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**DETERMINANT FACTORS OF
SERVICE ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIOR
AMONG EMPLOYEES IN A TELECOMMUNICATION COMPANY**

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MASTER OF SCIENCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

MAY 2018

**DETERMINANT FACTORS OF
SERVICE ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIOR
AMONG EMPLOYEES IN A TELECOMMUNICATION COMPANY**



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UUM
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**Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
In Partial Fulfilment of the Requirement for the Master of Sciences (Management)**



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ABSTRACT

The main purpose of this study is to identify the determinants factors of the organizational citizenship behavior in the service sector among Telekom Malaysia Kedah and Perlis employees. This study will determine the factors that affect attitudes of workers in the organization in providing services beyond their core responsibilities. Organizational citizenship behavior is a very important topic to be discussed as most of the employees whether in the government or private sector have been widely used it for task that beyond their responsibilities. The behavior of organizational citizenship in the services sector is a very important issues due to high demand in fulfill customer satisfaction. Every employees that are involved in the service sector needs to perform additional tasks beyond what is specified in the contract. Expected factors such as job satisfaction, motivation, job-related knowledge, organizational support, and organizational justice are essential to understand as all of these factors will affect the behavior of employees when performing services to the organization. In this study, data was collected through a questionnaire survey from 254 respondents using simple random sampling method. The results suggested that job satisfaction, motivation, job-related knowledge, organization support, and organization justice had a significant relationship with service-oriented OCB. In addition, it was found that job-related knowledge is the most influential factor that contribute to service-oriented organizational citizenship behavior. In conclusion, organization should determine ways to increase employees' service-oriented OCB so that they deliver excellent services.

Keywords: *Service-oriented Organizational Citizenship Behavior, Job Satisfaction, Motivation, Job-related Knowledge, Organizational Support, and Organizational Justice*

ABSTRAK

Tujuan utama kajian ini adalah untuk mengenalpasti faktor penentu kepada tingkahlaku kewarganegaraan organisasi dalam sektor perkhidmatan dikalangan pekerja Telekom Malaysia Kedah dan Perlis. Kajian ini akan menentukan faktor yang mempengaruhi sikap pekerja di organisasi ini dalam memberikan perkhidmatan diluar tanggungjawab utama mereka. Tingkahlaku kewarganegaraan organisasi adalah topik yang amat penting untuk dibincangkan kerana kebanyakan pekerja samada di dalam sektor kerajaan atau swasta telah banyak digunakan untuk melaksanakan tugas diluar tanggungjawab mereka. Tingkahlaku kewarganegaraan organisasi dalam sektor perkhidmatan merupakan isu yang sangat penting disebabkan oleh permintaan yang tinggi dalam kepuasan pelanggan. Setiap pekerja yang terlibat dalam sektor perkhidmatan perlu melakukan tugas tambahan melebihi dari apa yang telah ditetapkan dalam kontrak. Faktor-faktor jangkaan seperti kepuasan bekerja, motivasi, pengetahuan berkaitan kerja, sokongan organisasi, dan keadilan organisasi adalah sangat perlu difahami kerana kesemua faktor ini akan memberi kesan kepada tingkahlaku pekerja apabila melaksanakan perkhidmatan kepada organisasi. Dalam kajian ini, data telah dikumpul melalui cara pengedaran borang kaji selidik dan sebanyak 254 responden dipilih menggunakan kaedah persampelan secara rawak. Hasil analisis korelasi dan analisis regresi menunjukkan bahawa kesemua lima pembolehubah mempunyai hubungan yang positif dengan tingkahlaku kewarganegaraan organisasi dalam sektor perkhidmatan. Selain daripada itu, pengetahuan berkaitan kerja merupakan faktor penentu yang paling kuat dalam mempengaruhi tingkahlaku kewarganegaraan organisasi dalam sektor perkhidmatan. Dengan hal ini, organisasi perlu menitik beratkan faktor-faktor yang berkaitan dengan tingkahlaku kewarganegaraan organisasi berasaskan perkhidmatan supaya pekerja menjalankan tugas dengan lebih efektif.

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Kata Kunci: *Tingkahlaku Kewarganegaraan Organisasi dalam Sektor-perkhidmatan, Kepuasan Bekerja, Motivasi, Pengetahuan Berkaitan Kerja, Sokongan Organisasi, Keadilan Organisasi*

ACKNOWLEDGEMNET

In the Name of Allah, the Most Forgiving and the Most Merciful

Alhamdulillah, all praise to Allah, and blessings and peace to His Messenger. My gratitude to Allah the Almighty for giving me strength and blessings that enables me to complete this project paper in the right time. I would like to express my gratitude to all staff of University Utara Malaysia for giving me the opportunity to contribute in this research paper as well as for providing administrative and professional support.

I would also like to extend my gratefulness and appreciations to my supervisors, Dr. Hj. Mohamad Zainol Abidin bin Adam and Dr. Maha Mohammed Yusr Othman for the guidance, encouragement, and advice which made me possible to complete my research paper. I am truly blessed to have him as my supervisor and I also in debt for his contribution in term of time, patience, attentions, and effort for the completion of this study.

Furthermore, I am grateful for the assistance of many people who made it possible for me to finish this research paper. Most importantly, my acknowledgement also goes to my family and friends for their endless support that contribute significantly in determining the completion of this research. Without all this help and support, I believe that this journey will full with difficulties.

Special thanks to Telekom Malaysia Kedah and Perlis for providing me data regarding the total numbers of employees for each department that exists in the organization. Without the data, the questionnaire may not be able to be distributed to selected respondents. Finally, thank you for all the respondents for their valuable time, kindness and support in participating in this study.

Thank you.

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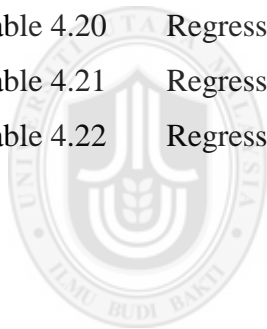
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CHAPTER ONE
INTRODUCTION

1.0 CHAPTER INTRODUCTION

This chapter will introduce and briefly explain on several parts of this topic. It includes the background of the study, problem statement, research question, research objective, variable of the study, theoretical frameworks, hypotheses development, significant of the study, scope of the study, and definitions of key terms and lastly the organization of the study. There are five factors will be study in this topic which is Job Satisfaction, Motivation, Job-Related Knowledge, Organizational Support, and Organizational Justice.

1.1 BACKGROUD OF THE STUDY

In recent year, service-oriented industries have undergone drastic development. In the communication industry throughout the world, organizations need to pay attention to human resources since they are asset to the company. All company in this industry not only faced the problem of developing new product and using environmental resources but also problem related to employees. In service industries, customer contact employee is the front-line staff that involves in communication with the customer. Service industries that want to offer customer excellent services, their employees need to practice their in-role duties in their company and must be willing to give extra efforts and beneficiary behaviors in promoting operational performance and maintaining organizational image (Podsakoff & MacKenzie, 1997).

Hence in the telecommunication industry, companies will have difficulties to satisfy the rapidly changing demand of the customer needs and wants if their service personnel are not capable of delivering excellent service. It requires companies to evaluate different services as compared to other competitors to make delivery more efficient and excellent (Tang & Tang, 2012). Services are produced and consumed simultaneously hence the interactions between service providers and customers are highly significant to service company performance (Kelley, Donnelly & Skinner, 1990; Zethaml, Parasuraman, & Berry, 1990).

Although customers cannot see what the tangible product in the service environment but then they believed in the employees to deliver excellent services. This is the reason why customer contact employees become too important for business. Products for service industry can be describe as an intangibility, inseparability, variability, and perishability. Therefore, companies need to develop their own marketing strategies and delivering high quality of customer service. Customeres now are expecting more quality services due to rising consumer awareness. Nowadays, customers focus more on the quality of the services they receive during the transactions processes. Hence, the key marketing tactics for every services businesses is to delivering satisfactory service through their employees. This can help them to differentiate the business from the competitors and create a competitive advantage.

In the telecommunication industry, the services is rapidly growing and it gives a big challenge for organization to deliver it efficiently. With the main role to facilitate growth and serve the community, telecommunication companies provide a significant

contribution to the advancement of society, humanity, and culture. According to the data from World Bank 2014, it showed that every increase of 10% in the penetration of cell phones leads to every increases national income per capita by 0.81% for developing countries. Customers tend to rate the quality of services through evaluating the process of service delivery (Schneider & Brown, 1992). In this relation the performance of the customer contact employees will also effect the effectiveness of any strategy implementation and quality of the services delivery (Schneider, 1990).

According to Bitner, Booms, and Tetreault (1990), employee is more likely to receive a positive response and achieve high customer satisfaction rate when empathetic and proactive in offering individualized services during the course of interactivities with customers. Based on this research, it showed that moderating effects of extra-role services behaviors are not clearly describe in the job descriptions or labour contracts. Top management are also unable to systematically regulate employees services-oriented behaviors due to the difficult in setting a standard for such performances (Bettencourt, Gwinner, & Meuter, 2001). This research highlight the importance of service-oriented organizational citizenship behavior.

Most business organizations will involve in interactions with customers by either focusing on products or services. Services are deeds, processes, and performances provided or co-produced by one entity or person for another entity or person. Different companies have different types of services. For example, services offered by IBM are not tangible things that can be touched, seen, and felt but rather are intangible deeds and performances provided and/or co-produced by its customer. IBM will offers repair and maintenance services for its equipment, consulting services

for IT, and e-commerce applications, training services, web design, hosting, and other services. These services may include a final, tangible report, a website, or tangible instructional materials. Customer service is a critical aspect of what we meant by “services”. It is defines as a service provided in support of a company’s core products. Customer services is provided by frontline customer contact employees. This group of employees will interact with customers and play as role model. Customer services can occur on-site (when a retail employee helps customer find a desired items or answers a questions), over the phone or via the internet (companies that provides real-time chat sessions to help customers diagnose hardware problems).

Based on previous literature, there are three important elements of service-oriented organizational citizenship behaviors (SOCB). These three important element are loyalty, participation, and service delivery. Factors that influenced organizational citizenship behaviors are employee attitudes and personal attributes (Bettencourt and Brown, 1997). The relationship between transformative leaders, managers, and their subordinates which includes their personal attributes also had an effect on service-oriented organizational citizenship behavior (SOCB) (Hsu, Lin & Chang, 2010; Weng, Lai & Li, 2010). The most important factors that effect on the service-oriented OCBs is organizational support (Eisenberger, Fasolo, & Davis-LaMastro, 1990).

Recent study on customer orientation has given a different perspective about customer contact employees. Before an organization can improve customer satisfaction, customer loyalty, and quality of service, they must first create a positive work environment which can facilitate improvement of employees satisfaction, work behaviors, and also organization commitment (Paulin, Ferguson, & Bergeron, 2006).

When the employees receive a fairness and balance between their contribution and incentives, then satisfaction towards their job can be achieved and improved (Chimankire, 2007). Through this job satisfaction, employees also can improve organization performance and display positive organizational citizenship behaviors (OCBs). This research describes the factors related to service-oriented organizational citizenship behavior (SOCB).

Employees are an important asset to the organization. Hence, the success or failure of an organization depends on this group. A relationship between employee and employers also has a direct impact to the organization performance and working environment. This research focuses on the government-linked company (GLC) which are the private company that will give a huge impact to the telecommunication industry either in a good or bad way. This study provides some insight to managers to ensure that their employees feel appreciated and satisfied with their organization. This is because when employees feel the organization gave full support, it will make the employees feel they are valuable and in return it will improve their organizational citizenship behavior (OCB).

Organizational citizenship behaviors (OCBs) and service-oriented organizational citizenship behaviors (SOCBs) are different. Service-oriented organizational citizenship behavior (SOCB) will explore in the services context while organizational citizenship behavior in the organization behavior context (Podsakoff & MacKenzie, 1997). Organizational citizenship behavior just focuses on the voluntary employee behaviors which are not officially defined in the employee job duties (Organ, 1988). However, the form of OCB varies depending on the type of the

organization. For the service type organization, it must meet customer's individual needs when offering services, delivery services, or building organizational image (Borman & Motowidlo, 1993).

When employees receives the benefit from their organization, they felt obliged to repay organization with greater levels of engagement. According to Kahn (1990), engagement can be defined as employees feeling of obligation to take them deeper into their roles presentations as a sources of repayment they receive from their organization. It means that when employees receive the support from the organization they feel obliged and will engage to their work and provide positive impact on their service-oriented organizational citizenship behaviors (OCBs). Thus, delivering satisfactory and excellent services through their employees has become a key marking strategy for any companies that can differentiate themselves from the competitors and also directly give a competitive advantage.

Telekom Malaysia involves in the telecommunication industry that offers networks across the world. From day to day, technology is always moving forward and it give challenges to the employees in fulfil customer satisfaction in delivering the service. Telekom Malaysia is the only organization that has the authority to provide fixed line services for community in the Malaysia so it give them competitive advantage from other competitors. For Telekom (M), customers is always being their number one factor that need to be considered when they want to provide the services.

1.2 PROBLEM STATEMENT

Every customers contact employee must have good personality when they interact with customers. Every organizations will face problems either in managing their employees to interact with new as well as existing customers. This is because every employees will have different attitude and behaviors when faced with the contact different customers every day that have different perspectives.

Citizenship behavior is spontaneous and based on the definitions, it is not directly task-focused. It's not formally prescribed or directly enforced by explicit means so the situational cues triggering these behaviors tend to be relatively weak. Some research are argued that this contextually oriented behaviors are less strongly influenced by cognitive ability but more to the individual behaviors and personality compared to the task behaviors. Organizational citizenship behaviors (OCBs) in the service industry can be considered as a positive behavior, but their antecedent is still less known. Many previous studies on organizational citizenship behavior have focused on the generic form of organizational citizenship behaviors but on the specific form of organizational citizenship behavior that is tailored to a specific sector such as in the service sector. Recent research in organizational citizenship behaviors has gradually been shifted to the service industry with limited attention and guidance that been devoted to specify organizational practices.

Research of service-oriented organizational citizenship behavior in the telecommunication industry is still scarce. Most of the research that was carried out were related to tourism, hotels, manufacturing, educational, hospitality, and airlines

industry. For example, Simon and Ching-Shu Su (2011) examined the relationship between leadership, job satisfaction, and service-oriented OCBs in airline flight attendants. Wu and Liao (2015) had identified service-oriented OCBs, perceived service quality, and customer satisfaction in hospitality industry. Chen (2016), had studied the model of service-oriented organizational citizenship behavior among international tourist hotel.

Most of the studies have identified and examined the direct relationship between organizational support and service-oriented organizational citizenship behavior (Lin & Lin, 2010; Wu & Liu, 2014; Chang & Hsieh 2012). Past studies on organizational citizenship behavior only used personality traits, leader behavior, employees' attitudes, and job characteristic as an antecedents variables (Podsakoff, 2009). Some researcher focused mainly on the organizational level, increasing available resources for employee action, the distribution of decision-making power, Conger and Kanungo (1988) had suggested that the focus of future should be psychological in nature for example psychological empowerment. According to Yen (2004), psychological empowerment is an employee's sources of internal motivation and this type of feeling can boost one's personal motivation and stimulate active organizational citizenship behavior. Organizations also need to play an important role when they want their contact employees to perform efficient service delivery. That is why most of the service industry spend most of their investments to the contact employees departments in terms of providing training and good facilities.

