG  
NURSES**

**By**

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**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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in Partial Fulfillment of the Requirement for the  
Master of Science (Management)**



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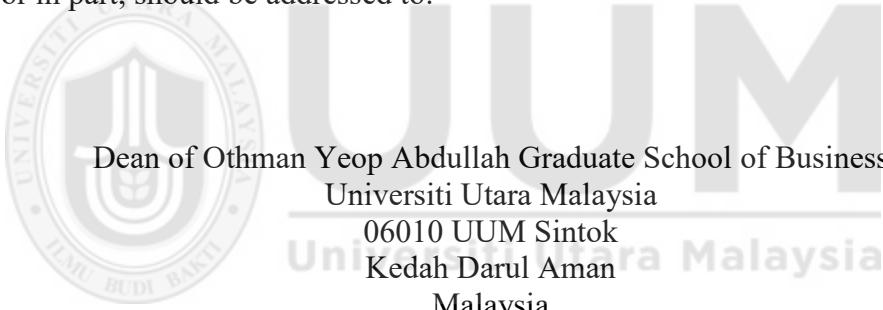
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## ABSTRACT

The role of nurses as service personnel in delivering service to patients is important in the healthcare industry. In order to gain competitive advantage in a highly competitive market, an organization should enhance and stimulate the practice of Service-Oriented Organizational Citizenship Behaviors (SO-OCBs) among employees. The purpose of this study is to investigate the factors that affect SO-OCBs among nurses. A total number of 500 questionnaires were distributed to registered nurses in the state of Penang. However, only 443 questionnaires were usable for analysis. Correlation and regression analysis were conducted in analyzing the data. The findings exhibited that all of the independent variables (perceived organizational support, service climate, organizational service orientation, service commitment, and job satisfaction) are positively related to SO-OCBs. On the other hand, from the result of multiple regression analysis, it indicated that service climate is the strongest factor influencing SO-OCBs of nurses. Service-Oriented Organizational Citizenship Behaviors (SO-OCBs) is vital because it contributes to the overall success of the organization. Therefore, the management of the organization needs to examine the factors affecting SO-OCBs.

**Keywords:** SO-OCBs, perceived organizational support, service climate, organizational service orientation, service commitment, job satisfaction



## ABSTRAK

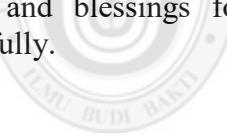
Peranan jururawat sebagai pekerja perkhidmatan untuk menjaga pesakit adalah penting dalam industry penjagaan kesihatan. Untuk mendapatkan kelebihan persaingan dalam persaingan pasaran yang sangat sengit, organisasi perlu meningkatkan dan merangsang amalan perilaku kewarganegaraan organisasi berorientasikan perkhidmatan dalam kalangan pekerja. Tujuan kajian ini adalah untuk mengkaji faktor-faktor yang mempengaruhi perilaku kewarganegaraan organisasi berorientasikan perkhidmatan dalam kalangan jururawat. Sejumlah 500 soal selidik telah diedarkan kepada jururawat di hospital- hospital di Pulau Pinang walaubagaimana pun hanya 443 boleh digunakan untuk analisis. Korelasi dan analisis regresi telah digunakan untuk menganalisis semua data. Dapatkan kajian menunjukkan bahawa semua pembolehubah bebas (sokongan organisasi yang diperasan, suasana pelayanan, orientasi layanan organisasi, komitmen layanan, dan kepuasan kerja) adalah positif dengan perilaku kewarganegaraan organisasi berorientasikan perkhidmatan. Selain itu, daripada analisis regresi berganda yang telah dijalankan, kajian menunjukkan bahawa suasana pelayanan adalah faktor yang terpengaruh terhadap perilaku kewarganegaraan organisasi berorientasikan perkhidmatan di kalangan jururawat. Kelakuan kewarganegaraan organisasi berorientasikan perkhidmatan adalah penting kerana ia menyumbang kepada kejayaan keseluruhan organisasi. Dengan ini, pihak pengurusan organisasi yang terlibat perlu melihat faktor-faktor yang mempengaruhi perilaku kewarganegaraan organisasi berorientasikan perkhidmatan.

**Kata Kunci:** perilaku kewarganegaraan organisasi berorientasikan perkhidmatan, sokongan organisasi yang diperasan, suasana pelayanan, orientasi layanan organisasi, komitmen layanan, kepuasan kerja

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Thank you.

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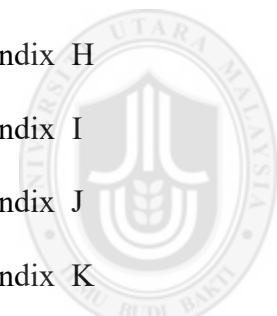
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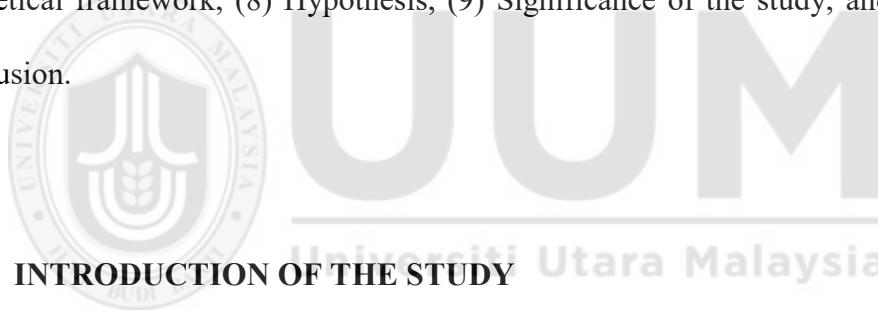


## CHAPTER 1

### INTRODUCTION

#### 1.0 CHAPTER INTRODUCTION

This chapter presents an overview factors influencing service-oriented organizational citizenship behaviors (SO-OCBs). This chapter consists of nine parts which are (1) Introduction of the study (2) Background of the Problem, (3) Problem Statements, (4) Research Objectives, (5) Research Questions, (6) The variables of the study, (7) Theoretical framework, (8) Hypothesis, (9) Significance of the study, and (10) Chapter Conclusion.



#### 1.1 INTRODUCTION OF THE STUDY

The importance of SO-OCBs which contributes in the areas of marketing has been discussed by many scholars recently. The voluntary commitment of an employee to perform a task that goes beyond the job requirement is considered to be beneficial to the service organization because it can help the organization to function efficiently and effectively (Bienstock & DeMoranville, 2006; Jain et al., 2012; Yang, 2012).

By cultivating the practice of SO-OCBs, it can create better service delivery and service quality, generating mutual understanding, as well as fostering innovative thinking

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## APPENDIX A

### QUESTIONNAIRE



#### **Questionnaire / Soal Selidik**

#### **Factors influencing Service-oriented organizational citizenship behaviors among Nurses at Hospital**

#### ***Faktor-faktor yang mempengaruhi Perilaku Kewarganegaraan Organisasi yang Berorientasikan Perkhidmatan dalam kalangan Jururawat di Hospital***

Dear Respondent,

I am a student of Master of Science (Management) in Universiti Utara Malaysia. The questionnaire contains 2 Sections: Section A and Section B. The purpose of this questionnaire is to identify the factors that affect Service-Oriented Organizational Citizenship Behaviors. All the information provided is CONFIDENTIAL and used for academic purpose only. We will not publish any information that would involve any individual or organization for other purposes. Thank you for your time and cooperation in completing this research.

*Responden yang dihormati,*

*Saya merupakan seorang pelajar Sarjana Sains (Pengurusan) di Universiti Utara Malaysia. Soal selidik ini mengandungi 2 Bahagian: Bahagian A dan Bahagian B. Tujuan soal selidik ini adalah untuk mengenal pasti faktor-faktor yang memberi kesan kepada Perilaku Kewarganegaraan Organisasi yang Berorientasikan Perkhidmatan. Semua maklumat yang diberikan adalah SULIT dan digunakan untuk tujuan akademik sahaja. Kami tidak akan menyiarkan sebarang maklumat yang akan melibatkan mana-mana individu atau organisasi bagi tujuan lain. Terima kasih atas masa dan kerjasama anda dalam menyiapkan penyelidikan ini.*

*Note/ Nota:*

Definition of SO-OCBs: Behaviors that beneficial to the organization and performed voluntarily. The behavior is not specified in the organization. It is a voluntary behavior that is not included in the formal responsibility of an employee. However, it can make functions of the organization become more effective.

***Maksud Perilaku Kewarganegaraan Organisasi:*** *Tingkah Laku yang berfaedah kepada organisasi serta dilaksanakan secara sukarela dan tingkah laku tersebut tidak dinyatakan dalam organisasi. Ianya adalah tingkah laku sukarela yang bukan termasuk dalam tanggungjawab formal seseorang pekerja tetapi ia boleh menjadikan fungsi-fungsi di dalam organisasi lebih efektif.*

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## Section A: Demographical Background of the Respondent

### Bahagian A: Latar Belakang Demografi Responden

This section is to obtain information of the respondent background. Please tick (/) in the appropriate selection.