1.3 RESEARCH OBJECTIVES

1.3.1 The Main Objective

The main objective of this study is to determine the factors influencing service-oriented organizational citizenship behavior among Telekom Malaysia Kedah and Perlis employees.

1.3.2 The Specific Objectives

There are several specific objectives of this study as follows:

- i. To determine whether there is any relationship between job satisfaction and Service-oriented Organizational Citizenship Behavior (SO-OCB).
- ii. To determine whether there is any relationship between motivation and Service-oriented Organizational Citizenship Behavior (SO-OCB).
- iii. To determine whether there is any relationship between job-related knowledge and Service-oriented Organizational Citizenship Behavior (SO-OCB).
- iv. To determine whether there is any relationship between organization support and Service-oriented Organizational Citizenship Behavior (SO-OCB).

- v. To determine whether there is any relationship between organization justice and Service-oriented Organizational Citizenship Behavior (SO-OCB).

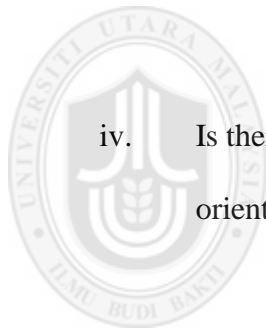
- vi. To determine the influence of independent variables (job satisfaction, motivation, job-related knowledge, organizational support, and organizational commitment) on service-oriented organizational citizenship behaviors (SO-OCB).



1.4 RESEARCH QUESTIONS

There are four research question have been formulated for this reserach paper which need to be focus:

- i. Is there any relationship between job satisfaction and service-oriented organization citizenship behavior performance?
- ii. Is there any relationship between motivation and service-oriented organization citizenship behavior performance?
- iii. Is there any relationship between job-related knowledge and service-oriented organization citizenship behavior performance?
- iv. Is there any relationship between organization support and service-oriented organization citizenship behavior performance?
- v. Is there any relationship between organization justice and service-oriented organization citizenship behavior performance?
- vi. Is there any significance influence of job satisfaction, motivation, job-related knowledge, organization support, and organization justice on service-oriented organizational citizenship behaviors (SOCB)?



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1.5 THE VARIABLES OF THE STUDY

Variables can be defined in terms of measurable factors through an operation process. Thus, it will convert difficult concepts into easily understandable concepts which then can be measured empirically. The independent variable is the antecedent while the dependent variable is the consequent. If the independent variable is an active variable then we can manipulate the values of the variable to study its affect on another variable. According to Kaur (2013), dependent variable is the variable that is affected by the independent variable.

1.5.1 Dependent variable

The dependent variable in this study is service-oriented organizational citizenship behavior (SOCB).

1.5.2 Independent Variables

The independent variables for this study are job satisfaction, motivation, job-related knowledge, organization support, and organization justice.

1.6 THEORETICAL FRAMEWORK

Theoretical framework for research is a structure that provides instructions for the researcher where study questions are produced, technique for computing variables are decided and analyses are scheduled. Once data are gathered and investigated, the framework is used as a reflection to check whether the findings agree with the framework or whether there are some variances; where difference exists, a question is demanded as to whether or not the framework can be used to justify them (Imenda, 2014).

There are five independent variables (IV) in this study and one dependent variable (DV). The dependent variable is service-oriented organizational citizenship behavior (SOCB) while independent variables are job satisfaction, motivation, job-related knowledge, organization support, and organization justice. The theoretical framework for of this research is shown in Figure 1.1.

Independent Variable

Dependent Variable

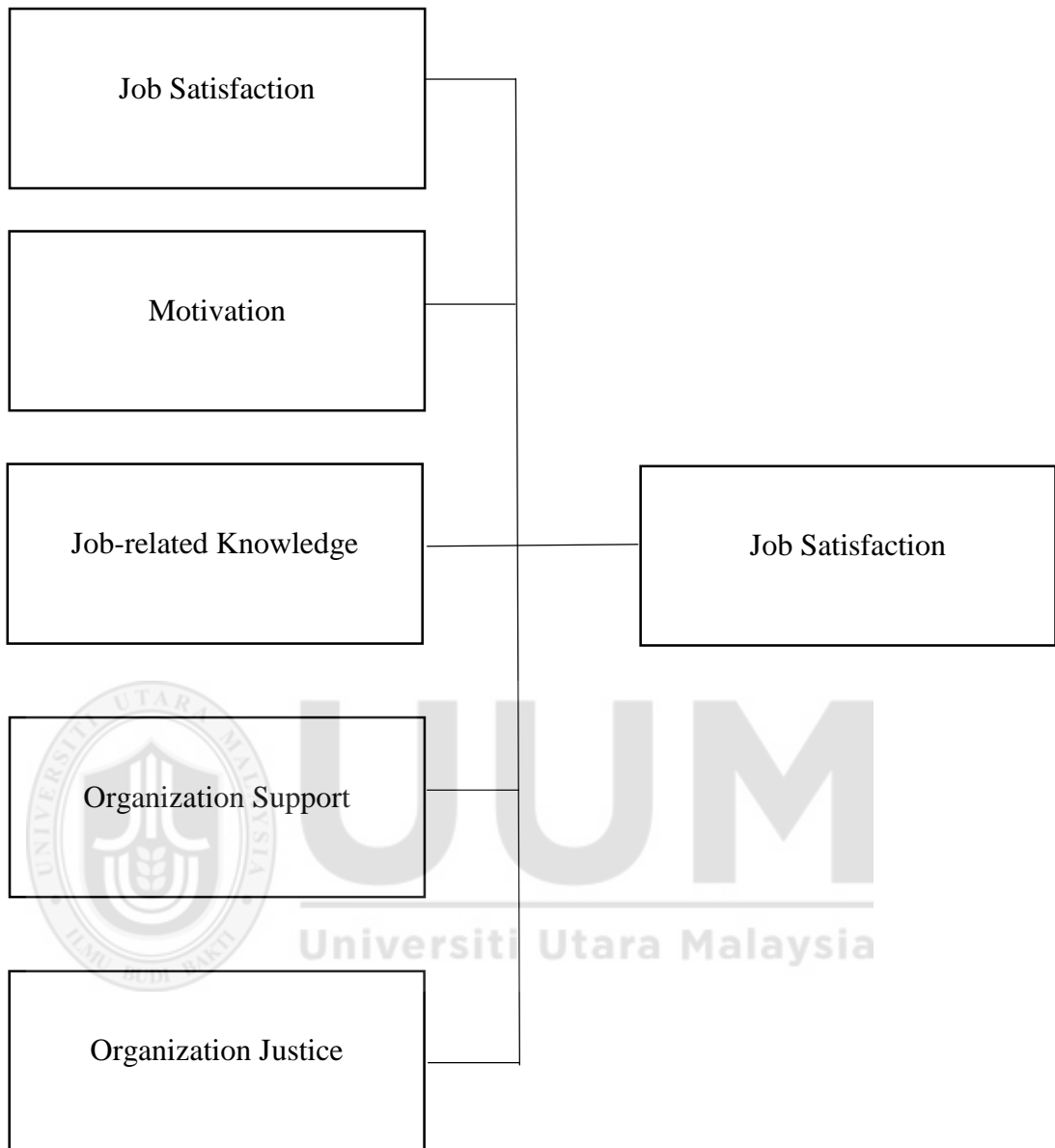


Figure 1.1 :
Theoretical Framework of the Research

1.7 HYPOTHESES OF STUDY

The hypothesis of this study are as follows:-

Hypothesis 1

There is a significant relationship between job satisfaction and service-oriented organizational citizenship behaviour (SOCB).

Hypothesis 2

There is a significant relationship between motivation and service-oriented organizational citizenship behaviour (SOCB).

Hypothesis 3

There is a significant relationship between job-related knowledge and service-oriented organizational citizenship behaviour (SOCB).

Hypothesis 4

There is a significant relationship between organization support and service-oriented organizational citizenship behaviour (SOCB).

Hypothesis 5

There is a significant relationship between organization justice and service-oriented organizational citizenship behaviour (SOCB).

Hyphothesis 6

Job Satisfaction, Motivation, Job-Related Knowledge, Organization Support, and Organization Justice significantly influenced service-oriented organizational citizenship behaviour (SOCB)

1.8 SIGNIFICANCE OF THE STUDY

The purpose of this study is to identify and analyzes the determinants factors on intention to perform service-oriented organizational citizenship behaviors in customer contact employees perspective that also can help services industry maximizes their profit. This research paper is focus in understanding the customer services employees behaviors and organizations performances towards the services delivery.

Most of the services industry is growing too fast in the market based on the growing in technology. Services industry also need to focus on their existing customers so that they can attract new customers. In getting customers trust, every customer contact employee need to achieve high-performance of delivering services. Delivering effective and efficient services base on standards that are set by organizations is a important for every contact employee.

This study also can help organizations in understanding their employees so that they can contribute to the business in the future. Organizational citizenship behaviors is help in long term performances that means the employees can help organizations in the futures. Customer contact employees is act as a business representative so means that they give a view of the organization to outsiders. Important for services industry

in knowing the factors that can effect to the high performance of service-oriented OCBs. It's can help services industry to attract customers by providing a good services delivery processes with high customer contact employees extra-role behaviors.

1.9 SCOPE OF THE STUDY

This study focuses on the customer contact employee perspective and the elements that influenced their service-oriented organizational citizenship behaviors. This research focuses on the customer contact employee in the Telekom Malaysia Berhad Kedah and Perlis. Data from departments of Human Resource Telekom Malaysia shows 705 out of 750 employees in Telekom Malaysia Kedah/Perlis is under the group of customer contact employee. These group of customer contact employee Telekom are from three department which is technical team, sales team, and business support team. The number of employee based on department is shown in the Table 1.1.

Table 1.1:

Number of Employees Telekom Malaysia Kedah and Perlis

Department	Number of Employee
Technical Team	450
Sales Team	188
Business Support Team	112
Total	750

1.10 DEFINITIONS OF KEY TERMS

The key terms used in this study is operationalise as follows:

(a) **Organizational citizenship behaviors**

Organizational citizenship behavior is an individual behavior that are discretionary not directly or explicitly recognized by the formal reward system, and promotes the efficient and effective functioning of an organizations (Organ, 2006). In other studies, OCBs can be defined as in-role versus extra-role behaviors that is inconsistent across time, employees, organizations, and situations.

(b) **Service-oriented organizational citizenship behaviors**

Service-oriented OCBs is defined as the customer contact employees discretionary behaviors that extend beyond the employees formal role requirements when servicing customers (Bettencourt & Brown, 1997). There are three dimension of SOCB. The three dimensionals of SOCB are services employees loyalty, participation, and service delivery. Loyalty can be describe an employee advocates to outsiders his or her organizations products, service, and image. Participation is an employees initiatives that helps improve his or her as well as coworkers and the organizations service delivery. Lastly, service delivery is defines as an employees conscientious behavior when delivering services to customers.

(c) Job satisfaction

Job satisfaction defines as the level of contentment an individual have regarding his or her job. The feelings is mainly based on an individual's perception of satisfaction. It can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. Job satisfaction can be describe based on two levels that is affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole and cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or benefits they get (Davis, 1992; Brown, 1993; Sager, 1994; Podsakoff, 2000).

(d) Motivation

Motivation is internal and external factors that stimulate desire and energy in individual to be continually interested and committed to the job. It is the most powerfull emotion that employees bring to work each day that also can be influences from their surrounding. The top management like manager's need to have commitment to motivate employees through shared vision and communications. This is the fundamental skill that great managers bring to the workplace. Top management need to have this roles so that they can inspire and motivate their employees in achieving organizations objective (Barbuto, 2011).

(e) Job-related knowledge

Job knowledge is the understanding of a set of responsibilities specific to a job, as well as the ongoing capacity to stay abreast of changes in job functions. It also can be referred as “intellectual capacity”, a employees knowledge of a particular job should closely match the actual job performance required. In the customer contact employee context, job-related knowledge is the knowledge about customers need and wants in achieving their satisfaction towards service delivery process (Sajan, 1988; Bettencourt & Gwinner, 1996).

(f) Organizational support

Organizational support is the degree to which employees believe that their organizations values their contribution and cares about their well-being and fulfills socio-emotional needs (Eisenberger, Fasolo & David-LaMastro, 1990). It can affect on employees perception which they are valued by their organizations.

(g) Organizational justice

Justice is defined as a shared cognition about how all employees as a whole treated (Naumann & Bennett, 2000). Individual’s perceptions of just treatment that could affect their subsequent workplace attitudes and behaviors. When employees perceives fair treatment at the workplace so they will exhibits high level of service-oriented organizational citizenship behaviors.

1.11 CHAPTER CONCLUSION

The specific topic has been explained in this chapter and give a guideline to researcher in conducting this study. The introduction of the study, problem statetment, research objectives, research question, scope of the study, variables of the study, theorectical framework, and definitions of the key term are being explained. It help researcher to be more focus on what need to be study and guides others to know what the study is all about. All specific variables has already being explained in this chapter. In the next chapter, the review from other studies will be explained regarding this topic.



CHAPTER TWO

LITERATURE REVIEW

2.0 CHAPTER INTRODUCTION

Chapter 2 presents the literature review from various scholars that are related to the main variable and theory which is used in the study. This chapter will discuss on how the five key variables affect in performing service-oriented organizational citizenship behavior.

2.1 SERVICE-ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIOR (SOCB)

From the previous studied, most of authors will separately discussed the factors that affect customer contact employee performance to service-oriented OCBs in terms of individual levels and organizational levels. Van Dyne, Graham, and Dienesch (1994) discussed on political philosophy and notions of civic citizenship to further broaden their understanding of OCBs as well as to provide a theoretical foundation for three dimensions of OCBs. There are three types of OCBs introduced by Van Dyne et.al (1994). These factor are loyalty, service delivery, and participation. However, other researcher argued that there is a need to extend its focus to include customer and service-oriented organizational citizenship behaviors of customers contact employees (Borman & Motowildo, 1993; Podsakoff & MacKenzie, 1997). For services industry, they have special requirements on dimensions related to dealing with customers and representing the organizations to customers (Borman & Motowildo, 1993).

Finkelstein and Penner (2004) identified three motives for OCBs that is organizational concern motives, prosocial values motives, and impression management motives. Organizational concern motives is related to an individual's desire to help the organization that stems from pride and organizational identification. Prosocial values motives were related to an individual's desire to help peers and be socially accepted. Impression management motives were related to an individual's desire to be perceived as helpful in order to acquire or keep calm rewards. Organizational concerns and prosocial values motives is correlated to the OCBs but impression management motives showed different results. This motives is did not incorporates established content theories of work motivations.

From previous research, marketing theorists argued that firms that focus on their customer needs are better positioned to achieve long-term success than are companies that do not used it (Deshpande, Farley, and Webster, 1993; Kotler, 2000). For the service-worker level, customer orientation (CO) has been shown to exert positive effects on performance outcomes (Brown, 2002). There are theorist be noted the important of worker satisfaction and commitment in retaining services worker, as well as the importance of worker retention to the success of the service organizations (Heskett, 1994; Schneider and Bowen, 1993). In other studies also have noted the role of organizational citizenship behavior (OCBs) or employee behaviors that go beyond the specific job requirements in promoting positives outcomes for an organization (Bateman and Organ, 1983; Podsakoff and MacKenzie, 1994).

Actually, the relationship between service quality and performance have attracted considerable research interest, but there are still firms successfully implement

service quality while others fall relatively poor understood. There are research from previous indicates that superior organizations performance can come from superior services quality which smaller gaps in services quality and higher customer satisfaction (Daskalopoulou and Petrou, 2005; Zeithaml, 1998; Gomez, 2004). Service quality shows us the importance of examining both customer and employee attitudes when managing service delivery processes (Dietz, 2004; De Jong, 2005). This chapter begin by presenting empirical studies on the topic which includes the definition of dependent variable which is SOCB and independent variable. Besides that, this chapter also will explained and discuss theory which is related in this research with depth information.

SOCB is the specific form of Organizational Citizenship Behavior (OCB) that focuses more on the employees which have direct or indirect relationship with customer and has special role as a service employees that representing organization to outsiders (Bettencourt, 2001; Borman and Motowildo, 1993). Service-oriented Organizational Citizenship Behaviors (SOCBs) is defined as a citizenship behaviors typically performed by customer contact employees and directed at the customers (Bettencourt, 2007). This topic is focus more on the employees who involves in serving customer (Podsakoff & Mackenzie, 1997). According to Van Dyne (1994), there are three dimension of service-oriented OCB in helping employee serving customer which is loyalty, participation, and service delivery. It also has been view as a citizenship behaviors exhibited by services employees interacting with their customers may be considered role requirements. Research by Ryan and Ployhart (2003), has debate whether these behaviors in a service context are role prescribed or outside formal role requirements. Telecommunication industry involves in rapidly

growing industry and it's really difficult to meet customer satisfaction that always changing. In this organization, the communication and interaction between employees and customer is very important factor that determine a customer perceptions of service quality.

The participation in SOCB involves in-role and/or extra-role behaviors. Customer contact employee in-role behaviors is including the behaviors that required to perform service delivery like arriving on time for an appointment, giving a right information, pays for the service and others. However, extra-role behavior is a voluntary action or helpful behaviors enacted to the organization or outsiders which is not required for core service delivery. These kind of behavior can positively affect the performance of the organization and also the service employees and customers. Examples of the extra-role behavior is gesture of appreciation, positive word-of-mouth (WoM), suggestion or opinion for service improvement, respect to other parties and others. Some studies proposed that employees engages not only in role-prescribed behaviors towards customers, but also in behaviors that go above and beyond the call of duty to promote the highest levels of customer satisfaction (Schneider, 2005). From previous organizational studies literature, organizational citizenship behavior can be seen as behavior which is supporting organizational functioning beyond the call of duty (Organ, 2006). This kind of behavior that directed at customers has been referred as service-oriented OCB or also known as customer-focused OCB (Betterncourt & Brown, 1997).

2.1.1 Service Oriented Organizational Citizenship Behavior (SOCB) and Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behaviors (OCBs) is a general concept as compared to service-oriented OCBs. Observation by Borman and Motowildo (1993), some forms of OCBs is more appropriate for certain kinds of organizations than others. Service-oriented OCB is more focused on the service organization which is more targeted on customers and directly help to improve organizations service performances. Organizational citizenship behavior has been defined as a discretionary work behaviors that not explicitly recognized in the formal reward systems (Organ, 1998).

Based on organizational studies literature, organizational citizenship behaviors is defined as a behavior supporting organizational functioning beyond the call of duty (Organ, 2006). It means that the employees do the extra-role job than in-role jobs without any rewards. Than the behaviors that is directed involved customers in the process in known as customer-oriented or service-oriented organizational citizenship behaviors (SOCBs) (Bettencourt & Brown, 1997; Bettencourt 2001). According to Schneder (2005), employees engage not only in role which prescribed behaviors towards customer, but they also involve in behaviors that go beyond and above the call of duty in promoting the highest level of customer satisfaction. The distinction between in-role and extra-role work is varied and complex service encounter situations. However, performing exceeding work requirements can give benefits to the employee's organization but some argued that the design of organizational systems is never perfect (Organ, 1988). It will be more difficult for the organization to achieve their goals if they only focus and rely fully on performing in-role behavior.

The main focus of OCBs is the identification of employee responsibilities or behaviors that are often overlooked or inadequately measures in the traditional assessments of employee job performance, but nonetheless, enhanced organizational effectiveness or organizational functionality (Blenstock, 2003). Research by Van Dyne (1994), showed the subsequent development of the OCBs construct that the in-role or extra-role distinction interferes with logically clarifying the OCBs definition. This is because what is considered in-role versus extra-role behaviors may be inconstant across time. The results from previous study also showed that, employees are more likely to exhibit service-oriented organizational citizenship behaviors when higher organization support is perceived. On the other hand, organization climate it just has a partial effect on the relationship between employee-perceived organizational support and service-oriented organizational citizenship behaviors and has no effect to the factor of participation-related services behaviors.

Previous studies indicated that every customer contact employees will have extra efforts to properly serve customers and also willing to do far more than required by their positions. This group of employees are willing to do anything in their power to ensure that their customers found the services not just satisfactory, but excellent (Schneider, 2003). There are some behaviors on the part of the services delivers intervenes between the service climate they provide and customer evaluation of that services (Schneider, 2005). Recent research of service-oriented organizational citizenship behaviors has confirms that the overall level of service-oriented OCBs occurring in an organizational unit is linked to important unit outcomes, including

customer perceived services quality and customer satisfaction (Salanova, 2005; Schneider, 2005; Podsakoff & McKenzie, 1997).

There are also another approach “slices” behaviors that are not by category of behavior but instead by the intended beneficiary of the behavior like OCB’s that are targeted at individual and organizations level (McNeely & Meglino, 1994; Williams & Anderson, 1991). So, proponents from this approach assumed that clusters of behaviors fall into one of these two categories and that the two higher order dimensions of OCBs that is likely have different antecedents (Williams & Anderson, 1991). The findings from the research showed that, service-oriented organizational citizenship behaviors exerts a more extensive and significant effect on customer perceived service quality and customer satisfaction. From the finding it suggested that employees’ behavior is closely related to the customer perceptions and behavior. Therefore, service-oriented organizational citizenship behaviors should be a key focus for top management like managers seeking to improve customer services (Wu & Liu, 2014; Blenstock & Demoranvillez, 2006; Mullins, 2014).

It also suggested that, to perform better job service employees who possess higher levels of customer orientation can be expected to respond more favourably to the job than can service employees who have lower levels of customer orientations (Brown, 2002; Saxe & Weitz, 1982). This is because it can help organization to achieve their objective and increase the performance when all the employees performing a good customer orientations. Similarly managers need to recruit customer orientation personality trait in mind, and they should not expect that personality will simply develop over time in response to job satisfaction and commitments.

2.1.2 The Social Exchange Theory

This theory evolved from the perspective of economy, psychology, and sociology. According to Robinson (1994), social exchange theory can be defined as the mutual benefit that has been agreed with parties, employee, and employer. This theory was developed to understand about human social behavior in economic effort (Homans, 1958). The concept of social exchange theory or some imbalance had leading to the concepts of power, dependency, and solidarity that implicit in the nature reciprocal reinforcement (Emerson, 1962). This theory emphasis on the individual behavior of actors in interaction with one another (Homans, 1961). According to Homans, he defined as the exchanges between two persons for activity, tangible or intangible, and more or less rewarding or costly. The theory of exchange examine the process of creating and maintaining reciprocity in social relationship, or the joint between the individual feeds. Based on this theory, when organization invest in their employees, employees tend to reciprocate in positive ways (Settoon, 1996; Cropanzo & Mitchell, 2005).

This theory can be described as “want-to” mechanism or in other words it can be understood as empowered services employees would perform SOCBs on top of their formal role job description or requirements to ensure that their customers obtained a high satisfaction and it’s not because of the “need to” do so. This is more to the willingly “want to” do this as a social exchange for the empowerment which is granted by the organization. The exchange process is focus more on the employee job satisfaction as well as the indicator of the service provider willingness to perform service-oriented OCBs (Organ & Ryne, 1995).

Social exchange theory suggested that employees are motivated to increase their work productivity when their employment contract is based upon a fair social exchange theory. This theory has given a clear understanding on the importance of employees' motivation and achievement of organizational goal and objective. The approaches to organizational behavior incorporate employee motives to carry out the activities within the mutual obligations between employees and employer. The idea of this theory is that, when employees enter the organizations they voluntarily do as they please, say exactly what they think and act as necessarily in return for certain rewards (Haslam, 2004). This group of employees believe when they have met the obligations to their employer, so they may increase their sense of obligations to the employer (Turnley, Bolino, Lester, & Bloodgood, 2003). From negative imbalance can create the inequalities on the employees and employer relationship. This theory involves a process of both giving and receiving by the individual and organization.

According to Cherry (2012), social exchange theory is an exchange process to maximize benefits and minimize cost in social behavior. Based on this theory, when the social relationship in the organization is broken, people will terminate and abandon that relationship. For an employer, they need to understand that a good relationship provide many benefits to both such as companionship and social support. We need to understand that social exchange theory is based on the premise that human behavior or social interaction is the exchange activity, tangible, and intangible, especially the rewards and the costs (Homans, 1961).

Based on Blau (1964), his view social exchange theory as a process of central significance in social life and it underlying the relations between group and also

between individuals. He focused more on the extrinsic benefits and the forms of association. According to Blau (1964), this theory refers to voluntary actions of individuals which are motivated by the returns they are expected to bring and also in fact bring from others. He argued that, “social exchange involves the principle that one person does another a favour, and while there is general expectation of some future return, its exact nature is definitely not stipulated in advance”.

2.2 JOB SATISFACTION

The concept of job satisfaction was first been developed in the Hawthorne studies from 1920s until 1930s by Elton Mayo. These studies found that, the emotions of employees can affect and influence to their working behavior. Two important factors that cause to job satisfaction and productivity of the employees are social relationship and psychological. From previous studies, job satisfaction and fairness measures capture rather strong and pervasive attitudes concerning the context of work. Impact from this research shows that correlations between contextual attitudes and OCBs reflect the extent to which cumulative experience in the workplace inhibits or facilitates no required contributions. But it has been argue from recent findings that supposedly contextual attitudes are at least partly dispositional in nature (Schneider and Dachler, 1978; Staw and Ross, 1985; Staw, Bell & Clausen, 1986).

According to Organ (1988), satisfied people are more willing to do more ‘extras’ either spontaneously or when requested, and in general are easier to work in a day-to-day relationship”. Based on this, it can be said that when employee are satisfied with what they get from organization it leads them to be more dedicated to the task

attached to them with effective and efficient. They not only performed in-role task but will voluntarily do extra-role task. Locke (1976), defined job satisfaction as a pleasurable or positive emotional state resulting from appraisal of one's task or job experiences. This definition is closely related to the important of both affect (feeling) and cognition (thinking) that are connected together when individual performed their task. Job satisfaction also consists of multidimensional psychological that responses to a person's job, whereby that responses have the elements of affective (emotional), cognitive (evaluative), and behavioral (Hulin & Judge, 2003).

Job satisfaction can be defined as the positive feelings of employees about their jobs and had been restated as the subjective reaction of employees to working context which including the coordination of individual psychology, working environment, and the last one is physiology (Wright, 2006). Another definition of job satisfaction is an attitudinal variable that reflects the degree that people like their job, and it also positively related to employee health and job performance (Spector, 1997). Job satisfaction is the best predictors for the service-oriented organizational citizenship behaviors (Bateman & Organ, 1983; Smith et al., 1983). But there are still many study that argued job satisfaction was too broad of a construct for the accurate prediction of OCBs (Deluga, 1994, 1995; Penner, Midli & Kegelmeyer, 1997). Research from Davis (1992) shows that, there are positive relationship between job satisfaction with job performance and OCBs which is has significant influences on employees' absenteeism, turnover, and psychological distress. Contact employees who is has high level of job satisfaction are most likely to be engaged in OCBs (Brown, 1993). Few studies from previous research also have empirically examined that when employee are satisfied with their job then they will give positive result to customer satisfaction

(Adcock, 2000; Brown & Mitchell, 1993; Ostroff, 1992; Ryan, Schmit, & Johnson, 1996; Schlesinger & Zornitsky, 1991; Tornow & Wiley, 1991).

According to the study done by Samanvitha and David (2012), it shows that there are a positive relationship between job satisfaction and organizational citizenship behavior. In addition, there are also result from previous study shows that when individuals with higher levels of job satisfaction demonstrate decreased propensity to search for another job and a decreasing propensity to leave (Sagar, 1994). According to Dessler (2005), employees with high job satisfaction usually will have good records for attendance, high rate to loyal with organization, lower rate to turnover and high job performance compare to employee with dissatisfaction. It shows that job satisfaction plays an important factor in organization to achieve high performance.

Job satisfaction have challenging outcome sought by organization managers and there are no a simple way to estimate employee satisfaction towards their job. Based on Mathis and Jackson (2001), they suggested that to estimate employee satisfaction so organization need to know the difference between what employees expected and what they receive from their work. The result restricted to suffice that OCBs is likely when employees are satisfied. However, important for employers to understand that an organization is responsible to provide every staffs with the challenging and intrinsically rewarding jobs that can help employee achieve high satisfaction (Robbins, 2001).

Based on the arguments, the hypothesis is posited:

Hypothesis 1: There is a significant relationship between job satisfaction and service-oriented organizational citizenship behavior (SOCB).

2.3 MOTIVATION

Research by Kemery (1996), has examined the expectancy theory of motivation to predict organizational citizenship behaviors (OCBs). The results have supported the decision-making process explicated by expectancy theory and demonstrated some shared variance with OCBs, which contributed significantly to understanding the motivation process of OCBs. However, expectancy theory is a process-based model, so the sources of motivation were not tested in the research. According to Joiner and Bakalis (2006), extrinsic and intrinsic motivation can develop and strengthen behavior directly that also affect organizational commitment. Extrinsic motivation can be classified as an external factor like government administration and policy, supervision, working environment, relationship with colleague, personal factor, status, safety, salary and others. Intrinsic motivation is an internal factor that based on our self like achievement, acknowledgement, responsibility, possibility to improve, advancement, and the way we handle the job itself. So motivation has direct relationship to the job satisfaction when employees get high motivation then it will lead to the high job satisfaction.

Most of the content-based motivation theories are based on Maslow's (1954) hierarchy of needs includes physiological, safety, love, esteem, and self-actualization. However, the most accepted and applied taxonomy of work-related motivation is the

trichotomy developed and operationalized by McClland (1961, 1985). Based on McClland three needs (power, affiliation, and achievement) there are still not include other salient work motives such as task enjoyment and adherence to principles and values. There are subsequent research founds that these missing aspects of motivation offer predicting value (Barbuto et al. 2000, 2002). Review from existing literature also found an integrative typology of motivation consisting of five sources like intrinsic process, instrumental motivation, self-concept internal, and goal internalization.