*Bahagian ini adalah untuk mendapatkan maklumat tentang latar belakang responden.*

*Sila tandakan (/) pada pilihan yang berkenaan.*

1. Gender/Jantina:

Male/Lelaki

Female/Perempuan

2. Age/Umur: (Please State/ Sila Nyatakan)

(\_\_\_\_\_) years old/ tahun

3. Ethnic Group/Kumpulan Etnik

Malay/Melayu

Indian/India

Chinese/Cina

Others/Lain-lain: \_\_\_\_\_ (Please State/ Sila Nyatakan)

4. Religion/Agama:

Muslim/Islam

Christianity/kristian

Buddhism/Buddha

Hinduism/Hindu

Others/Lain-lain: \_\_\_\_\_ (Please State/ Sila Nyatakan)

5. Marital Status/Status perkahwinan

Single/Bujang

Married/Berkahwin

Divorced/Bercerai

Others/Lain-lain:

\_\_\_\_\_ (Please State/ Sila Nyatakan)

6. Highest Educational Level/Tahap Pendidikan Tertinggi

STPM/STPM

Degree/Ijazah

PhD/ Doktor Falsafah

Diploma/Diploma

Master/Sarjana

Others/Lain-lain: \_\_\_\_\_

(Please State/  
Sila Nyatakan)

7. Length of Service in organization /Tempoh Perkhidmatan dalam organisasi

Please State/ Sila Nyatakan (\_\_\_\_\_) tahun

8. Category of Nurse/Kategori Jururawat

Nurse/Jururawat

Staff Nurse/ Jururawat Staf

Senior Staff Nurse/Jururawat Staf Kanan

Nurse Manager/Pengurus Jururawat

Others/Lain-lain: \_\_\_\_\_ (Please State/ Sila Nyatakan)

9. Monthly Income/Pendapatan Bulanan

RM \_\_\_\_\_ Monthly/ Sebulan

**Section B: Questionnaire Regarding SO-OCBs**  
**Bahagian B: Soal Selidik Berkaitan SO-OCBs**

Please indicate your response to the following statement according to the scale below.  
*Sila nyatakan jawapan anda dengan kenyataan berikut mengikut skala di bawah.*

1	2	3	4	5	6
Extremely Disagree/ <i>Amat Tidak</i>	Strongly Disagree/ <i>Sangat</i>	Disagree <i>Tidak</i>	Agree/ <i>Setuju</i>	Strongly Agree/ <i>Sangat</i>	Extremely Agree/ <i>Amat Setuju</i>
<i>Setuju</i>	<i>Tidak</i>	<i>Bersetuju</i>			
			<i>Setuju</i>		

Questions						
1	I encourage friends and family to use the hospital services. <i>Saya menggalakkan rakan-rakan dan keluarga menggunakan perkhidmatan hospital ini.</i>	1	2	3	4	5
2	I always have a positive attitude at work. <i>Saya sentiasa mempunyai sikap yang positif di tempat kerja.</i>	1	2	3	4	5
3	I tell people in other organizations that this is a good organization to work for. <i>Saya memberitahu orang lain bahawa organisasi ini adalah organisasi yang baik untuk bekerja.</i>	1	2	3	4	5
4	I frequently present to others creative solutions to patient problems. <i>Saya sering mengesyorkan penyelesaian masalah yang kreatif untuk menyelesaikan masalah pesakit.</i>	1	2	3	4	5
5	I follow customer-service guidelines with extreme care. <i>Saya mengikuti garis panduan perkhidmatan pelanggan dengan teliti.</i>	1	2	3	4	5
6	I say good things about the organization to others. <i>Saya bercakap perkara yang baik tentang organisasi kepada orang lain.</i>	1	2	3	4	5
7	I follow up initial actions in response to patient's requests and problems in a timely manner. <i>Saya mengambil tindakan susulan terhadap permintaan dan masalah pesakit pada masa yang berbetulan.</i>	1	2	3	4	5

8	I encourage coworkers to contribute ideas and suggestions for service improvement.  <i>Saya menggalakkan rakan sekerja untuk menyumbang idea dan cadangan untuk tujuan penambahbaikan perkhidmatan.</i>	1	2	3	4	5	6
9	I generate favorable goodwill for the organization.  <i>Saya menganjurkan suasana muhibah yang baik kepada organisasi ini.</i>	1	2	3	4	5	6
10	The organization values my contribution to its well-being.  <i>Organisasi ini menghargai sumbangan saya kepada kesejahteraan organisasi.</i>	1	2	3	4	5	6
11	The organization fails to appreciate any extra effort from me.  <i>Organisasi ini gagal untuk menghargai apa-apa usaha tambahan daripada saya.</i>	1	2	3	4	5	6
12	The organization would ignore any complaint from me.  <i>Organisasi ini akan mengabaikan apa-apa aduan daripada saya.</i>	1	2	3	4	5	6
13	The organization really cares about my well-being.  <i>Organisasi ini benar-benar mengambil berat tentang kesejahteraan saya.</i>	1	2	3	4	5	6
14	Even I did the best job possible, the organization would fail to notice.  <i>Walaupun saya melakukan kerja yang terbaik mungkin, organisasi ini tidak akan melihatnya.</i>	1	2	3	4	5	6
15	The organization cares about my general satisfaction at work.  <i>Organisasi ini mengambil berat tentang kepuasan saya di tempat kerja.</i>	1	2	3	4	5	6
16	The organization shows very little concern for me.  <i>Organisasi ini tidak mengambil berat terhadap saya.</i>	1	2	3	4	5	6
17	The organization takes pride in my accomplishments at work.  <i>Organisasi ini akan merasa bangga dengan pencapaian saya di tempat kerja.</i>	1	2	3	4	5	6
18	I receive adequate support from workmates to perform my job well.  <i>Saya menerima sokongan yang mencukupi daripada rakan kerja untuk melaksanakan tugas saya dengan baik.</i>	1	2	3	4	5	6

19	If I perform job well, I receive appropriate recognition and reward. <i>Jika saya melaksanakan tugas dengan baik, saya menerima pengiktirafan dan ganjaran yang setara.</i>	1	2	3	4	5	6
20	I have the guidelines materials I need to provide services. <i>Saya mempunyai garis panduan maklumat yang diperlukan bagi saya menyediakan perkhidmatan.</i>	1	2	3	4	5	6
21	My direct supervisor encourages me to deliver high quality service. <i>Penyelia saya menggalakkan saya untuk menyampaikan perkhidmatan yang berkualiti tinggi.</i>	1	2	3	4	5	6
22	My direct supervisor is responsive to my requests for help or guidance. <i>Penyelia saya adalah responsif atas permintaan saya untuk mendapatkan bantuan atau bimbingan.</i>	1	2	3	4	5	6
23	My direct supervisor is very committed to improving the quality of our area's work and service. <i>Penyelia saya amat komited untuk meningkatkan kualiti kerja dan perkhidmatan dikawasan kami bekerja.</i>	1	2	3	4	5	6
24	High quality service is emphasized as the best way to keep patients. <i>Perkhidmatan berkualiti tinggi ditekankan sebagai cara yang terbaik untuk menjaga pesakit.</i>	1	2	3	4	5	6
25	My institution does a good job of keeping patients informed of changes, which affect them. <i>Institusi saya akan memaklumkan kepada pesakit apa-apa perubahan yang akan memberi kesan kepada pesakit.</i>	1	2	3	4	5	6
26	We are informed about patient evaluations of the quality of service. <i>Kami dimaklumkan tentang penilaian pesakit mengenai kualiti perkhidmatan yang kami berikan.</i>	1	2	3	4	5	6
27	My institution always responds to the patients' feedback and suggestions quickly. <i>Institusi saya sentiasa memberi maklum balas kepada cadangan pesakit</i>	1	2	3	4	5	6

	<i>dengan cepat.</i>					
28	Management is constantly measuring service quality. <i>Pihak pengurusan sentiasa mengukur kualiti perkhidmatan yang kami berikan.</i>	1	2	3	4	5
29	Management shows that they care about service by constantly giving of themselves. <i>Pihak pengurusan menunjukkan bahawa mereka mengambil berat tentang perkhidmatan dengan sentiasa menawarkan segala bantuan yang kami perlukan.</i>	1	2	3	4	5
30	Managers give personal input and leadership into creating quality service. <i>Pengurus memberi input peribadi dan kepimpinan dalam mewujudkan perkhidmatan yang berkualiti.</i>	1	2	3	4	5
31	Employees have freedom to act independently in order to provide excellent service. <i>Pekerja mempunyai kebebasan untuk bertindak agar dapat memberikan perkhidmatan yang cemerlang.</i>	1	2	3	4	5
32	Employees care for patients as they would like to be cared for. <i>Para pekerja menjaga pesakit sebagaimana mereka ingin dijaga.</i>	1	2	3	4	5
33	Employees go the ‘extra mile’ for patients. <i>Para pekerja bertindak ‘melebihi’ apa yang sepatutnya untuk pesakit.</i>	1	2	3	4	5
34	This organization noticeably celebrates excellent service. <i>Organisasi ini meraikan perkhidmatan yang cemerlang secara nyata.</i>	1	2	3	4	5
35	Employees receive personal skills training that enhance his/her ability to deliver high quality service. <i>Para pekerja menerima latihan kemahiran bagi meningkatkan keupayaannya agar perkhidmatan yang diberikan berkualiti tinggi.</i>	1	2	3	4	5
36	During training sessions, we work through exercises to identify and improve attitudes toward patients. <i>Semasa sesi latihan, kami bekerja diberi latihan untuk mengenal pasti dan meningkatkan sikap yang positif apabila bertemu pesakit.</i>	1	2	3	4	5

37	I really feel as if this organization's problems are my own. <i>Saya benar-benar berasa masalah organisasi ini seolah-olah adalah masalah saya.</i>	1	2	3	4	5	6
38	I enjoy discussing my organization with people outside it. <i>Saya suka membincangkan perihal organisasi saya dengan orang di luar organisasi ini.</i>	1	2	3	4	5	6
39	I would be very happy to spend the rest of my career with this organization. <i>Saya sangat gembira untuk menghabiskan masa kerjaya saya dengan organisasi ini.</i>	1	2	3	4	5	6
40	This organization has a great deal of personal meaning for me. <i>Organisasi ini mempunyai banyak makna peribadi untuk saya.</i>	1	2	3	4	5	6
41	I feel that I have too few options to consider leaving this organization. <i>Saya merasakan bahawa saya mempunyai pilihan yang terhad untuk dipertimbangkan sekiranya saya ingin meninggalkan organisasi ini.</i>	1	2	3	4	5	6
42	It would be very hard for me to leave my organization right now, even if I wanted to. <i>Saya merasa amat sukar bagi saya untuk meninggalkan organisasi saya sekarang, walaupun saya mahu.</i>	1	2	3	4	5	6
43	I have the chance to be “somebody” in the community. <i>Saya mempunyai peluang untuk menjadi "seseorang" dalam masyarakat.</i>	1	2	3	4	5	6
44	I am being able to do things that don't go against my conscience. <i>Saya melakukan perkara-perkara yang tidak bertentangan dengan hati nurani saya.</i>	1	2	3	4	5	6
45	I have the chance to do things for other people. <i>Saya berpeluang untuk melakukan sesuatu untuk orang lain.</i>	1	2	3	4	5	6
46	I have the chance to tell people what to do. <i>Saya berpeluang untuk memberitahu orang apa yang perlu dilakukan.</i>	1	2	3	4	5	6
47	I have the chance to do something that makes use of my abilities. <i>Saya berpeluang untuk melakukan sesuatu dengan kebolehan yang saya ada.</i>	1	2	3	4	5	6

48	My pay and the amount of work I do are equal. <i>Gaji dan jumlah kerja yang saya lakukan adalah setara.</i>	<b>1</b>	2	3	4	5	6
49	The working conditions in the organization are good. <i>Suasana kerja dalam organisasi ini adalah baik.</i>	<b>1</b>	2	3	4	5	6
50	I am happy the way my co-workers get along with each other. <i>Saya gembira dengan cara rakan sekerja saya berhubung di antara satu sama lain.</i>	<b>1</b>	2	3	4	5	6
51	I get the praise I get for doing a good job. <i>Saya mendapat pujian apabila melakukan kerja yang baik.</i>	<b>1</b>	2	3	4	5	6
52	The feeling of accomplishment I get from the job is high. <i>Perasaan bangga terhadap pencapaian saya dari pekerjaan saya adalah tinggi.</i>	<b>1</b>	2	3	4	5	6



**APPENDIX B**  
**REALIBILITY TEST FOR PILOT TEST**

**a) SO-OCBs**

**Case Processing Summary**

		N	%
Cases	Valid	50	61.0
	Excluded <sup>a</sup>	32	39.0
	Total	82	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.935	9

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A1	36.700	39.929	.773	.927
A2	36.320	39.365	.799	.925
A3	36.780	38.338	.797	.925
A4	36.480	41.357	.726	.929
A5	36.540	39.560	.824	.923
A6	36.540	39.396	.839	.923
A7	36.400	41.510	.725	.929
A8	36.580	41.718	.665	.933
A9	36.460	41.437	.662	.933

## b) Perceived organizational support (POS)

**Case Processing Summary**

		N	%
Cases	Valid	50	61.0
	Excluded <sup>a</sup>	32	39.0
	Total	82	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.772	8

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
B1	26.660	26.188	.438	.753
B2	28.160	24.627	.498	.742
B3	28.260	26.196	.447	.751
B4	26.840	25.402	.477	.746
B5	27.840	24.464	.445	.753
B6	26.520	26.581	.416	.756
B7	28.040	23.672	.528	.737
B8	26.780	25.073	.534	.737

### c) Service Climate

**Case Processing Summary**

		N	%
Cases	Valid	50	61.0
	Excluded <sup>a</sup>	32	39.0
	Total	82	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.934	10

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
C1	40.220	69.114	.462	.940
C2	40.780	61.522	.628	.937
C3	40.260	63.298	.818	.923
C4	39.960	65.019	.754	.926
C5	40.080	62.891	.868	.920
C6	39.940	64.343	.752	.926
C7	39.820	65.008	.780	.925
C8	40.140	63.225	.813	.923
C9	40.040	64.692	.822	.923
C10	40.160	64.015	.796	.924

#### d) Organizational Service Orientation (OSO)

**Case Processing Summary**

		N	%
Cases	Valid	50	61.0
	Excluded <sup>a</sup>	32	39.0
	Total	82	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.929	9

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
D1	34.480	51.928	.805	.917
D2	34.760	50.758	.851	.914
D3	34.540	53.764	.828	.916
D4	34.820	50.436	.808	.917
D5	34.260	56.196	.687	.924
D6	34.720	58.614	.373	.944
D7	34.980	49.571	.792	.918
D8	34.480	53.806	.839	.916
D9	34.320	55.691	.802	.919

### e) Service Commitment

**Case Processing Summary**

		N	%
Cases	Valid	50	61.0
	Excluded <sup>a</sup>	32	39.0
	Total	82	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.873	6

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
E1	19.360	29.174	.726	.842
E2	19.960	29.509	.623	.862
E3	19.380	28.159	.813	.826
E4	19.280	28.736	.731	.841
E5	19.240	34.064	.508	.876
E6	19.380	30.934	.656	.854

## f) Job Satisfaction

**Case Processing Summary**

		N	%
Cases	Valid	50	61.0
	Excluded <sup>a</sup>	32	39.0
	Total	82	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.915	10

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-	Cronbach's
			Total Correlation	Alpha if Item Deleted
F1	38.800	66.367	.656	.908
F2	38.800	65.224	.639	.909
F3	38.500	65.194	.702	.906
F4	38.580	64.004	.847	.898
F5	38.420	66.330	.733	.905
F6	39.800	61.469	.668	.910
F7	38.900	63.929	.822	.899
F8	38.640	69.990	.517	.915
F9	39.080	63.422	.664	.908
F10	38.920	62.973	.700	.906

**g) Pilot Overall Cronbach's Alpha for All Variables**

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A1	218.000	1471.224	.632	.973
A2	217.620	1469.873	.633	.973
A3	218.080	1466.524	.614	.973
A4	217.780	1477.767	.601	.973
A5	217.840	1471.729	.637	.973
A6	217.840	1474.096	.605	.973
A7	217.700	1477.847	.610	.973
A8	217.880	1479.169	.561	.973
A9	217.760	1473.778	.615	.973
B1	217.760	1463.207	.699	.973
B2	219.260	1497.911	.225	.974
B3	219.360	1506.766	.155	.974
B4	217.940	1455.241	.752	.973
B5	218.940	1512.833	.055	.975
B6	217.620	1458.730	.779	.973
B7	219.140	1498.980	.196	.974
B8	217.880	1455.414	.777	.973
C1	218.020	1475.122	.517	.973
C2	218.580	1441.514	.661	.973
C3	218.060	1454.058	.775	.973
C4	217.760	1463.207	.699	.973
C5	217.880	1455.414	.777	.973
C6	217.740	1461.543	.683	.973
C7	217.620	1458.730	.779	.973
C8	217.940	1455.241	.752	.973
C9	217.840	1456.953	.821	.973
C10	217.960	1451.223	.830	.973
D1	217.960	1449.386	.772	.973
D2	218.240	1445.778	.787	.973
D3	218.020	1456.428	.816	.973
D4	218.300	1442.296	.773	.973
D5	217.740	1466.360	.719	.973
D6	218.200	1481.878	.395	.974

D7	218.460	1434.825	.792	.973
D8	217.960	1454.366	.856	.972
D9	217.800	1465.714	.797	.973
E1	218.440	1443.313	.697	.973
E2	219.040	1449.182	.587	.973
E3	218.460	1434.825	.783	.973
E4	218.360	1433.460	.767	.973
E5	218.320	1474.263	.502	.973
E6	218.460	1458.335	.598	.973
F1	218.040	1462.570	.669	.973
F2	218.040	1462.570	.599	.973
F3	217.740	1466.441	.603	.973
F4	217.820	1463.783	.687	.973
F5	217.660	1465.739	.694	.973
F6	219.040	1445.386	.639	.973
F7	218.140	1452.531	.804	.973
F8	217.880	1480.353	.519	.973
F9	218.320	1456.549	.606	.973
F10	218.160	1448.504	.697	.973