Researcher have suggested that an individual's motivation was significantly related to his or her organizational citizenship behaviors (Finkelstein & Penner, 2004; Rioux & Penner, 2001; Tang & Ibrahim, 1998). According to Tang and Ibrahim (1998) research shows that, statically significant relationship between achievement motivation and OCBs. The studies also revealed that, individuals high in intrinsic process motivation participate in activities they enjoy and that also creates pleasant working environment which is result to positive relationship with OCBs. Individuals high in instrumental motivation are most likely to be enticed to participate in formally rewarded activities that is result to negative relationship with OCBs (Barbuto & Scholl, 1998). Individuals with high self-concept internal motivation are motivated to meet personal standards and pursue activities requiring their unique skills and this is positive to OCBs that is different with self-concept external motivation which is shows negative results. Individuals with high in goal internalization will emphasizes principles and values and are more likely to seek congruence with organizational goals and mission has shown positive relationship with OCBs.

Motivation has given a major challenge for the service organizations to encourage service employees in performing their roles so that they can delivered an excellence service to customers (Bienstock, 2003). High motivation also can help organization meets the standards and procedure in delivering services. Employees become prosaically motivated when organizations offer organisational inducements in the form of developmental opportunities and it motivate employees desire to expend effort to benefit the organization. Some researcher founds that, the relationship between intrinsic motivation and work performance is concerned and they suggest that this antecedents is a predictor for task performance and organizational citizenship behavior (Kuvaas, 2006; Chiu & Chen, 2005; Piccolo & Colquitt, 2006). When employees has intrinsic motivation they will feel that performing well is beneficial to their own self-selected goals and value the outcomes of helping other peoples. Whereby, low intrinsic motivation, employees will not enjoy doing their work or benefiting others because they will experience prosocial motivation as more controlled (Ryan & Cornel, 1989; Grant, 2008).

Based on the arguments, the hypothesis is poslutaed:

Hypothesis 2: There is a significant relationship between motivation and service-oriented organizational citizenship behavior (SOCB).

2.4 JOB-RELATED KNOWLEDGE

This dimension actually has not been considered previously as an independent variables of employee OCBs. But it may exhibit an important influence on OCBs due to behaviors often rely on an employees' understanding of the organization's social context and environment conditions surrounding task performance (Borman & Mottowildo, 1993). This presumption is likely to be true especially on customer-contact employee who act as mediators between the constantly changing demands of customers and the need of the organizations to adapt to varying social and environment conditions. According to Bowen and Schneider (1985), to participate in the services creation process it needs to go through with their application of knowledge and skills.

There are two dimension of relevant contextual job-related knowledge for customer-contact employees that are identified on the basis of research tradition in categorical knowledge (Sujan & Bettman, 1988). This two dimensions are trait richness which is knowledge of consumer characteristics and strategy richness which is about knowledge of consumer interaction strategies. These two dimensions that reflect customer-contact employees is related to the contextual knowledge about customers that may facilitates service-oriented organizational citizenship behaviors (SO-OCB).

Trait richness is important for customer-contact employees because they always interact with different customer segments with varying expectations and needs. It is useful for them to consolidate information about customers' types into meaningful categories to guide their behaviors (Bettencourt & Gwinner, 1996; Cantor & Mischel,

1979). Thus, researcher expects that trait richness will be positively related to contact employee loyalty, service delivery, and participation OCBs.

Strategy richness is diversify of customers types and situations that customer-contact employees encounter implies the importance of having multiple customers' interaction strategies (Bettencourt & Gwinner, 1996). So contact employees with high in strategy richness have developed a rich repertoire of useful ways of interacting with specifics customer types (Leong, Busch & John, 1989). This knowledge also can increase customer contact employee ability to offer constructive insight into services problems and opportunities.

Organization also need to planned extra effort in training like facilitate employees on learning of job-related to them. This can increase their knowledge about the job and also create a good behavior to communicate with outsiders in getting successful job performance (Noe, 2010). To be a frontline services employees it requires frequent interaction between employees and outsiders so failure in delivering good services delivery effectively will result in employees' emotional exhaustion (Babakus, 2008). With a high job-related knowledge, customer contact employees can acquire the task-related skills and behavioral skills necessary in handling and dealing customer need and requests successfully.

Based on the arguments, the hypothesis is poslutaled:

Hypothesis 3: There is a significant relationship between job-related knowledge and service-oriented organizational citizenship behavior (SOCB).

2.5 ORGANIZATION SUPPORT

Studies by Eisenberger, Hutingdon, Hutchinson, and Sowa (1986) proposed that, to meet needs for approval, affiliation, and to judge the organization's readiness to reward increased effort, employee form a general belief regarding the extent to which the organization thinks highly of their contributions and promotes their welfare. Other studies also confirm the proposition that employees form a general belief concerning the organization's commitment to them, operationalized as perceived organizational support (Eisenberger et al., 1990; Lynch, Eisenberger, & Armeli 1999). The other construct related to this theory in the sense that employees' commitment to the organization is strongly influenced by their perception of the organization's commitment to them (Hutchinson & Garstka, 1996; Settoon, Bennett, & Liden, 1996). When organization gives a good impression of the support that they gives to employees, it will make them feel appreciated and this also will cause the employees to feel committed to do their task. Employees will motivated to perform extra-role behavior when servicing customer if they get a strong support from organization.

According to Eisenberger (1986), perceived organizational support had been suggested as an order to assess the readiness organizations to reward employees for all their efforts to generate perception as far as the organizations care about their well-being and values they contribute to the business. Researcher also suggested three main antecedents of perceived organizational support which is fair organizational procedures, supervisor support, and favourable rewards and job conditions (Rhoades & Eisenberger, 2002). However, the antecedents of organizational support is mostly based on different form of encourages treatment or reward the organizations offers to

their employees. Recently, the issues of perceived organizational support and the implications towards the employees and employers become more familiar to the researcher.

Individuals with the high perception of organizational support will (1) meet the requirement for validation, recognition, and social identity, and (2) put the expectation that outstanding performance and behavior that extend the role of executed in the organization will be recognized and given rewards (Eisenberger, Cummings, Armeli & Lynch, 1997). It also pointed that when the organization concerned about employee then this situation will encourage the customer contact employee do respond to the feelings of action arises, positive attitudes and behaviors towards the organization (Cropanzo & Mitchell 2005). This opinion also supported by Rousseau (1989) which explained that when employees thought it vowed to do her best for them, they will feel obliged to give consideration to the organization through formal action beyond their job.

Organizational support actually satisfies employees' social emotional needs so when they feel respected, cared for, and accepted then teamwork is improved and role identification reinforced. Reinforces and in consequence stimulates higher organizational performance, job satisfaction, organizational commitment, and reduces employee turnover (Rhoades & Eisenberger, 2002). Organizational support not only motivates employees to take their work seriously but also induces formation of an emotional identification towards the organization. So, employees may even voluntarily engage in activities that are beneficial to the organization without asking for tangible rewards (Eisenberger et al., 1990). Many studies has proved there are positive

correlations between organizational support and OCBs (Eisenberger et al., 1990; Moorman et al., 1998; Shore & Wayne, 1993; Wayne et al., 1997).

Result from other research on this element show that when employees feel valued from their organization on every task they do, so it will lead them to develop trust towards their organization and more willing to put forward extra-role behaviour in voluntarily. According to Van Dyne et al., (1994), organizational support had reinforces customer contact employees or frontline employees' acceptance and internal or external adaptation of the organization values which is customer first. This is because the group of customer contact employees will become even more devoted in the performance of in-role and extra-role job behaviors to improve services on customer as well as to help organization build the image. Looking to the aspect of loyalty citizenship behavior, organizational support has represent as a certain socio-economic rewards and this rewards has induce employee to build loyalty behaviors (Graham, 1991).

As a result from organizational support elements, it has increase customer contact employee efforts to sell the product or services to customer and also advocates positive image for the company when they see organization value and support in every task they involve (Bowen & Schnelder, 1988). With the mind-set to repay organization support that arises from a mutual-benefiting relationship thus employees tend to participate proactively in management and development of the organization (Rhoades & Eisenberger, 2002). According to Bettencourt (2001), this kind of behavior will help the management know about customer needs from customer contact employees' information and provide solution for improvement based on their everyday experience

with customers. When the employees feel that their work abilities are trusted by organization so they have higher willingness and effort to quickly respond customers' needs with a good attitudes.

Based on the arguments, the hypothesis is poslutaed:

Hypothesis 4: There is a significant relationship between organization support and service-oriented organizational citizenship behavior (SOCB).

2.6 ORGANIZATION JUSTICE

Justice perceptions also known as fairness which is refer to whether or not employees feel organizational decisions are made equitably and with the necessary input (procedural justice) and whether or not employees perceive that they are fairly rewarded given their training, tenure, responsibility or workload (distributive justice). Organizational justice includes the ways that employees decides the fair treatment when they doing the job and this will directly influence to the employees behavior at work place. It's already mentioned by Greenberg that the organizational justice is linked with perceptions of employees related to the fairness of work. Research from Moorman (1991) results that, perceptions of fairness are positively related to OCBs. Individual's perceptions towards organization in terms of just or fair treatment could affect their subsequent workplaces attitude and behaviors (Van Den Bos & Lind, 2004). Previous research had shown that, when employees receive just and fair treatment, they will exhibits high levels of organizational citizenship behavior (Wan, 2011).

Organizational justice can be divided into two types which is distributive justice and procedural justice. Distributive justice can be define as a perceptions of the people that the amount they received is fairly related to the outcomes of the value added work. Hence, procedural justice can be referred to as people's beliefs of the fairness of the procedures that decide the outcomes they have. From previous studies had demonstrated that distributive justice represent the result of fairness but it less correlated to the reactions of the organizations. There are one more justice which is a significant part of procedural justice that known as interactional justice. It has been found that when employers or manager take any actions within their organization, if the procedural justice exists the mode of performing so giving an explanations about their decision is the important part in determining it (Williams & Moorman, 1995).

According to the research by Organ (1988, 1988b, 1990) has suggest that, perceptions of fairness may be related to OCBs because of such perceptions are instrumental in developing the levels of faith and trust needed for employees to provide the beneficial, yet discretionary behaviors that define citizenship. When employees feel and perceive anything unfair in the organization or work place, they will most probably change their organizational citizenship behavior (OCB). Other studies has supported a robust relationship between fairness perceptions and various forms of employee citizenship (Konovsky & Folger, 1991; Martin & Bies, 1991; Moorman, 1991; Niehoff & Moorman, 1993).Some research has suggested that employees are probably more likely to perform OCBs if they are in condition of social exchange with the organizations (Blau, 1964). So job fairness measures might captures more directly than job satisfaction measures the cognitive appraisal process which assesses the basis on which an employee can define his/her relationship with the organization social

exchange. Then, job fairness measures should be more effective predictors of OCBs in context of service-oriented. Organizational justice can give few impact to the employees and also the organization itself.

First, justice can builds trust and commitment between parties in the organization. Trust can be define as a willingness to become vulnerable and create a respect to another party. According to Colquitt et.al., (2001), founds that all these three elements of justice which is distributive, procedural, and interactional can predict trust. Secondly, justice can improves job performance which is the formal job duties that assigned by organizational authorities and it will be evaluated during performance appraisals. Lastly, justice in organization also can help in builds customer satisfaction and loyalty through listening carefully to their needs. When employee feel that organization be fair in managing and handling their job so it will inspired them to perform OCBs. According to Bowen, Gilliland, and Folger (1999), they suggested that just treatment from organization to employees work would lead to OCBs and it will spill-over to customer where they feeling appropriately treated.

Based on the arguments, the hypothesis is poslutaed:

Hypothesis 5: There is a significant relationship between organization justice and service-oriented organizational citizenship behavior (SOCB).

2.7 CHAPTER CONCLUSION

In conclusion, the present results suggest that providing work units with higher autonomy improves their services climate, so it will helping to foster a high-quality service-oriented organizational citizenship behaviors. This service-oriented OCBs can increase customer appraisal of customer perceived service quality and also hence customer satisfaction. From previous study also shows that, conventional motivation systems encourages employees to performs in-role behaviors, but extra-role organizational citizenship behaviors can only be motivate through management policies and reinforcement in employee-perceived organizational support. For the example, timely confirmation on employees' work performance, high focus on employees' welfare, attention to employees' health and family, and timely assistance are all practices that can help to create a perception of 'giving'. Than in turns, it will motivates employees to repay the organization for its care and empathy through extra-role behaviors. So that the service-oriented organizational citizenship behaviors performances will increase and also the level of customer perceived service quality.

Organization climate also has the propensity to energize employees to engage in extra-role behavior activity than it will creating, maintaining, and sustaining a positive workplace that would greatly facilitate positive behaviors like service-oriented organizational citizenship behaviors in organizations. The key factors for an organizations to creates and maintains their competitive advantage is by focus on the quality of customer services especially for the organizations in the services industries. Customer contact employees is the main group that will involves in customers perceptions of the quality either positive or negative experiences.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 CHAPTER INTRODUCTION

This chapter will explain in detail the way the study was conducted and the method used to collect and analyse data in order to achieve six specific objectives. It consists of research design, sources of data, questionnaire design, pilot test, and data analysis.

3.1 RESEARCH DESIGN

Research design can be defined as a master plan that describes the methods and procedures to collect and analyse information. This design has been created to ensure that all the information collected is appropriate for solving the problem (Zikmund, 2013).

3.1.1 Type of Study

This study used a correlation study because the purpose of the research is to examine the relationship between determinant factors and service-oriented organizational citizenship behaviour (SOCB). The factors that involve in this study are job satisfaction, motivation, job-related knowledge, organizational support, and organizational justice. The purpose of this study is to test the hypothesis. Data were collected through a detailed questionnaire. In this research, all the data will be analysed using SPSS software version 22. The data for this research is from primary sources where the data is collected by distributing questionnaires to the study samples. There are several advantages when using questionnaires to gather information. It is relatively

low in cost, fast and easy to reach the population, and easy to collect data in large amount and short time.

3.1.2 Population

According to Sekaran (2003), population refers to the entire group of people, events or things of interest which the researcher intends to investigate. The target population for this study are the customer contact employees that interact with the customers. The population of this study are 750 employees for Telekom Malaysia Kedah and Perlis. All participants are from various job types from different department and branch. They has been divided into group which are sales team, business support team and technical team. The breakdown by category and department are shown in Table 3.1.