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
.974	52

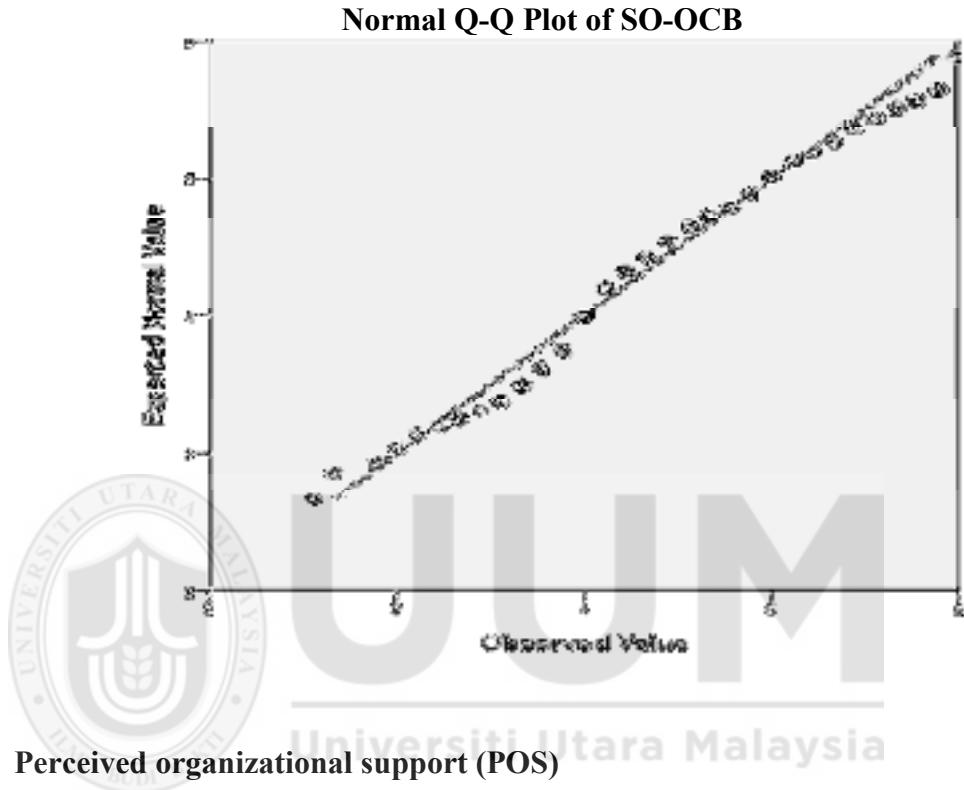
**Case Processing Summary**

		N	%
Cases	Valid	50	100.0
	Excluded <sup>a</sup>	0	.0
	Total	50	100.0

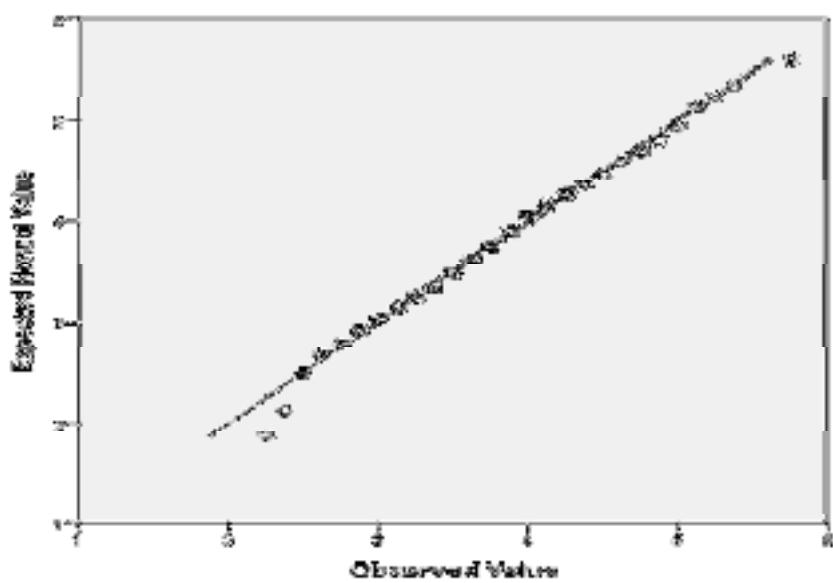
a. Listwise deletion based on all variables in the procedure.

**APPENDIX C**  
**NORMALITY TEST**

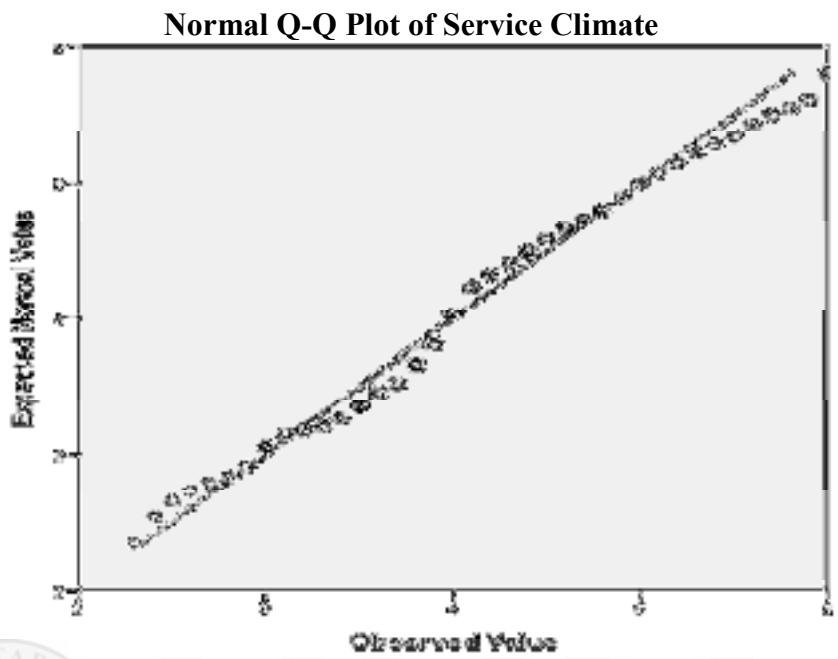
**a) SO-OCBs**



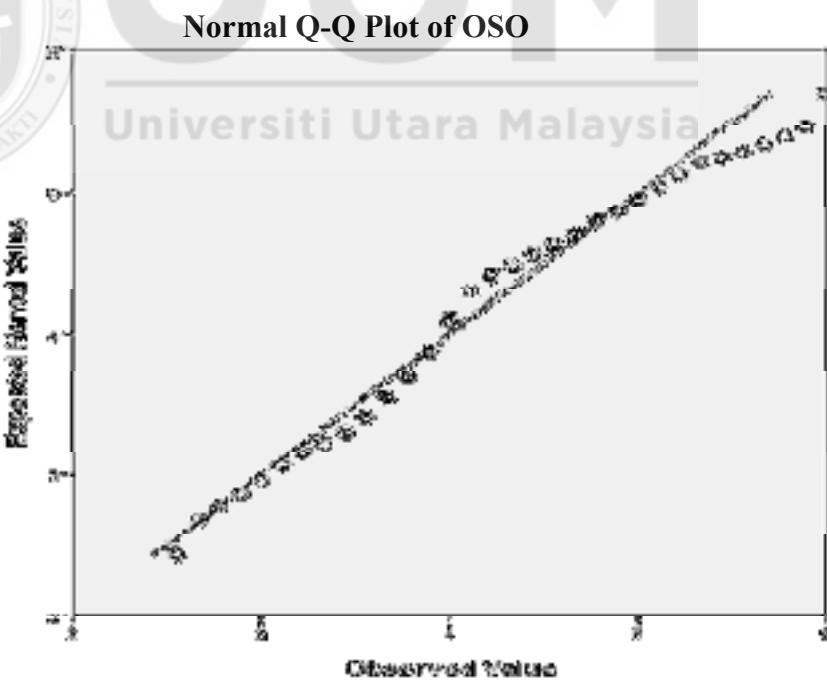
**b) Perceived organizational support (POS)**



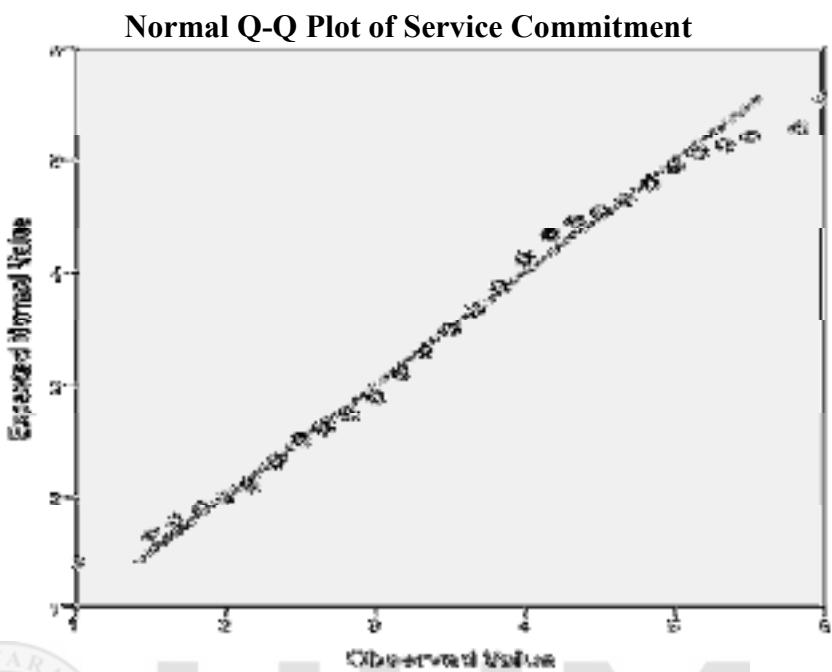
c) Service Climate



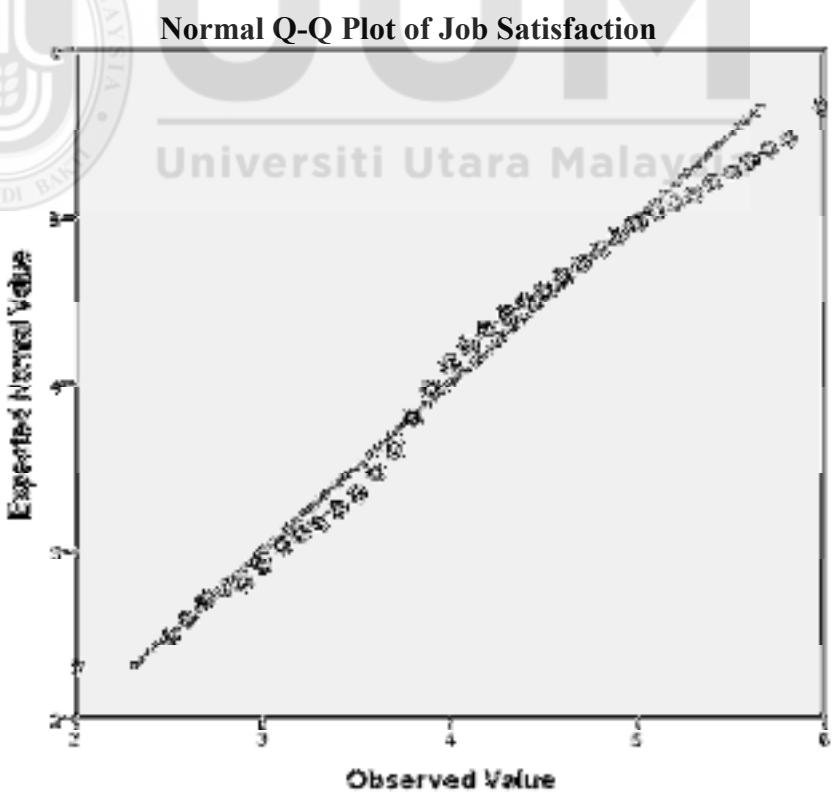
d) Organizational Service Orientation (OSO)



e) Service Commitment



f) Job Satisfaction



**APPENDIX D**  
**RELIABILITY TEST FOR REAL TEST**

**a) SO-OCBs**

**Case Processing Summary**

		N	%
Cases	Valid	443	100.0
	Excluded <sup>a</sup>	0	.0
	Total	443	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.905	9

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A1	35.781	27.176	.602	.901
A2	35.722	26.703	.696	.894
A3	35.975	26.060	.681	.895
A4	36.018	27.678	.657	.897
A5	35.837	27.114	.706	.893
A6	35.813	26.089	.748	.890
A7	35.826	27.311	.675	.895
A8	35.797	27.271	.683	.895
A9	35.813	27.162	.686	.894

## b) Perceived organizational support (POS)

**Case Processing Summary**

		N	%
Cases	Valid	443	100.0
	Excluded <sup>a</sup>	0	.0
	Total	443	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.769	8

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
B1	25.853	22.877	.385	.758
B2	27.269	19.536	.556	.728
B3	27.305	19.013	.578	.724
B4	26.023	22.805	.378	.759
B5	27.144	18.920	.571	.725
B6	25.835	22.903	.381	.759
B7	27.316	19.701	.538	.732
B8	26.020	22.948	.351	.763

### c) Service Climate

**Case Processing Summary**

		N	%
Cases	Valid	443	100.0
	Excluded <sup>a</sup>	0	.0
	Total	443	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.911	10

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
C1	38.725	35.634	.565	.909
C2	39.203	35.271	.526	.913
C3	38.713	34.789	.732	.899
C4	38.470	34.779	.726	.899
C5	38.637	34.051	.765	.896
C6	38.589	33.442	.799	.894
C7	38.451	34.669	.736	.898
C8	38.639	34.987	.677	.902
C9	38.822	35.848	.628	.905
C10	38.853	35.415	.644	.904

#### d) Organizational Service Orientation (OSO)

**Case Processing Summary**

		N	%
Cases	Valid	443	100.0
	Excluded <sup>a</sup>	0	.0
	Total	443	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.881	9

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
D1	33.070	29.635	.725	.861
D2	33.221	29.195	.706	.862
D3	33.072	29.483	.730	.861
D4	33.212	28.652	.672	.865
D5	32.946	30.300	.591	.872
D6	33.302	31.329	.353	.897
D7	33.201	28.808	.636	.868
D8	32.844	29.593	.720	.862
D9	32.810	30.493	.627	.869

### e) Service Commitment

**Case Processing Summary**

		N	%
Cases	Valid	443	100.0
	Excluded <sup>a</sup>	0	.0
	Total	443	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.793	6

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
E1	18.709	15.908	.504	.771
E2	19.165	15.382	.480	.780
E3	18.483	14.997	.639	.739
E4	18.429	15.449	.653	.738
E5	18.603	16.254	.512	.769
E6	18.463	15.819	.508	.770

## f) Job Satisfaction

**Case Processing Summary**

		N	%
Cases	Valid	443	100.0
	Excluded <sup>a</sup>	0	.0
	Total	443	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.856	10

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
F1	36.966	34.626	.592	.840
F2	36.916	34.597	.503	.847
F3	36.648	33.966	.683	.833
F4	36.781	33.855	.714	.830
F5	36.727	34.208	.696	.832
F6	38.081	36.224	.221	.885
F7	36.939	33.537	.708	.830
F8	36.844	34.571	.561	.842
F9	37.187	33.890	.608	.838
F10	37.007	34.351	.588	.840

### g) Overall Real Cronbach's Alpha

**Case Processing Summary**

		N	%
Cases	Valid	443	100.0
	Excluded <sup>a</sup>	0	.0
	Total	443	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.955	52

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A1	209.889	726.868	.513	.954
A2	209.831	726.675	.542	.954
A3	210.084	721.113	.594	.953
A4	210.126	730.061	.523	.954
A5	209.946	728.753	.537	.954
A6	209.921	722.503	.615	.953
A7	209.935	725.631	.606	.954
A8	209.905	727.312	.569	.954
A9	209.921	726.688	.575	.954
B1	209.889	722.117	.667	.953
B2	211.305	744.909	.103	.956
B3	211.341	744.338	.105	.956
B4	210.059	720.752	.676	.953
B5	211.181	746.506	.070	.957
B6	209.871	719.583	.723	.953
B7	211.352	742.880	.135	.956
B8	210.056	719.759	.687	.953

C1	210.144	723.685	.575	.954
C2	210.623	720.213	.579	.954
C3	210.133	722.292	.669	.953
C4	209.889	722.117	.667	.953
C5	210.056	719.759	.687	.953
C6	210.009	717.982	.700	.953
C7	209.871	719.583	.723	.953
C8	210.059	720.752	.676	.953
C9	210.242	725.849	.599	.954
C10	210.273	722.561	.647	.953
D1	210.291	720.184	.700	.953
D2	210.442	718.704	.674	.953
D3	210.293	719.285	.710	.953
D4	210.433	717.029	.634	.953
D5	210.167	722.832	.595	.954
D6	210.524	734.463	.280	.955
D7	210.422	718.340	.594	.953
D8	210.065	721.116	.671	.953
D9	210.032	723.311	.633	.953
E1	210.770	726.173	.424	.954
E2	211.226	731.279	.297	.955
E3	210.544	711.850	.681	.953
E4	210.490	716.178	.663	.953
E5	210.664	731.631	.358	.955
E6	210.524	727.585	.396	.955
F1	210.275	724.259	.568	.954
F2	210.226	727.474	.436	.954
F3	209.957	723.394	.604	.953
F4	210.090	723.336	.619	.953
F5	210.036	724.297	.614	.953
F6	211.391	733.293	.237	.956
F7	210.248	718.857	.683	.953
F8	210.153	722.542	.573	.954
F9	210.497	719.386	.619	.953
F10	210.316	722.294	.582	.954

**APPENDIX E**  
**DESCRIPTIVE STATISTIC – DEMOGRAPHIC**

**Frequency Table**

<b>Statistics</b>										
	Gender	Age Class	Ethnic	Religion	Marital status	Highest Educationa l Level	Secto r	Service Length (classes )	Category of Nurse	
N	Valid	443	443	443	443	443	443	443	443	443
	Missing	0	0	0	0	0	0	0	0	0

**Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	416	93.9	93.9	93.9
	Male	27	6.1	6.1	100.0
	Total	443	100.0	100.0	

**Age Class**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	≤25 years old	84	19.0	19.0	19.0
	26 to 35 years old	228	51.5	51.5	70.4
	36 to 45 years old	85	19.2	19.2	89.6
	46 to 55 years old	32	7.2	7.2	96.8
	≥56 years old	14	3.2	3.2	100.0
	Total	443	100.0	100.0	

**Ethnic**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	295	66.6	66.6	66.6
	Chinese	81	18.3	18.3	84.9
	Indian	55	12.4	12.4	97.3
	Others	12	2.7	2.7	100.0
	Total	443	100.0	100.0	

**Religion**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Muslim	298	67.3	67.3	67.3
	Buddhism	55	12.4	12.4	79.7
	Christianity	41	9.3	9.3	88.9
	Hinduism	46	10.4	10.4	99.3
	Freethinker	1	.2	.2	99.5
	Sukyo Mahikari	1	.2	.2	99.8
	Others	1	.2	.2	100.0
	Total	443	100.0	100.0	