Table 3.1:
Total Number of Employees by Department

Department	Total
Sales Team	188
Business Support Team	112
Technical Team	450
Total	750

3.1.3 Unit of Analysis

The unit of analysis for this study is the individuals in each department of Telekom Malaysia in Kedah and Perlis. These individuals are the employee contact person in each department. They are suitable to be the respondents as there are the individuals

that provide services to the customers. In this relation, service-oriented organizational citizenship behaviour can be clearly shown by these individuals in measuring all the dimension of this study. In addition, their perceptions and behaviour should be studied because their role is critical and will influence service-oriented organizational citizenship behaviour in the organization

3.1.4 Data Collection Procedures

This research will use face to face survey. Face to face survey is by going to the Telekom Malaysia Kedah and Perlis and meet with the respondents personally and in. Every respondents will be explained the survey objective before they fill the questionnaire. This is important because it helps them answer it correctly.

There was about 280 sets of questionnaire were prepared to be distributed randomly. The sample size of this study was determined by Krejcie and Morgan (1970) table. For this study, the minimum number of sample size are 280 are considered accepted. All the respondents were given 10 days to answer the questionnaires and sent it back to the researcher. In this study, 90.7% or 254 sets of questionnaire were returned as shown in the Table 3.2.

Table 3.2:
Response Rate

Department	Sent	Returned	Returned (%)
Rate (%)			
Sales Team	80	62	77.5
Business Support Team	60	59	98.3
Technical Team	140	133	95
Total	280	254	90.7

3.1.5 Sampling Techniques

The sampling technique that are chosen in this study is a simple random sampling. By using simple random sample, every element in the population has an equal chance to be selected. This method shows the sampling frame should be known and all units should have the same opportunity to choose (Osooli, 2000). The population to be studied is too large and it is impossible to reach all the employees. 4 total number of 280 employees were chosen as the sample of the study and consist of all employees in the various department of Telekom Malaysia Kedah and Perlis.

Table 3.3:
The Questionnaire Instruments

Measurements	Number of Question	Total Items	of Sources
Demographic factors	1 – 8	8	Self-created
Service-oriented organizational citizenship behavior (SO-OCB)	9 – 16	8	Bettencourt, Gwinner, and Meuter (2010)
Job Satisfaction	17 - 24	8	Bettencourt, Gwinner, and Meuter (2010)
Motivation	25 - 32	8	Kuvas and Dysvik (2009)
Job-related Knowledge	33 - 39	7	Bettencourt, Gwinner, and Meuter (2010)
Organizational Support	40 - 46	7	Bettencourt, Gwinner, and Meuter (2010)
Organizational Justice	47 - 54	8	Tang and Tang (2012)

3.2 QUESTIONNAIRE DESIGN

The questionnaire of this research consists of 54 questions, put into two section. In Section A, there are 8 questions which are related to the demographic of the respondents. In other hand, in Section B, there are 46 questions that measures the dependent as well as the independent variables of the study. The dependent variables in this study is to achieve high performance service-oriented organizational citizenship behaviours while the independent variables consist of job satisfaction, organizational support, motivation of employee, organizational justice, and job-related knowledge. Every questions will be measured by using 5 points Likert Scale like strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5).

3.3 THE MEASUREMENT OF STUDY

According to Bohrnstedt (2010), measurement can be defined as the distribution of numbers by applying rules which embody or conform to a circumstance or an object's property. By applying the scale of measurement, the researcher is able to classify variables or numbers into categories.

As mentioned by Gadermann, Guhn and Zumbo (2012), a Likert scale is an approach where respondents are requested to indicate their level of agreement which ranging from extremely agree to extremely disagree. In this study, Likert scales measurement from 1 to 6 are used for all questions in Section B. Likert scale is appropriate in this study as it can generate data which is reliable and valid. Respondents are required to indicate a response to each statement according to the stated scale. Table 3.4 below shows the score and scales used in this study.

Table 3.4
Measurement Scales

Scales	Score
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Source: Gadermann, Guhn & Zumbo (2012)

Section A: Demographic factors

Section A consist of 8 items to capture the demographic information of the respondents. This 8 items are self-created and they reflect respondents' demographic information such as gender, age, religion, marital status, years of services, educational level, monthly income, and working sector

Section B: Factors Influencing Service-oriented organizational citizenship behaviour (SO-OCB)

In this study, there are five independent variables in this study. All the items in this section were adapted from previous authors. The measurement and questionnaire development process can be summarized are shown in Table 3.5 to Table 3.10 below.

Table 3.5:
Service-oriented organizational citizenship behaviour (SO-OCB)

-
1. I says good thing about organizations to outsiders
 2. I actively promotes the firm's products
 3. I actively promotes the firm's services
 4. Follows up in a timely manner to customer requests and problems and present to others creative solutions to customer problem
 5. Encourages coworkers to contribute suggestions for services improvements
 6. Always has a positive attitude at work
 7. Follows customer service guidelines with extreme care.
 8. Regardless of circumstances, exceptionally courteous and respectful to customers
-

Source: Bettencourt, Gwinner & Meuter (2010)

Table 3.6:

Job Satisfaction

1. I satisfied with a good relationship with my co-workers
 2. I satisfied with the feeling of worthwhile accomplishment I get from doing my job
 3. I satisfied with the amount of support and guidance I receive from your supervisor
 4. I satisfied with the amount of independent thought and action that I can exercise on the job
 5. I satisfied with the amount of job security I have
 6. I receive personal satisfaction from doing a good job
 7. Are you satisfied with the fringe benefits you have
 8. Considering everything, do you really satisfied with your job at the present time
-

Source: Bettencourt, Gwinner & Meuter (2010)

Table 3.7:

Motivation

1. I always complete works on time
 2. I tries to make the best of the situation, even when there are problems
 3. I intentionally expend extra effort in carrying out the job
 4. The task that I do at work are themselves representing a driving power in my job.
 5. Sometimes I become so inspired by my job that I almost forget everything else around me.
 6. When given responsibility, I set measurable standards of high performance
 7. The quality of my work is top-notch
 8. The tasks that I do at work are interesting and enjoyable
-

Source: Kuvas & Dysvik (2009)

Table 3.8:

Job-related Knowledge

1. My knowledge of different types of customers is very broad
 2. Because I know a lot about customers, it is very easy for me to identify different customer types
 3. I can use different approach for dealing with almost every customer services situations.
 4. Strategy I used in servicing customer have increased customer satisfaction
 5. I have a different strategies for dealing with different customers and situations.
 6. I am able to take on new task based on my knowledge
 7. I have enough knowledge to do my job well
-

Source: Betterncourt, Gwinner & Meuter (2010)

Table 3.9:

Organization Support

1. The organization values my contribution to the company
 2. The organization really care about my well-being
 3. The organization cares about my general satisfaction
 4. The organizations takes pride in my accomplishment
 5. The organizations tries to make my job as interesting as possible
 6. The organization cares about my opinion
 7. I will be rewarded equally for working hard
-

Source: Betterncourt, Gwinner & Meuter (2010)

Table 3.10:

Organization Justice

1. The organizations allowed employees to make decisions
 2. Employees are provided the opportunity to suggest improvements in the ways things are done.
 3. Employees were empowered to resolve customer complaints on their own
 4. These employees perform job that allow them to routinely make changes in the way they perform their job.
 5. Performance appraisals employees are based on inputs from multiple sources (peers, subordinates, etc.)
 6. Performance appraisal in this organization are fair
 7. Organization demonstrates a high level of professionalism
 8. Every employee get equally selection internal promotion
-

Source: Tang & Tang (2012)

3.4 PILOT TEST

The purpose of the pilot test is to ensure that every respondent not only understands the questions, but will understand the questions in the right way. It also helps the researcher to see if any questions will make respondents feel uncomfortable or distracted. Besides, pilot test also helps to find out the period a respondent needs to complete the survey in real time. Altogether, 30 of employees Telekom Malaysia Kedah and Perlis were chosen to participate in the pilot test of this research.

3.6 DATA ANALYSIS

Data were analysed using Statistical Package for Social Science (SPSS) Version 22. The hypotheses and objectives of the research were tested by used descriptive analysis and correlational statistics.

3.6.1 Reliability Test

Reliability test is used to identify the consistency and stability of the data in the study. According to Beck (1994), reliability can be define as a degree to which measures are free from error which yield consistent results (i.e. the consistency of a measurement procedure). The instrument is considered reliable if a measurement tool or method consistently allocates the same score to persons or objects with equal values. This reliability requires the consistency, or reproducibility, of test scores. Coefficient Alpha is the most familiar method of evaluating internal consistency reliability guesses. There are three different measures of coefficient alpha and the most popular measure is Cronbach's coefficient alpha. A coefficient alpha ranges from 0-1 and usually the range of 0.7 is considered as a minimum and acceptable. Cronbach's Alpha is widely common used to measure reliability of the various item in the measurement. In the Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha to 1.0, so the higher reliability. Table 3.11 below shows the acceptable Cronbach-Alpha Coefficient value (Hair, Babin, Anderson, Black, & Tatharn, 2010).

Table 3.11:
Coefficient Alpha (α) Scales

Alpha Coefficient Range	Strength of Association
$a < 0.5$	Unacceptable
0.6 – 0.5	Poor
0.6 to < 0.7	Questionnaire
0.7 to < 0.8	Acceptable
0.8 to < 0.9	Good
≥ 0.9	Excellent

Source: Gliem and Gliem (2003)

The results in Table 3.12 showed that the Cronbach's Alpha value obtained for both the pilot test and the real test. The value obtained showed that all the items are reliable.

Table 3.12
Reliability Test of Result

Variables	No of Items	Cronbach's Alpha	
		Pilot Test	Real Test
Service-Oriented Organizational Citizenship Behavior	8	0.834	0.881
Job Satisfaction	8	0.843	0.904
Motivation	8	0.836	0.853
Job-related Knowledge	7	0.898	0.906
Organization Support	7	0.940	0.838
Organization Justice	8	0.892	0.514

3.6.2 Normality Test

According to Hair (2010), normality test is used to determine the degree distribution of sample data reporter for the normal distribution. Test of normality table and Normal Q-Q plot are the main interest in normality. Results from normality test of this study shows that the independent and dependent variables are normally distributed. The outputs of the test are shown in Appendix B.

3.6.3 Descriptive analysis

Researcher used descriptive statistic such as frequency, mean, and standard deviation to describe the characteristic of the respondents. This was used to describe the sample based on information about demographic factor such as gender, age, race, marital status, educational level, years of service, monthly income, and working sector.

3.6.4 Correlational Statistics

A correlational statistics have been used to achieve the research objectives were are Pearson Correlation Analysis, and Multiple Regression. The level of significant for the research is less than 0.05. Firstly, the data will be tested with a reliability test through Cronbach's Alpha that will be the indicating tool to check for the consistency. Then, the relationship between independent variables and dependent variables were identify using Pearson Correlation Analysis. Value of the correlation coefficient will indicate the strength of relationship between those two variables as shown in Tables 3.13 below

Table 3.13:
Interpretation of Strength of Correlation

No.	Correlation value, (r)	Strength of relationship
1	± 0.70 or higher	Very High
2	± 0.50 to ± 0.69	High
3	± 0.30 to ± 0.49	Moderate
4	± 0.10 to ± 0.29	Low
5	± 0.01 to ± 0.09	Very Low
6	0.0	No Relationship

According to Ray and Mondal (2004), multiple regression measures the combined relationship between a dependent and independent variables. This test was also used to answer the hypothesis in the research. The square of multiple R^2 will explain the dependent variable by the predictors and this is known as Multiple Regression (Sekaran, 2006). Then, the result can be interpreted through R^2 , the F statistics and its significant level are known. These results will be used to determine the relationship between independent factor and service-oriented organizational citizenship behaviour (SO-OCB).

3.7 CHAPTER CONCLUSION

This chapter, summarized the method that has been used in this study. The questionnaire design, sampling technique, pilot test, and data collection techniques are being explained. In the next chapter, the hypothesis testing and all results of this study will be discussed.



CHAPTER 4

FINDINGS

4.0 CHAPTER INTRODUCTION

This chapter will discuss about the results and findings of the study. At the beginning of this chapter, data screening process are explain. The analysis of the data was performed using the software Statistical Package for Social Sciences (SPSS) version 24.0. In this chapter, the following test will be analyses:

- i. Normality test
- ii. Descriptive Statistic
- iii. Mean and Standard Deviation
- iv. Correlation analysis
- v. Regression Analysis

4.1 DATA SCREENING

Every data was first screened before it was analysed. This process known as data screening or data cleaning to ensure all the data is clean before concluding further statistical analysis. It is the process of checking all the results obtained from 254 respondents. Some researcher argues that neglecting this stage will lead to poor quality output and correctness of the type of analysis to be used (Abdulwahab. Dahalin, & Galadima, 2011). This approach can help researcher to identify any unengaged response or outliers from the responses. Through data screening, researchers can ensure that all answers response to the questions in the questionnaires.

4.2 NORMALITY TEST

This test is used to determine whether the “error components in the abstract theoretical framework model for the test are independent and identically distributed normal random variables”. The Quantile – Quantile plot or also known as (Q-Q) plot is the most common graphical tool to assess the normality of the data. In a Q-Q plot quantile values of a theoretical distribution are plotted against quantile values of the observed sample distribution (x axis). The quantiles of the theoretical normal distribution are used in normal Q-Q plot (Totton & White, 2011). The data of this study is normally distributed as shown in Figure 4.1 to Figure 4.6