**Marital status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	135	30.5	30.5	30.5
	Married	304	68.6	68.6	99.1
	Divorced	1	.2	.2	99.3
	Complicated	3	.7	.7	
	Total	443	100.0	100.0	

**Highest Educational Level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STPM	19	4.3	4.3	4.3
	Diploma	368	83.1	83.1	87.4
	Degree	36	8.1	8.1	95.5
	Master	3	.7	.7	96.2
	SPM	10	2.3	2.3	98.4
	Certificate	7	1.6	1.6	
	Total	443	100.0	100.0	

**Sector**

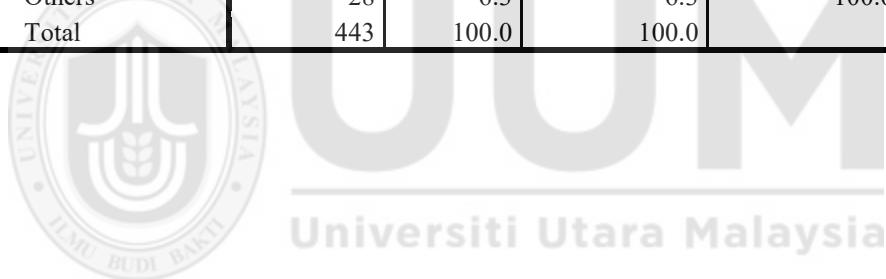
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Private	150	33.9	33.9	33.9
	Government	293	66.1	66.1	
	Total	443	100.0	100.0	

**Service Length (classes)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	≤12 months	36	8.1	8.1	8.1
	13 to 60 months	169	38.1	38.1	46.3
	61 to 120 months	115	26.0	26.0	72.2
	121 to 180 months	51	11.5	11.5	83.7
	181 to 240 months	35	7.9	7.9	91.6
	≥241 months	37	8.4	8.4	100.0
	Total	443	100.0	100.0	

**Category of Nurse**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nurse	125	28.2	28.2	28.2
	Staff Nurse	220	49.7	49.7	77.9
	Senior Nurse	49	11.1	11.1	88.9
	Nurse Manager	21	4.7	4.7	93.7
	Others	28	6.3	6.3	100.0
	Total	443	100.0	100.0	



**APPENDIX F**  
**DESCRIPTIVE (MEAN AND STANDARD DEVIATION)**

**a) Descriptive (Mean and Standard Deviation for All Variables)**

**Descriptive Statistics**

		Service-Oriented Organizational Citizenship Behaviours	Perceived Organizational Support	Service Climate	Organizational Service Orientation	Service Commitment	Job Satisfaction
N	Valid	443	443	443	443	443	443
	Missing	0	0	0	0	0	0
Mean		4.4803	3.7994	4.3011	4.1344	3.7284	4.1122
Std. Deviation		.64514	.64548	.65306	.67647	.77492	.64635

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**b) SO-OCBs**

Descriptive Statistics										
	I encourage friends and family to use the hospital services.	I always have a positive attitude at work.	I tell people in other organizations that this is a good organization to work for.	I frequently present to others creative solutions to patient problems.	I follow customer-service guidelines with extreme care.	I say good things about the organization to others.	I follow up initial actions in response to patient's requests and problems in a timely manner.	I encourage coworkers to contribute ideas and suggestions for service improvement.	I generate favorable goodwill for the organization.	
N	Valid	443	443	443	443	443	443	443	443	443
	Missing	0	0	0	0	0	0	0	0	0
Mean		4.54	4.60	4.35	4.30	4.49	4.51	4.50	4.53	4.51
Std. Deviation		.910	.870	.966	.784	.808	.893	.814	.811	.822

**c) Perceived organizational support (POS)**

Descriptive Statistics									
	The organization values my contribution to its well-being.	The organization fails to appreciate any extra effort from me.	The organization would ignore any complaint from me.	The organization really cares about my well-being.	Even I did the best job possible, the organization would fail to notice.	The organization cares about my general satisfaction at work.	The organization shows very little concern for me.	The organization takes pride in my accomplishments at work.	
N	Valid	443	443	443	443	443	443	443	443
	Missing	0	0	0	0	0	0	0	0
Mean		4.54	3.13	3.09	4.37	3.25	4.56	3.08	4.37
Std. Deviation		.837	1.172	1.222	.863	1.247	.839	1.171	.877

**d) Service Climate**

<b>Descriptive Statistics</b>											
	I receive adequate support from workmates to perform my job well.	If I perform job well, I receive appropriate recognition and reward.	I have the guidelines materials I need to provide services.	My direct supervisor encourages me to deliver high quality service.	My direct supervisor is responsive to my requests for help or guidance.	My direct supervisor is very committed to improving the quality of our area's work and service.	High quality service is emphasized as the best way to keep patients.	My institution does a good job of keeping patients informed of changes, which affect them.	We are informed about patient evaluations of the quality of service.	My institution always responds to the patients' feedback and suggestions quickly.	
N	Valid	443	443	443	443	443	443	443	443	443	443
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		4.29	3.81	4.30	4.54	4.37	4.42	4.56	4.37	4.19	4.16
Std. Deviation		.916	1.016	.830	.837	.877	.908	.839	.863	.816	.849

**e) Organizational Service Orientation (OSO)**

**Descriptive Statistics**

		Management shows that they care about service by constantly giving of themselves.	Managers give personal input and leadership into creating quality service.	Employees have freedom to act independently in order to provide excellent service.	Employees care for patients as they would like to be cared for.	Employees go the 'extra mile' for patients.	This organization noticeably celebrates excellent service.	Employees receive personal skills training that enhance his/her ability to deliver high quality service.	During training sessions, we work through exercises to identify and improve attitudes toward patients.
N Valid	443	443	443	443	443	443	443	443	443
Missing	0	0	0	0	0	0	0	0	0
Mean	4.14	3.99	4.14	4.00	4.26	3.91	4.01	4.37	4.40
Std. Deviation	.850	.921	.862	1.023	.913	1.129	1.049	.860	.846

**f) Service Commitment**

Descriptive Statistics							
	I really feel as if this organization's problems are my own.	I enjoy discussing my organization with people outside it.	I would be very happy to spend the rest of my career with this organization.	This organization has a great deal of personal meaning for me.	I feel that I have too few options to consider leaving this organization.	It would be very hard for me to leave my organization right now, even if I wanted to.	
N	Valid	443	443	443	443	443	443
	Missing	0	0	0	0	0	0
Mean		3.66	3.21	3.89	3.94	3.77	3.91
Std. Deviation		1.113	1.244	1.095	1.005	1.039	1.123

### g) Job Satisfaction

Descriptive Statistics

		Descriptive Statistics									
		I have the chance to be "somebody" in the community.	I am being able to do things that don't go against my conscience.	I have the chance to do things for other people.	I have the chance to tell people what to do.	I have the chance to do something that makes use of my abilities.	My pay and the amount I do are equal.	The working conditions in the organization are good.	I am happy the way my co-workers get along with each other.	I get the praise I get for doing a good job.	The feeling of accomplishment I get from the job is high.
N	Valid	443	443	443	443	443	443	443	443	443	443
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		4.16	4.21	4.47	4.34	4.40	3.04	4.18	4.28	3.93	4.12
Std. Deviation		.908	1.034	.883	.863	.843	1.376	.905	.955	.978	.948

**APPENDIX G**  
**DESCRIPTIVE (MEAN AND STANDARD DEVIATION)**  
**(Separated by Employment Sector)**

**(a) SO-OCBs**

<b>Report</b>												
Sector		SO-OCBs										
		I encourage friends and family to use the hospital services.	I always have a positive attitude at work.	I tell people in other organizations that this is a good organization to work for.	I frequently present to others creative solutions to patient problems.	I follow customer-service guidelines with extreme care.	I say good things about the organization to others.	I follow up initial actions in response to patient's requests and problems in a timely manner.	I encourage coworkers to contribute ideas and suggestions for service improvement.	I generate favorable goodwill for the organization.	SO-OCBs	
Private	Mean	4.37	4.48	4.10	4.28	4.41	4.39	4.62	4.43	4.52	4.3993	
	N	150	150	150	150	150	150	150	150	150	150	150
	Std. Deviation	.938	.925	1.091	.820	.836	.925	.864	.854	.841	.67003	
Public	Mean	4.63	4.66	4.47	4.32	4.53	4.57	4.43	4.58	4.51	4.5218	
	N	293	293	293	293	293	293	293	293	293	293	293
	Std. Deviation	.885	.835	.870	.766	.792	.871	.781	.784	.814	.62914	
Total	Mean	4.54	4.60	4.35	4.30	4.49	4.51	4.50	4.53	4.51	4.4803	
	N	443	443	443	443	443	443	443	443	443	443	443
	Std. Deviation	.910	.870	.966	.784	.808	.893	.814	.811	.822	.64514	

**b) POS**

**Report**

Sector		POS	The organization values my contribution to its well-being.	The organization fails to appreciate any extra effort from me.	The organization would ignore any complaint from me.	The organization really cares about my well-being.	Even I did the best job possible, the organization would fail to notice.	The organization cares about my general satisfaction at work.	The organization shows very little concern for me.	The organization takes pride in my accomplishments at work.
Private	Mean	3.8375	4.59	3.16	3.11	4.28	3.31	4.71	3.12	4.42
	N	150	150	150	150	150	150	150	150	150
	Std. Deviation	.66440	.935	1.204	1.218	1.024	1.310	.931	1.152	1.005
Public	Mean	3.7799	4.52	3.11	3.08	4.42	3.22	4.48	3.06	4.35
	N	293	293	293	293	293	293	293	293	293
	Std. Deviation	.63583	.783	1.156	1.226	.766	1.214	.779	1.182	.804
Total	Mean	3.7994	4.54	3.13	3.09	4.37	3.25	4.56	3.08	4.37
	N	443	443	443	443	443	443	443	443	443
	Std. Deviation	.64548	.837	1.172	1.222	.863	1.247	.839	1.171	.877

**c) Service Climate**

**Report**

Sector		Service Climate	I receive adequate support from workmates to perform my job well.	If I perform job well, I receive appropriate recognition and reward.	I have the guidelines materials I need to provide services.	My direct supervisor encourages me to deliver high quality service.	My direct supervisor is responsive to my requests for help or guidance.	My direct supervisor is very committed to improving the quality of our area's work and service.	High quality service is emphasize as the best way to keep patients.	My institution does a good job of keeping patients informed of changes, which affect them.	We are informed about patient evaluations of the quality of service.	My institution always responds to the patients' feedback and suggestions quickly.
Private	Mean	4.3240	4.35	3.67	4.29	4.59	4.42	4.49	4.71	4.28	4.22	4.23
	N	150	150	150	150	150	150	150	150	150	150	150
	Std. Deviation	.77932	1.056	1.241	.999	.935	1.005	1.091	.931	1.024	.940	.956
Public	Mean	4.2894	4.25	3.88	4.30	4.52	4.35	4.39	4.48	4.42	4.17	4.12
	N	293	293	293	293	293	293	293	293	293	293	293
	Std. Deviation	.57902	.834	.874	.731	.783	.804	.797	.779	.766	.745	.789
Total	Mean	4.3011	4.29	3.81	4.30	4.54	4.37	4.42	4.56	4.37	4.19	4.16
	N	443	443	443	443	443	443	443	443	443	443	443
	Std. Deviation	.65306	.916	1.016	.830	.837	.877	.908	.839	.863	.816	.849

#### d) Organizational service orientation (OSO)

Report

Sector		OSO	Management is constantly measuring service quality.	Managers give personal input and leadership into creating quality service.	Employees have freedom to act independently in order to provide excellent service.	Employees care for patients as they would like to be cared for.	Employees go the 'extra mile' for patients.	This organization noticeably celebrates excellent service.	Employees receive personal skills training that enhance his/her ability to deliver high quality service.	During training sessions, we work through exercises to identify and improve attitudes toward patients.	
Private	Mean	4.1844	4.25	3.99	4.19	3.91	4.41	4.16	3.90	4.39	4.45
	N	150	150	150	150	150	150	150	150	150	150
	Std. Deviation	.79196	1.010	1.120	.953	1.209	.963	1.069	1.273	.940	.856
Public	Mean	4.1088	4.09	3.99	4.11	4.04	4.19	3.78	4.06	4.35	4.37
	N	293	293	293	293	293	293	293	293	293	293
	Std. Deviation	.60885	.751	.802	.812	.913	.878	1.139	.910	.817	.841
Total	Mean	4.1344	4.14	3.99	4.14	4.00	4.26	3.91	4.01	4.37	4.40
	N	443	443	443	443	443	443	443	443	443	443
	Std. Deviation	.67647	.850	.921	.862	1.023	.913	1.129	1.049	.860	.846

**e) Service Commitment**

**Report**

Sector	Service Commitment	I really feel as if this organization's problems are my own.	I enjoy discussing my organization with people outside it.	I would be very happy to spend the rest of my career with this organization.	This organization has a great deal of personal meaning for me.	I feel that I have too few options to consider leaving this organization.	It would be very hard for me to leave my organization right now, even if I wanted to.	
Private	Mean	3.6533	3.67	3.22	3.59	3.87	3.75	3.82
	N	150	150	150	150	150	150	150
	Std. Deviation	.95079	1.262	1.370	1.301	1.194	1.181	1.275
Public	Mean	3.7668	3.66	3.20	4.04	3.98	3.77	3.95
	N	293	293	293	293	293	293	293
	Std. Deviation	.66583	1.030	1.177	.939	.893	.960	1.036
Total	Mean	3.7284	3.66	3.21	3.89	3.94	3.77	3.91
	N	443	443	443	443	443	443	443
	Std. Deviation	.77492	1.113	1.244	1.095	1.005	1.039	1.123

## f) Job Satisfaction

Report

Sector	Job Satisfaction	I have the chance to be “somebody” in the community.	I am being able to do things that don’t go against my conscience.	I have the chance to do things for other people.	I have the chance to tell people what to do.	I have the chance to do something that makes use of my abilities.	My pay and the amount of work I do are equal.	The working conditions in the organization are good.	I am happy the way my co-workers get along with each other.	I get the praise I get for doing a good job.	The feeling of accomplishment I get from the job is high.	
Private	Mean N Std. Deviation	4.1153 150 .80015	4.03 150 1.105	4.26 150 1.190	4.57 150 .986	4.30 150 1.028	4.43 150 .999	3.21 150 1.393	3.99 150 1.111	4.35 150 1.123	3.90 150 1.180	4.13 150 1.095
Public	Mean N Std. Deviation	4.1106 293 .55288	4.22 293 .782	4.18 293 .945	4.43 293 .823	4.36 293 .767	4.38 293 .752	2.95 293 1.362	4.28 293 .762	4.24 293 .856	3.95 293 .859	4.11 293 .865
Total	Mean N Std. Deviation	4.1122 443 .64635	4.16 443 .908	4.21 443 1.034	4.47 443 .883	4.34 443 .863	4.40 443 .843	3.04 443 1.376	4.18 443 .905	4.28 443 .955	3.93 443 .978	4.12 443 .948

**APPENDIX H**  
**INDEPENDENT SAMPLE T-TEST**

**Gender**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Service-Oriented Organizational Citizenship Behaviours	Female	416	4.4637	.64002	.03138
	Male	27	4.7366	.68156	.13117

**Independent Sample Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	Df	Sig. (2-tailed)
Service-Oriented Organizational Citizenship Behaviours	Equal variances assumed	.125	.724	-2.139	441 .033
	Equal variances not assumed			-2.024	29.055 .052

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	Service Sector	N	Mean	Std. Deviation	Std. Error Mean
Service-Oriented Organizational Citizenship Behaviours	Private	150	4.3993	.67003	.05471
	Government	293	4.5218	.62914	.03675

**Independent Sample Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	T	Df	Sig. (2-tailed)
Service-Oriented Organizational Citizenship Behaviours	Equal variances assumed	.624	.430	-1.898	441 .058
	Equal variances not assumed			-1.859	284.310 .064

## APPENDIX I

### One-Way ANOVA

#### a) Age

**ANOVA**  
Service-Oriented Organizational Citizenship Behaviours

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.772	4	1.193	2.916	.021
Within Groups	179.189	438	.409		
Total	183.961	442			

#### b) Ethnic

**ANOVA**  
Service-Oriented Organizational Citizenship Behaviours

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	6.168	3	2.056	5.076	.002
Within Groups	177.793	439	.405		
Total	183.961	442			

#### c) Religion

**ANOVA**  
Service-Oriented Organizational Citizenship Behaviours

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.689	6	.948	2.319	.032
Within Groups	178.272	436	.409		
Total	183.961	442			

#### **d) Marital Status**

##### **ANOVA**

Service-Oriented Organizational Citizenship Behaviours

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.653	3	1.551	3.797	.010
Within Groups	179.308	439	.408		
Total	183.961	442			

#### **e) Highest Educational Level**

##### **ANOVA**

Service-Oriented Organizational Citizenship Behaviours

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	8.041	5	1.608	3.995	.001
Within Groups	175.920	437	.403		
Total	183.961	442			

#### **f) Length of Service of Respondents**

##### **ANOVA**

Service-Oriented Organizational Citizenship Behaviours

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	7.492	5	1.498	3.711	.003
Within Groups	176.469	437	.404		
Total	183.961	442			

#### **g) Categories of Nurses**

##### **ANOVA**

Service-Oriented Organizational Citizenship Behaviours

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.459	4	.365	.875	.479
Within Groups	182.502	438	.417		
Total	183.961	442			

**APPENDIX J**  
**PEARSON CORRELATION**  
**(Overall – Both Public and Private Hospital)**

**a) SO-OCBs and Perceived Organizational Support**

Correlations		Service-Oriented Organizational Citizenship Behaviours	Perceived Organizational Support
Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation Sig. (2-tailed) N	1 443	.396** .000 443
Perceived Organizational Support	Pearson Correlation Sig. (2-tailed) N	.396** .000 443	1 443

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

**b) SO-OCBs and Service Climate**

Correlations		Service-Oriented Organizational Citizenship Behaviours	Service Climate
Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation Sig. (2-tailed) N	1 443	.671** .000 443
Service Climate	Pearson Correlation Sig. (2-tailed) N	.671** .000 443	1 443