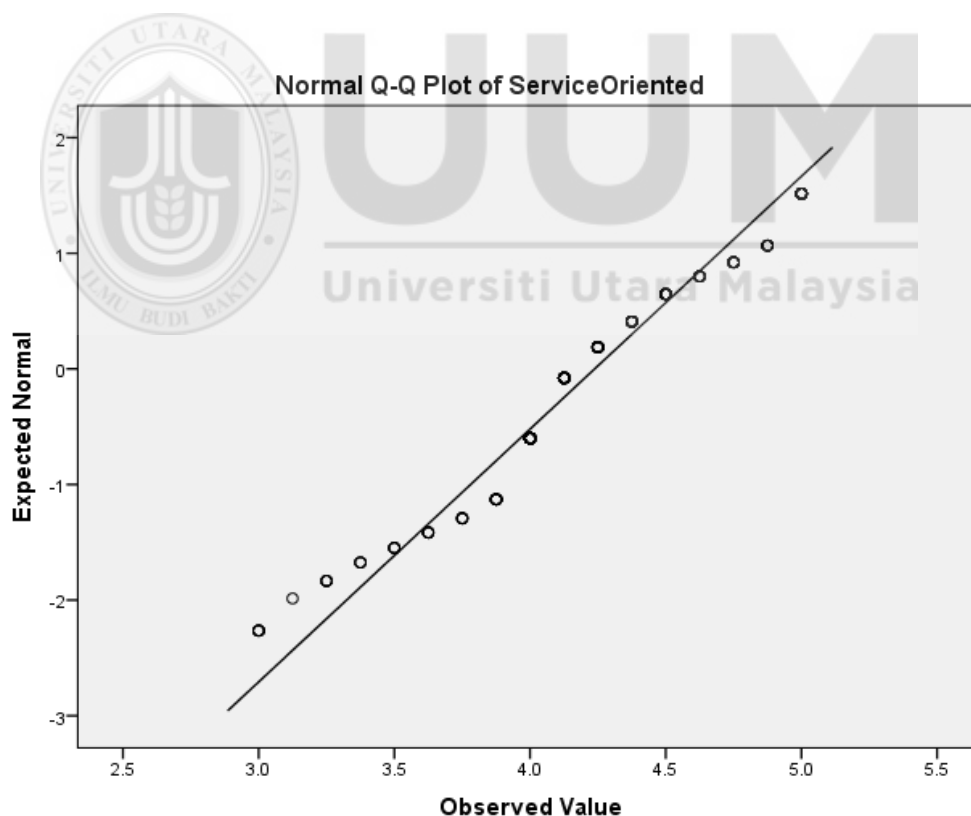


Figure 4.1
Normal Q-Q Plot Service-oriented Organizational Citizenship Behavior

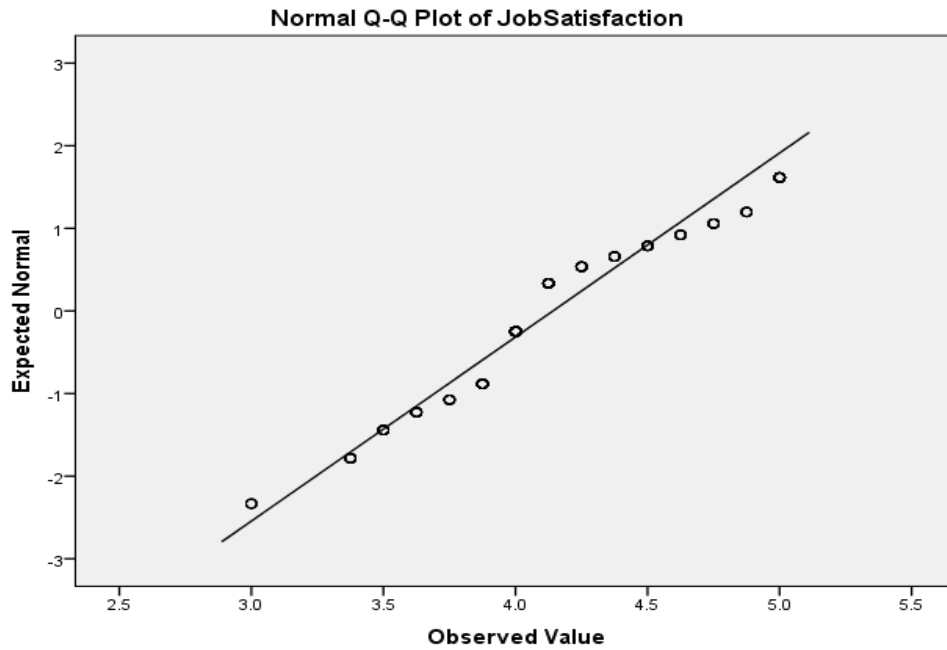


Figure 4.2
Normal Q-Q Plot Job Satisfaction

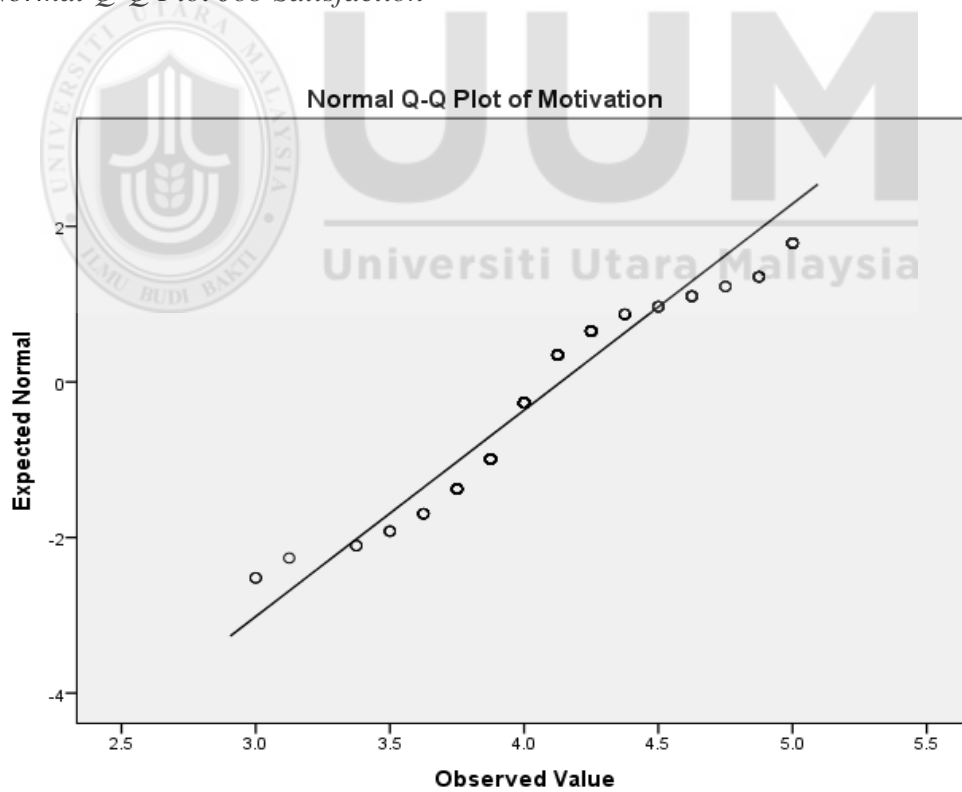


Figure 4.3
Normal Q-Q Plot Motivation

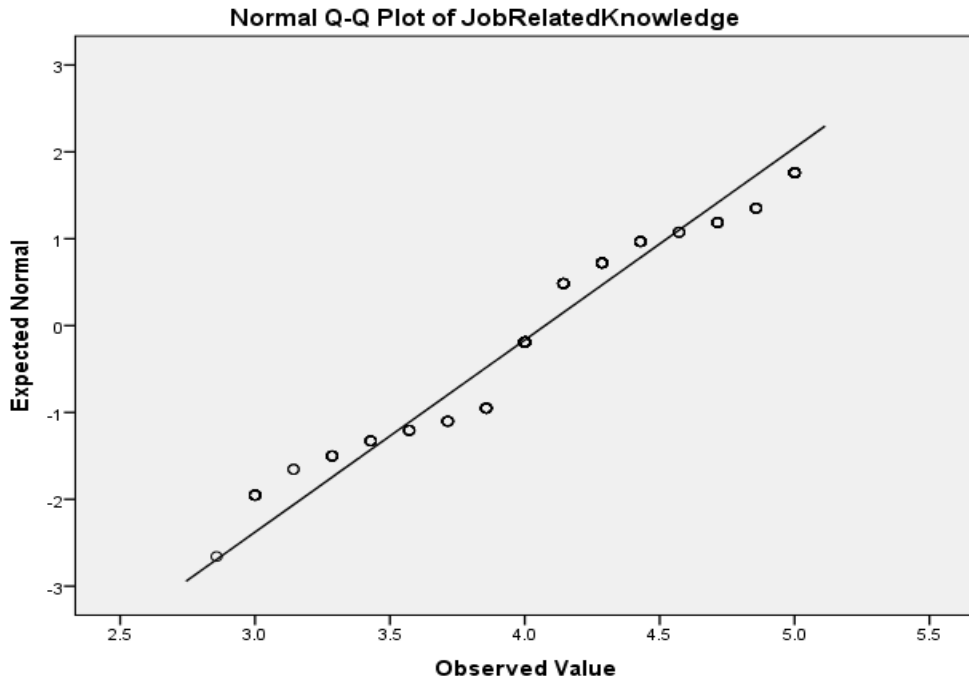


Figure 4.4
Normal Q-Q Plot Job-Related Knowledge

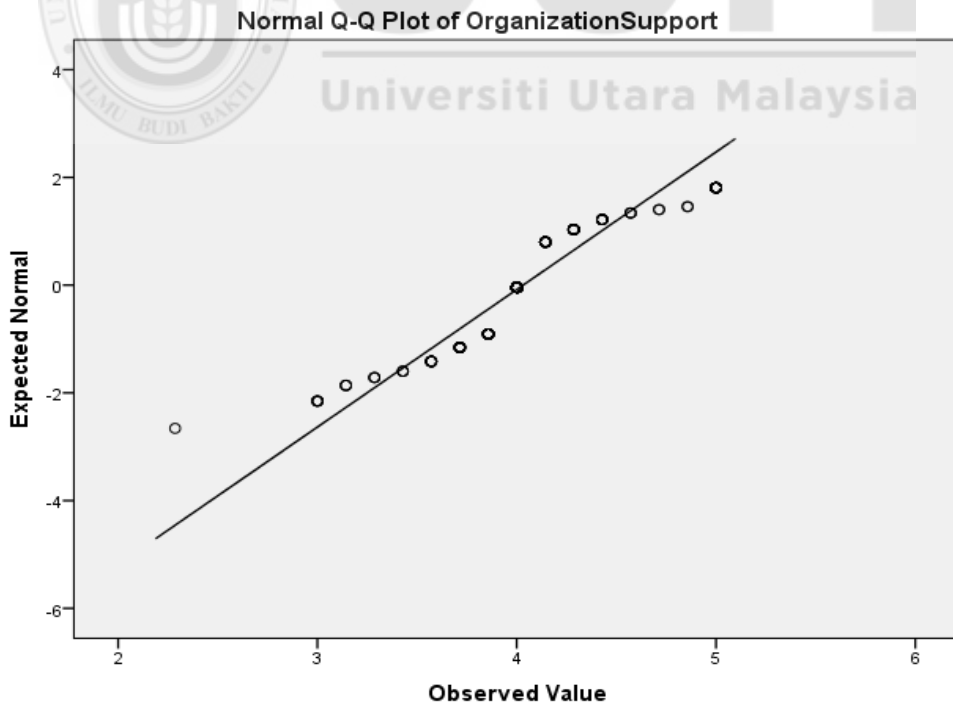


Figure 4.5
Normal Q-Q Plot Organization Support

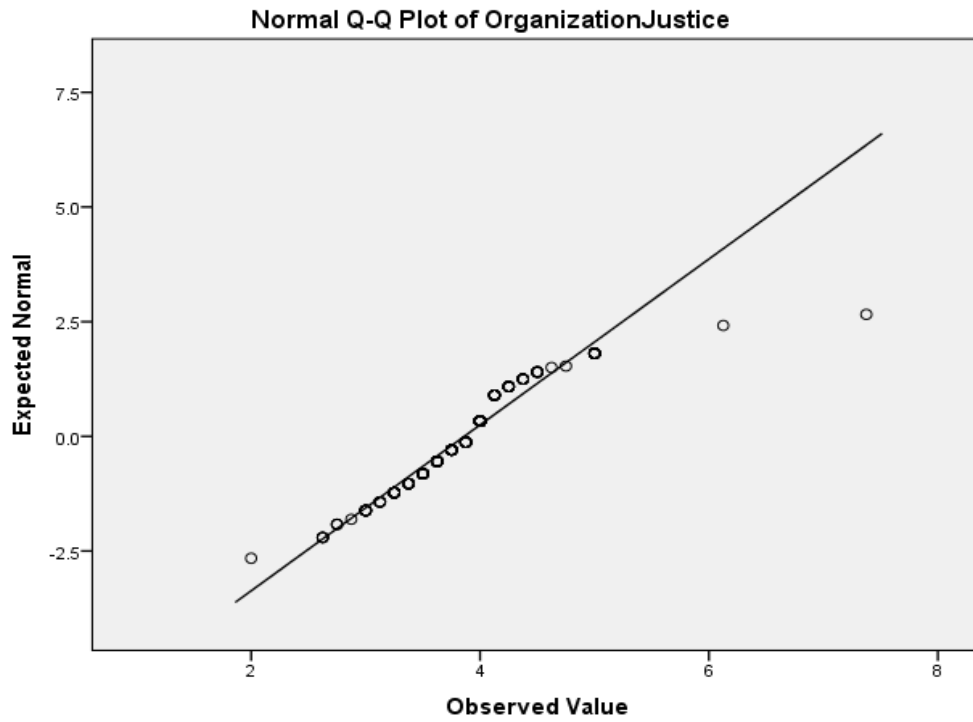
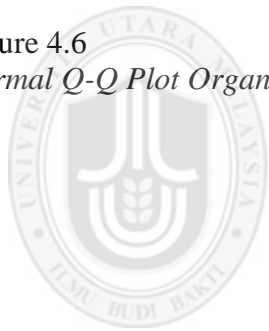


Figure 4.6
Normal Q-Q Plot Organization Justice



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4.3 DESCRIPTIVE STATISTIC

Descriptive statistic is useful in this research in order to obtain respondent's demographic information such as their gender, age, marital status, highest education level, working sector, monthly salary, and years of services in the organization.

4.3.1 Gender of Respondents

The gender of respondents is shown in Table 4.1. Majority of the respondents are male (136 respondents or 53.5%) and 118 or 46.5% respondents are female. Based on this table it shows that both gender that involves in this survey is almost same.

Table 4.1 :
Gender of Respondents

Gender	No of Respondent	Percentage
Male	136	53.5
Female	118	46.5
Total	254	100.0

4.3.2 Age of Respondents

Table 4.2 shows the age of respondents. The highest number of respondents are between 31 to 40 year old (108 respondents or 42.5%). The second group of respondents are from the age group of below 30 (78 respondents or 30.7%), and followed by the age of group 41 to 50 (48 respondents or 18.9%). Lastly is for the employees above 51 years old (20 respondents or 7.9%).

Table 4.2:
Age of Respondents

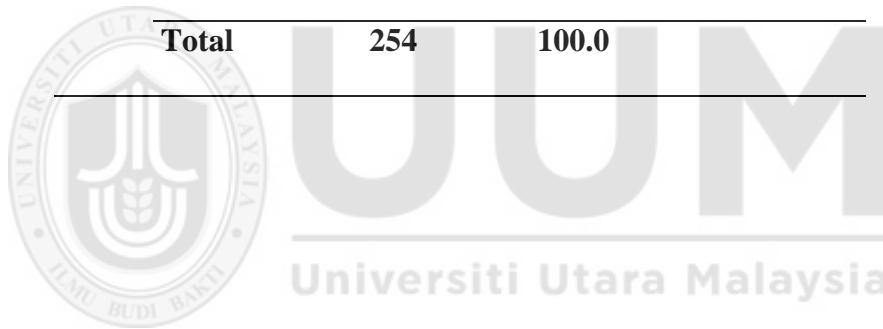
Age Group (Years)	No of respondents	Percentage
Below 30	78	30.7
31-40	108	42.5
41-50	48	18.9
51 and Above	20	7.9
Total	254	100.0

4.3.3 Marital Status of Respondents

Table 4.3 below shows that married respondents are the (highest 207 respondents or 81.5%) while 47 respondents are single.

Table 4.3:
Marital Status of Respondents

Status	No of Respondents	Percentage	Cumulative Percent
Single	47	18.5	18.5
Married	207	81.5	100.0
Divorced	0	0	0
Total	254	100.0	



4.3.4 Education Level of Respondents

Table 4.4 shows the educational level of respondents. It is found that most of the respondents have Diploma as their highest education (138 respondents or 54.5%). This is followed by respondents with a degree (67 respondents or 26.4%). On the other hand, there are 47 respondents with SPM certification while only 2 respondents with a Master/PHD as their highest education level.