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

**c) SO-OCBs and Organizational Service Orientation (OSO)**

		Correlations	
		Service-Oriented Organizational Citizenship Behaviours	Organizational Service Orientation
Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation Sig. (2-tailed) N	1 443	.554** .000 443
Organizational Service Orientation	Pearson Correlation Sig. (2-tailed) N	.554** .000 443	1 443

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

**d) SO-OCBs and Service Commitment**

		Correlations	
		Service-Oriented Organizational Citizenship Behaviours	Service Commitment
Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation Sig. (2-tailed) N	1 443	.428** .000 443
Service Commitment	Pearson Correlation Sig. (2-tailed) N	.428** .000 443	1 443

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

### e) SO-OCBs and Job Satisfaction

Correlations

		Service-Oriented Organizational Citizenship Behaviours	Job Satisfaction
Service-Oriented	Pearson Correlation	1	.564**
Organizational Citizenship Behaviours	Sig. (2-tailed)		.000
	N	443	443
Job Satisfaction	Pearson Correlation	.564**	1
	Sig. (2-tailed)	.000	
	N	443	443

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



**APPENDIX K**  
**PEARSON CORRELATION**  
**(Separated by Employment Sector)**

**a) SO-OCBs and Perceived organizational support**

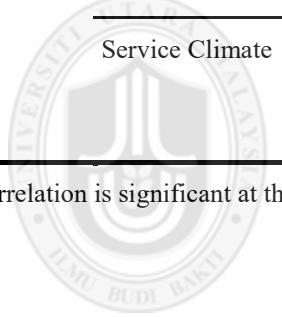
Sector			Correlations		Service-Oriented Organizational Citizenship Behaviours	Perceived Organizational Support
			Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation		
Private	Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation		1		.431**
		Sig. (2-tailed)				.000
		N		150		150
	Perceived Organizational Support	Pearson Correlation			.431**	1
		Sig. (2-tailed)			.000	
		N		150		150
Government	Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation		1		.385**
		Sig. (2-tailed)				.000
		N		293		293
	Perceived Organizational Support	Pearson Correlation			.385**	1
		Sig. (2-tailed)			.000	
		N		293		293

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

**b) SO-OCBs and Service Climate**

		Correlations			
Sector		Service-Oriented Organizational Citizenship Behaviours		Service Climate	
Private	Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation	1	.683 **	
		Sig. (2-tailed)		.000	
		N	150	150	
	Service Climate	Pearson Correlation	.683 **	1	
		Sig. (2-tailed)	.000		
		N	150	150	
Government	Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation	1	.678 **	
		Sig. (2-tailed)		.000	
		N	293	293	
	Service Climate	Pearson Correlation	.678 **	1	
		Sig. (2-tailed)	.000		
		N	293	293	

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



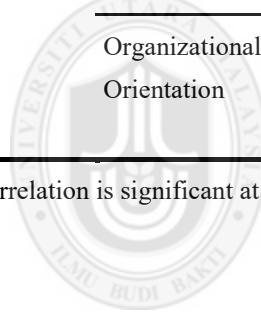
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**c) SO-OCBs and Organizational Service Orientation**

**Correlations**

Sector			Service-Oriented Organizational Citizenship Behaviours	Organizational Service Orientation
Private	Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation Sig. (2-tailed) N	1 150	.606 ** .000 150
	Organizational Service Orientation	Pearson Correlation Sig. (2-tailed) N	.606 ** .000 150	1 150
	Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation Sig. (2-tailed) N	1 293	.535 ** .000 293
	Organizational Service Orientation	Pearson Correlation Sig. (2-tailed) N	.535 ** .000 293	1 293

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



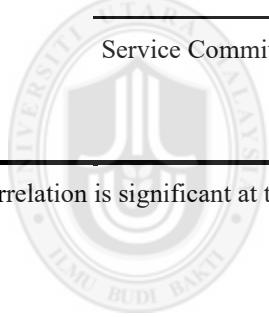
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**d) SO-OCBs and Service Commitment**

**Correlations**

Sector			Service-Oriented Organizational Citizenship Behaviours	Service Commitment
Private	Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation Sig. (2-tailed) N	1 150	.596 ** .000 150
	Service Commitment	Pearson Correlation Sig. (2-tailed) N	.596 ** .000 150	1 150
	Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation Sig. (2-tailed) N	1 293	.300 ** .000 293
	Service Commitment	Pearson Correlation Sig. (2-tailed) N	.300 ** .000 293	1 293

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



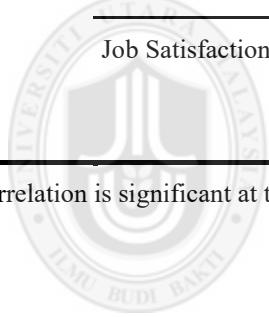
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### e) SO-OCBs and Job Satisfaction

Correlations

Sector			Service-Oriented Organizational Citizenship Behaviours	Job Satisfaction
Private	Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation Sig. (2-tailed) N	1 150	.628** .000 150
	Job Satisfaction	Pearson Correlation Sig. (2-tailed) N	.628** .000 150	1 150
	Service-Oriented Organizational Citizenship Behaviours	Pearson Correlation Sig. (2-tailed) N	1 293	.529** .000 293
	Job Satisfaction	Pearson Correlation Sig. (2-tailed) N	.529** .000 293	1 293

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



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**APPENDIX L**  
**MULTIPLE REGRESSIONS**  
**(Overall – Both Public and Private Hospital)**

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Job Satisfaction, Perceived Organizational Support, Service Commitment, Organizational Service Orientation, Service Climate <sup>b</sup>	.	Enter

a. Dependent Variable: Service-Oriented Organizational Citizenship Behaviours

b. All requested variables entered.

Model	Model Summary									
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.691 <sup>a</sup>	.478	.472	.46881	.478	80.003	5	437	.000	

a. Predictors: (Constant), Job Satisfaction, Perceived Organizational Support, Service Commitment, Organizational Service Orientation, Service Climate

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

Model	Sum of Squares	Df	Mean Square	F	Sig.
1      Regression	87.916	5	17.583	80.003	.000 <sup>b</sup>
Residual	96.045	437	.220		
Total	183.961	442			

a. Dependent Variable: Service-Oriented Organizational Citizenship Behaviours

b. Predictors: (Constant), Job Satisfaction, Perceived Organizational Support, Service

Commitment, Organizational Service Orientation, Service Climate

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

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
1      (Constant)	1.264	.173		7.297	.000
Perceived Organizational Support	.065	.040	.065	1.608	.109
Service Climate	.508	.062	.515	8.164	.000
Organizational Service Orientation	-.042	.060	-.044	-.697	.486
Service Commitment	.055	.038	.066	1.436	.152
Job Satisfaction	.182	.054	.183	3.395	.001

a. Dependent Variable: Service-Oriented Organizational Citizenship Behaviours

**APPENDIX M**  
**MULTIPLE REGRESSIONS**  
**(Separated by Employment Sector)**

Variables Entered/Removed <sup>a</sup>				
Sector	Model	Variables Entered	Variables Removed	Method
Private	1	Job Satisfaction, Perceived Organizational Support, Service Commitment, Service Climate, Organizational Service Orientation <sup>b</sup>		. Enter
Government	1	Job Satisfaction, Perceived Organizational Support, Service Commitment, Organizational Service Orientation, Service Climate <sup>b</sup>		. Enter

a. Dependent Variable: Service-Oriented Organizational Citizenship  
 Behaviours  
 b. All requested variables entered.

**Model Summary**

Sector	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Private	1	.714 <sup>a</sup>	.509	.492	.47740
Government	1	.701 <sup>b</sup>	.491	.482	.45278

a. Predictors: (Constant), Job Satisfaction, Perceived Organizational Support, Service Commitment, Service Climate, Organizational Service Orientation

b. Predictors: (Constant), Job Satisfaction, Perceived Organizational Support, Service Commitment, Organizational Service Orientation, Service Climate

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

Sector	Model		Sum of Squares	Df	Mean Square	F	Sig.
Private	1	Regression	34.072	5	6.814	29.899	.000 <sup>b</sup>
		Residual	32.819	144	.228		
		Total	66.891	149			
Government	1	Regression	56.742	5	11.348	55.355	.000 <sup>c</sup>
		Residual	58.838	287	.205		
		Total	115.580	292			

a. Dependent Variable: Service-Oriented Organizational Citizenship Behaviours

b. Predictors: (Constant), Job Satisfaction, Perceived Organizational Support, Service Commitment, Service Climate, Organizational Service Orientation

c. Predictors: (Constant), Job Satisfaction, Perceived Organizational Support, Service Commitment, Organizational Service Orientation, Service Climate

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

Sector	Model	Unstandardized Coefficients		Beta	t	Sig.
		B	Std. Error			
Private	1	(Constant)	1.641	.264	6.215	.000
		Perceived Organizational Support	.078	.070	.078	.269
		Service Climate	.374	.102	.435	.000
		Organizational Service Orientation	-.056	.102	-.066	.583
		Service Commitment	.126	.064	.179	.052
		Job Satisfaction	.149	.090	.178	.101
Government	1	(Constant)	.859	.240	3.581	.000
		Perceived Organizational Support	.048	.049	.049	.327
		Service Climate	.592	.078	.545	.000
		Organizational Service Orientation	-.022	.074	-.022	.762
		Service Commitment	.024	.048	.025	.627
		Job Satisfaction	.229	.066	.202	.001

a. Dependent Variable: Service-Oriented Organizational Citizenship Behaviours