Table 4.4:
Education Level of Respondents

	No of Respondents	Percentage
SPM	47	18.5
Diploma	138	54.3
Degree	67	26.4
Master/PHD	2	.8
Total	254	100.0

4.3.5 Monthly Income of Respondents

The results of respondents monthly income is shown in Table 4.5. Most of the respondents who had a monthly income of RM 2001 to RM 4000 (181 respondents or 71.3%). This is followed by respondents having monthly income below RM 2000 (39 respondents or 15.4%) and respondents who had a monthly income of RM 4001 to RM 6000 (30 respondents or 11.8%). Lastly is the group of respondents who had a monthly income from RM 6001 to Rm 8000 (4 respondents or 1.6%).

Table 4.5:
Monthly Income

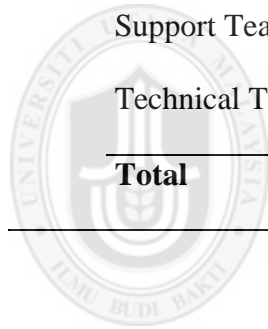
Monthly Income	No of Respondents	Percentage
Below 2000	39	15.4
2001-4000	181	71.3
4001-6000	30	11.8
6001-8000	4	1.6
Total	254	100.0

4.3.6 Working Sector of Respondents

Table 4.6 below shows the group of respondents based on their working sector. The highest working sector of respondents is technical team (133 respondents or 52.4%). This is followed by sales team (62 respondents or 24.4%) and lastly is the support team (59 respondents or 23.2%).

Table 4.6:
Working sector of Respondents

Working Sector	No of Respondents	Percentage
Sales Team	62	24.4
Support Team	59	23.2
Technical Team	133	52.4
Total	254	100.0



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4.3.7 Year of Service of Respondents

Based on Table 4.7, the highest group of employees who have worked with Telekom Malaysia is below 10 years (145 respondents or 57.1%). This is followed by respondents who are work about 11 to 20 years (66 respondents or 26%). Lastly, is the group of employees who are worked more than 31 years with Telekom Malaysia (13 respondents or 5.1%).

Table 4.7:
Year of Services of Respondents

Year of Services	No. of Respondents	Percentage
Below 10	145	57.1
11-20	66	26.0
21-30	30	11.8
31 and Above	13	5.1
Total	254	100.0

4.4 MEAN AND STANDARD DEVIATION COLLECTED DATA

Table 4.8 provides the Mean and Standard Deviation score of the dependent variable (service-oriented organizational citizenship behavior) and independent variables (job satisfaction, motivation, job-related knowledge, organization support, organization justice) adopted in this study.

Table 4.8
Mean and Standard Deviation of All Variables

Variables	Dimension	Mean	Standard Deviation
Dependent	Service-oriented Organizational Citizenship Behavior	4.24	3.658
Independent	Job Satisfaction	4.14	3.590
	Motivation	4.14	3.015
	Job-Related Knowledge	4.08	3.164
	Organization Support	4.03	2.742
	Organization Justice	3.86	4.424

4.4.1 Service-oriented Organizational Citizenship Behaviors

Table 4.9 shows the mean and standard deviation scores of the dependent variable. The average mean for overall item is 4.00. Item that scored the highest mean is Item 1 (4.48), “I says good thing about organization to outsiders”. However the item that scored the lowest mean value is item 3 (4.11), “I actively promotes the firm’s services”.

Table 4.9
Mean and Standard Deviation

Item	Mean	Std. Deviation
I says good thing about organizations to outsiders	4.48	0.581
I actively promotes the firm’s products	4.13	0.782
I actively promotes the firm’s services	4.11	0.722
Follows up in a timely manner to customer requests and problems and present to others creative solutions to customer problem	4.22	0.593
Encourages coworkers to contribute suggestions for services improvements	4.11	0.561
Always has a positive attitude at work	4.30	0.586
Follows customer service guidelines with extreme care.	4.25	0.533
Regardless of circumstances, exceptionally courteous and respectful to customers	4.31	0.550
Average Service-Oriented Organizational Citizenship Behavior	4.24	3.658

4.4.2 Job Satisfaction

Table 4.10 below shows the Mean and Standard Deviation for job satisfaction. The item that has the highest mean score is item 1 (4.25) “*I am satisfied with a good relationship with my co-workers*”. The lowest mean score is item 3 (4.07), “*I am satisfied with the amount of support and guidance I receive from your supervisor*”.

Table 4.10
Mean and Standard Deviation (Job Satisfaction)

Item	Mean	Std. Deviation
I am satisfied with a good relationship with my co-workers	4.25	0.574
I am satisfied with the feeling of worthwhile accomplishment I get from doing my job	4.11	0.593
I am satisfied with the amount of support and guidance I receive from your supervisor	4.07	0.561
I am satisfied with the amount of independent thought and action that I can exercise on the job	4.14	0.579
I am satisfied with the amount of job security I have	4.15	0.632
I am receive personal satisfaction from doing a good job	4.14	0.558
I am satisfied with the fringe benefits you have	4.15	0.584
Considering everything, I am really satisfied with my job at the present time	4.11	0.554
Total Average	4.14	3.590

4.4.3 Motivation

Based on Table 4.11, the highest mean scores is item 1 (4.24) “*I always complete works on time*” while the item number 5 has the lowest mean score (4.00), “*Sometimes I become so inspired by my job that I almost forget everything else around me*”.

Table 4.11
Mean and Standard Deviation (Motivation)

Item	Mean	Std. Deviation
I always complete works on time	4.24	0.535
I tries to make the best of the situation, even when there are problems	4.18	0.517
I intentionally expend extra effort in carrying out the job	4.16	0.452
The task that I do at work are themselves representing a driving power in my job.	4.09	0.666
Sometimes I become so inspired by my job that I almost forget everything else around me.	4.00	0.573
When given responsibility, I set measurable standards of high performance	4.14	0.504
The quality of my work is top-notch	4.13	0.501
The tasks that I do at work are interesting and enjoyable	4.16	0.520
Total Average	4.14	3.015

4.4.4 Job-Related Knowledge

Tables 4.12 shows the mean and standard deviation for job-related knowlegde. The highest mean score is obtained by the item number 4 (4.13); *“The strategy I used in servicing customer have increased customer satisfaction”*. However, item number 3 has the lowest mean score (4.02); *“I can use different approach for dealing with almost every customer services situation”*.

Table 4.12

Mean and Standard Deviation (Job-Related Knowledge)

Item	Mean	Std. Deviation
My knowledge of different types of customers is very broad	4.05	0.542
Because I know a lot about customers, it is very easy for me to identify different customer types	4.06	0.600
I can use different approach for dealing with almost every customer services situations.	4.02	0.589
The strategy I used in servicing customer have increased customer satisfaction	4.13	0.562
I have a different strategies for dealing with different customers and situations.	4.11	0.575
I am able to take on new task based on my knowledge	4.10	0.535
I have enough knowledge to do my job well	4.06	0.552
Total Average	4.08	3.164

4.4.5 Organization Support

Based on the Table 4.13 below, the highest mean score is obtained by the item number 5 (4.09); “*The organization tries to make my job as interesting as possible*”. The lowest mean score is in item number 1 (3.98); “*The organization values my contribution on the company*”.

Table 4.13
Mean and Standard Deviation (Organization Support)

Item	Mean	Std. Deviation
The organization values my contribution to the company	3.98	0.555
The organization really care about my well-being	4.04	0.551
The organization cares about my general satisfaction	4.03	0.582
The organizations takes pride in my accomplishment	4.04	0.506
The organizations tries to make my job as interesting as possible	4.09	0.544
The organization cares about my opinion	4.04	0.572
I will be rewarded equally for working hard	4.02	0.537
Total Average	4.03	2.742

4.4.6 Organization Justice

Based on Table 4.14 below, item number 1 has the highest mean score (4.11); “*The organizations allowed employees to make decision*”. On the other hand, item number 6, has the lowest mean score (3.50); “*Performance appraisal in this organization are fair*”.

Table 4.14
Mean and Standard Deviation (Organization Justice)

Item	Mean	Std. Deviation
The organizations allowed employees to make decisions	4.11	1.907
Employees are provided the opportunity to suggest improvements in the ways things are done.	3.97	0.551
Employees were empowered to resolve customer complaints on their own	3.95	0.546
These employees perform job that allow them to routinely make changes in the way they perform their job.	3.92	0.535
Performance appraisals employees are based on inputs from multiple sources (peers, subordinates, etc.)	4.04	1.991
Performance appraisal in this organization are fair	3.50	0.906
Organization demonstrates a high level of professionalism	3.85	0.762
Every employee get equally selection internal promotion	3.56	0.938
Total Average	3.86	4.424

4.5 CORRELATION ANALYSIS

To Achieve Objectives 1-5: The objective are to identify the relationship between the independent variables which is job satisfaction (H1), motivation (H2), job-related knowledge (H3), organization support(H4), and organization justice (H5) on service-oriented organizational citizenship behaviors among Telekom Malaysia employees.

This correlation analysis will be used to test Hypothesis 1 until Hypothesis 5.

Objective 1

Hypothesis 1: There is significant relationship between job satisfaction and Service-oriented OCB

The result in Table 4.22 shows that there is a positive relationship between job satisfaction and service oriented OCB at value of 0.00 ($p < 0.01$, Sig. 2-tailed). The positive value of Pearson Correlation ($r = 0.606$) signifies that the strength of the relationship is moderate. **Thus, H1 is accepted.**

Table 4.15

Correlation between Job Satisfaction and Service-oriented OCB

		Service-oriented OCB
Job Satisfaction	Pearson Correlation	0.606**
	Sig (2-tailed)	0.00
	N	254

Objective 2

Hypothesis 2: There is significant relationship between motivation and Service-oriented OCB

The result in Table 4.16 below shows that there is a relationship between motivation and service-oriented OCB at value 0.00 ($p < 0.01$, Sig. 2-tailed). The positive value of pearson correlation ($r = 0.593$) signifies that the strength of the relationship is moderate. **Thus, H2 is can be accepted.**

Table 4.16

Correlation between Motivation and Service-oriented OCB

		Service-oriented OCB
Motivation	Pearson Correlation	0.593**
	Sig (2-tailed)	0.000
	N	254

Objective 3

Hypothesis 3: There is significant relationship between job-related knowledge of employees and Service-oriented OCB

The result in Table 4.24 shows that there is a positive relationship between job-related knowledge and service-oriented OCB at value of 0.000 ($p < 0.01$, Sig. 2-tailed). The positive value of a pearson correlation ($r = 0.622$) signifies that the strength of the relationship is moderate. **Thus, H3 is accepted.**

Table 4.17

Correlation between Job-Related Knowledge and Service-oriented OCB

		Service-oriented OCB
Job-Related Knowledge	Pearson Correlation	0.622**
	Sig (2-tailed)	0.000
	N	254

Objective 4

Hypothesis 4: There is significant relationship between organizational supports and Service-oriented OCB

The result in Table 4.25 shows that there is a positive relationship between organization support and service-oriented OCB at value of 0.000 ($p < 0.01$, Sig. 2-tailed). The positive value of a pearson correlation ($r = 0.459$) signifies that the strength of the relationship is moderate. **Thus, H4 is accepted.**

Table 4.18

Correlation between Organization Support and Service-oriented OCB

		Service-oriented OCB
Organization Support	Pearson Correlation	0,459**
	Sig (2-tailed)	0.000
	N	254

Objective 5

Hypothesis 5: There is significant relationship between organizational justice and Service-oriented OCB

The result in Table 4.26 shows that there is a positive relationship between job-related knowledge and service-oriented OCB at value of 0.000 ($p < 0.01$, Sig. 2-tailed). The positive value of a pearson correlation ($r = 0.336$) signifies that the strength of the relationship is low relationship. **Thus, H5 is accepted.**

Table 4.19

Correlation between Organization Justice and Service-oriented OCB

		Service-oriented OCB
Organization Justice	Pearson Correlation	0.336**
	Sig (2-tailed)	0.000
	N	254

4.6 REGRESSION ANALYSIS

This analysis is conducted to achieve objective 6. This objective is to examine the influence of the independent variables (job satisfaction, motivation, job-related knowledge, organization support, organization justice), towards service-oriented organizational citizenship behavior among Telekom Malaysia employees. Regression analysis is used to test Hypothesis 4 in this research.

Achieving Objective 6:

Hypothesis 6: Job Satisfaction, Motivation, Job-Related Knowledge, Organization Support, and Organization Justice significantly influenced service-oriented organizational citizenship behavior (SO-OCB)

4.7.1 Regression Analysis of Coefficient

In this study. Coefficient of Determination (R^2) is function to measure and explain changes of service-oriented organizational citizenship behavior (Dependent Variable) with the changes of the independent variables (job satisfaction, motivation, job-related knowledge, organization support, organization justice).

The model summary of Multiple Regression for this study is shown in Table 4.20. The value of adjusted R^2 was 0.519. The independent variable (job satisfaction, motivation, job-related knowledge, organization support, organization justice) were explaining that 52.9% of the changes in dependent variables (service-oriented

organizational citizenship behavior) as tested in the model. It shows that it had 52.9% of influences to service oriented OCB (dependenet variables)

Table 4.20
Regression Analysis Model Summary

Model	R	R Square
1	.727 ^a	.529

The larger the F-Ratio, the more varied the independent variable is explained by the independent variable. Besides, if the p-value is greater than 0.05, it indicates that the result is insignificant. However, if the p-value is lower than 0.05, it indicates that the result is significant at the level 0.000. In the ANOVA Table 4.21 , the F-Ratio is 55.68 and highly significant at the level 0.000. It shows that there is relationship between independent variables and dependent variables.

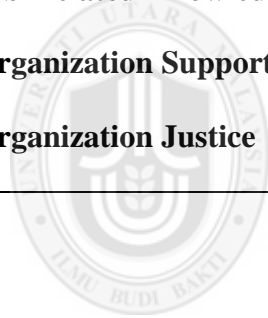
Table 4.21
Regression Analysis of ANOVA

Model	F	Sig.
1	55.68	.000 ^b

Based on table below, Beta of Job Satisfaction is 0.354, Motivation is 0.034, Job-related Knowledge is 0.394, Organization Support is 0.102, and Organization Justice is -0.008. Hence, Job-related Knowledge is the strongest factor that influence service-oriented OCB.

Table 4.22
Regression Analysis of Coefficient

Model	B	Beta	t	Sig.
(Constant)	0.645		2.578	0.011
Job Satisfaction	0.354	0.348	5.354	0.000
Motivation	0.034	0.028	0.369	0.712
Job-Related Knowledge	0.394	0.390	6.297	0.000
Organization Support	0.102	0.087	1.417	0.158
Organization Justice	-0.008	-0.010	-0.177	0.860



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CHAPTER 5

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.0 CHAPTER INTRODUCTION

In this chapter, the discussion and finding of the study will be discussed based on the research objectives presented in chapter one. It begin with the research summary and followed with the achievement of investigation objectives. Followed with the discussion of limitations, mangerial implications and recommendations for future research. The purpose of this discussion is to answered the research question and research objective that has been stated in the chapter one for this study. This chapter will end with a conclusion of the study.

5.1 DISCUSSION

The main objective of this research is to determine the factors that influence service-oriented organizational citizenship behaviors (SO-OCB) among Telekom Malaysia employees Kedah and Perlis. The data for this study was gathered from the questionnaires which has been distributed to 280 employees from every branch of Telekom Malaysia in Kedah and Perlis state. Out of 280 sets of questionnaire distributed, only 254 were returned and used for data analysis. SPSS version 22 was used to analyse the relationship between independent variable (job satisfaction, motivation, job-related knowledge, organization support, and organization justice) and service-oriented organizational citizenship behavior (SO-OCB).

Some studies have shown that missing is an issue that need to be addressed by researcher. When researcher failed to do data screening then it can negatively affecting the results of any empirical research (Cavana, Delahave & Sekaran, 2001). Therefore, to make sure the data is clean then preventive measure was taken by the researcher by checking all the questionnaire distributed was completed appropriately. After entering the data into the SPSS and run a preliminary descriptive statistic, the result shows no missing values.

5.2 Recapitulation of Descriptive Statistic

Under this section, the demographic information of the respondents has been analysed using the frequency distribution technique of descriptive statistic. The respondent's background information consists of five categories which are gender, age, marital status, level of education, monthly salary, working sector, and years of experience. In terms of gender, the result of this research shows that most of the respondents are male with total numbers of 136 while female respondents is 118 respondents (46.46%). In terms of age group, the highest number of respondent is between 31 to 40 years old (108 respondents or 42.5%). In terms of marital status it shows that married respondents have the highest number which is 207 respondents (81.5%) while 47 respondents (18.5%) are single. In terms of education level, most of the respondents have Diploma as their highest education with 138 respondents (54.5%). For respondents monthly income, most of the respondents had the monthly income from RM 2001 to RM 4000 (181 respondents or 71.3%). In terms of working sector, most of the respondents are in the highest working sector that involves is technical team (133 respondents or 52.4%). Based on the respondents years of experience as an

employee at Telekom Malaysia, most of the respondents(145 respondents or 57.1%) have worked with Telekom Malaysia Kedah and Perlis in less than 10 years.

5.2.1 Recapitulation of Correlation Analysis

This test was conducted to achieve objective 1 to 5 of this study. The result of correlation analysis showed that all the independent variables (job satisfaction, motivation, job-related knowledge, organization support, and organization justice) has a significant relationship towards the dependent variable (service-oriented organizational citizenship behavior).

The result of correlation analysis showed that there is a relationship between job satisfaction and service oriented OCB at value of 0.00 ($p < 0.01$, Sig. 2-tailed). The positive value of Pearson correlation ($r = 0.606$) signifies that the strength of the relationship is moderate relationship. Thus H1 is accepted. It supported from a study conducted by Bateman and Organ (1983), where there is positive path relationship between job satisfaction and service-oriented OCB.

Similarly, there is a relationship between motivation and service-oriented OCB at value 0.00 ($p < 0.01$, Sig. 2-tailed). The positive value of Pearson correlation ($r = 0.593$) signifies that the strength of the relationship is moderate relationship. Thus, H2 is can be accept. Based on study by Ariani (2012), Davilla & Finkelstein (2013), indicates that service-oriented OCB is develops due to motivation. Employees with strong motivation and organizational commitment will perform more OCB and directly to the organization success.

Besides that, job-related knowledge also showed a positive relationship between job-related knowledge and service-oriented OCB at value of 0.000 ($p < 0.01$, Sig. 2-tailed). The positive value of a Pearson correlation ($r = 0.622$) signifies that the strength of the relationship is moderate relationship. Thus, H3 is accepted. This result is supported with research by Leong, Busch, and John (1989). They find that, job-related knowledge from both perspectives which is trait and strategy richness is positively related to the service-oriented OCB.

Similarly, the result also showed there is a positive relationship between organization support and service-oriented OCB at value of 0.000 ($p < 0.01$, Sig. 2-tailed). The positive value of a Pearson correlation ($r = 0.459$) signifies that the strength of the relationship is moderate relationship. Thus, H4 is accepted. Research by Kelley (1996) also stated similar result whereby is organization support positively related to employees in performing service-oriented OCB.

Lastly, there is a positive relationship between job-related knowledge and service-oriented OCB at value of 0.000 ($p < 0.01$, Sig. 2-tailed). The positive value of a Pearson correlation ($r = 0.336$) signifies that the strength of the relationship is low relationship. Thus, H5 is accepted. Based on research by Moorman, Nieholt, and Organ (1993), they found that there are a significant correlations between organization justice and service-oriented OCB.

5.2.2 Recapitulation of Regression Analysis

This test was conducted to achieve Objective 6 of the study. In this study, results of regression analysis indicates that only Job-Related Knowledge significantly influenced service-oriented organizational citizenship behavior.

According to Organ and Konovsky (1989), knowledge about customer of trait richness and strategy richness is the key predictors of service-oriented organizational citizenship behavior. A rich understanding of the customer types, and interaction strategies in combination with a service-oriented OCB can provide a platform for making constructive and original suggestion for improving service delivery to customer and also to avoid the same problems occurs in many times. This can avoid customer frustrated with the services that provides to them. From the results of this study, shows that Beta of Job Satisfaction is 0.354, Motivation is 0.034, Job-related Knowledge is 0.394, Organization Support is 0.102, and Organization Justice is -0.008. Hence, Job-related Knowledge is the strongest factor that influence service-oriented OCB.

5.3 LIMITATIONS OF THE STUDY

There are several limitations of this study. Firstly, this research paper just focus on the employees in Kedah and Perlis state which means that the data does not represent all the employee in the whole organisations. The result from this study will not represent all the employee in organisation. The lack of understanding about the research topic also has caused incomplete information from the employee from other department. Therefore, the researcher encounters some difficulties to make sure the data only based on the customer contact employee and not including the management team.

Every participants in this study were selected randomly using simple random sampling so some of the employees not involve in this research. Some of the employees were not be able to be involved in the study due to the lack of time and busy with the daily routine. Most of the participations are involved with outside activities like sales, events, technical services, and others. So, another approach has been used to reach this group of participants and it still has difficulties for some group of employees.

Secondly, there is no complete and updated information about the employee personal information due to the company private and confidential rules. So it gives difficulty in reach the employee personally for the process of data collection. The distribution of questionnaire using face to face approach is seems not to be appropriate due to time constraints. Most of the employee is not available in the office due to their scope of job which is need to see customer outside of the company.

5.4 REKOMENDATIONS AND IMPLICATIONS

In this part, it will be covered on the recommendation and suggestion for future research. Other than that, this study has given some implications especially for the academicians because the results from data analysis have contributed some knowledge for extra understanding. Furthermore, it also gives some information and knowledge for other scholars to conduct another research for next study.

5.4.1 Recommendations for Future Research

Due to the limited area of this study, the researcher strongly suggested future more extensive research in the future. Future research on this study is recommended because the area of the survey should be expanded to various telecommunication organizations. This helps to reach a large size of population and findings can be referred to the rest of the population. Factors like employee relations, human capital development, organizational commitment, and customer satisfaction should be also examined in future research.

In addition, longitudinal research on perceived organizational support (POS) is highly recommended for the next research. This future research allows the researcher to look at the changes and issues over time. It can help the researcher and academicians to determine the better effect on the relationship between perceived organizational support and service-oriented organizational citizenship behavior (SO-OCB). A qualitative research is advisable in order to get the results from the other side of view. Different methods of research can influence the results of the study because they have different kinds of ways to answer.

Lastly, there are still many of factors that affect employees' behavior in performing service-oriented organizational citizenship behavior (SO-OCB) which are not taken into account in this research. Future research on the whole organization can help the researcher to make their findings more generalizable and widely used. The result can be used to improve the employees' performance as a one of organization and not only focused on the certain branch.

5.4.2 Managerial Implications

With the rapidly growing of the service industry, customized services have been more valued than before and also gives the realities of customer services in today's competitive environment. This study findings has revealed that the factors of this study must be focused on to help employees achieves their best performance and performing extra role behaviors. Nowadays, customer are demanding on the services that they receive from the services provider. Therefore, it is important for the employees to perform service-oriented organizational citizenship behaviors (SO-OCB).

This study has provided practitioners and managers in understanding more about service-oriented organizational citizenship behavior (SO-OCB). It has given them some knowledge about the factors that can influence employees to perform service-oriented OCB. Top management can used the result from this study to improve the employees' behaviour and also the relationship between every level in the organizations. Managers need to know the employees needs and wants. Managers need

to learn and practice the fairness and support in the organization because employees will evaluate on how the organizations treat them.

Finally, it is important to consider the impact of the findings on management of service operations that directly involve in the service delivery process. Service delivery provide a direct impact towards customer perception towards the awards. Therefore, treating employees who are involved in service delivery operations is very important. Organization can create a good working environment such as family day or taking care of their employees' well-being. These initiatives can increase employees' motivaion that results a better service. A good relationship and communication can create positive spirit in the organization and also increase the employees' ability to act and work effectively.

5.5 CHAPTER CONCLUSION

The aim of this study is to identify factors influencing service-oriented OCB among Telekom Malaysia Kedah and Perlis employees. The result from this study shows that all five independent variables had a positive relationship with service-oriented organizational citizenship behavior among Telekom Malaysia employees. Besides that, the finding of the study suggests that Job-related Knowledge is the strongest factor that influences services-oriented OCB. Consequently, it shows that employees will provide better service-oriented OCB if they have more job-related knowledge. Furthermore, organization should determine ways to increase employees' satisfaction and knowledge regarding their task to motivate and enhance their ability in delivering excellent services.

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APPENDIX A



THE STUDY ON DETERMINANT FACTORS OF SERVICE-ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIORS (SOCB) AMONG TELEKOM MALAYSIA EMPLOYEE

Dear Sir/Madam,

Thank you for agreeing to participate in this study. Your participation will no doubt present valuable contribution to this study. This study seeks your response to important matters with regards on service-oriented organizational citizenship behaviors (SOCB).

I would be grateful if you could take some of your valuable time to complete this questionnaire. Your kind assistance is highly appreciated.

Please be assured that all data collected and analyzed will be treated as strictly confidential and is used for this study only. The result will not in any way be prejudicial or detrimental to the image of any individuals or groups.

Any further enquiries or clarifications regarding this questionnaire may be forwarded to the undersigned.

Thank you very much for your time and cooperation.

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SECTION A

Please **tick** (/) your answer

1. Gender

Male Female

2. Race:

Malay Chinese
 Indian Others _____

3. Age

4. Marital Status

Single Married
 Others _____

5. Educational Level

SPM Diploma
 Degree Master / PHD
 Others _____

6. Monthly Income

RM _____

7. Working Sector

Sales Team Business Support Team
 Technical Team Other Team _____

8. Years in This Service

SECTION B

Instruction: Based on the scale 1 to 5, please **circle** your answer on the following question

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

9	I says good thing about organizations to outsiders	1	2	3	4	5
10	I actively promotes the firm’s products	1	2	3	4	5
11	I actively promotes the firm’s services	1	2	3	4	5
12	Follows up in a timely manner to customer requests and problems and present to others creative solutions to customer problem	1	2	3	4	5
13	Encourages coworkers to contribute suggestions for services improvements	1	2	3	4	5
14	Always has a positive attitude at work	1	2	3	4	5
15	Follows customer service guidelines with extreme care.	1	2	3	4	5
16	Regardless of circumstances, exceptionally courteous and respectful to customers	1	2	3	4	5
17	I satisfied with a good relationship with my co-workers	1	2	3	4	5
18	I satisfied with the feeling of worthwhile accomplishment I get from doing my job	1	2	3	4	5
19	I satisfied with the amount of support and guidance I receive from your supervisor	1	2	3	4	5
20	I satisfied with the amount of independent thought and action that I can exercise on the job	1	2	3	4	5
21	I satisfied with the amount of job security I have	1	2	3	4	5
22	I receive personal satisfaction from doing a good job	1	2	3	4	5
23	Are you satisfied with the fringe benefits you have	1	2	3	4	5
24	Considering everything, do you really satisfied with your job at the present time	1	2	3	4	5
25	I always complete works on time	1	2	3	4	5
26	I tries to make the best of the situation, even when there are problems	1	2	3	4	5
27	I intentionally expend extra effort in carrying out the job	1	2	3	4	5
28	The task that I do at work are themselves representing a driving power in my job.	1	2	3	4	5
29	Sometimes I become so inspired by my job that I almost forget everything else around me.	1	2	3	4	5
30	When given responsibility, I set measurable standards of high performance	1	2	3	4	5
31	The quality of my work is top-notch	1	2	3	4	5

32	The tasks that I do at work are interesting and enjoyable	1	2	3	4	5
33	My knowledge of different types of customers is very broad	1	2	3	4	5
34	Because I know a lot about customers, it is very easy for me to identify different customer types	1	2	3	4	5
35	I can use different approach for dealing with almost every customer services situations.	1	2	3	4	5
36	Strategy I used in servicing customer have increased customer satisfaction	1	2	3	4	5
37	I have a different strategies for dealing with different customers and situations.	1	2	3	4	5
38	I am able to take on new task based on my knowledge	1	2	3	4	5
39	I have enough knowledge to do my job well	1	2	3	4	5
40	The organization values my contribution to the company	1	2	3	4	5
41	The organization really care about my well-being	1	2	3	4	5
42	The organization cares about my general satisfaction	1	2	3	4	5
43	The organizations takes pride in my accomplishment	1	2	3	4	5
44	The organizations tries to make my job as interesting as possible	1	2	3	4	5
45	The organization cares about my opinion	1	2	3	4	5
46	I will be rewarded equally for working hard	1	2	3	4	5
47	The organizations allowed employees to make decisions	1	2	3	4	5
48	Employees are provided the opportunity to suggest improvements in the ways things are done.	1	2	3	4	5
49	Employees were empowered to resolve customer complaints on their own	1	2	3	4	5
50	These employees perform job that allow them to routinely make changes in the way they perform their job.	1	2	3	4	5
51	Performance appraisals employees are based on inputs from multiple sources (peers, subordinates, etc.)	1	2	3	4	5
52	Performance appraisal in this organization are fair	1	2	3	4	5
53	Organization demonstrates a high level of professionalism	1	2	3	4	5
54	Every employee get equally selection internal promotion	1	2	3	4	5

Thank You.



KAJIAN TERHADAP TINGKAH LAKU KEWARGANEGARAAN ORGANISASI (ORGANIZATIONAL CITIZENSHIP BEHAVIOR) YANG BERORIENTASIKAN PERKHIDMATAN DI KALANGAN KAKITANGAN TELEKOM MALAYSIA KEDAH/PERLIS

Tuan/Puan yang dihormati,

Saya adalah pelajar Ijazah Sarjana Sains (Pengurusan) di Universiti Utara Malaysia, Sintok. Saya sedang menjalankan kajian terhadap Tingkahlaku Kewarganegaraan Organisasi (Organizational Citizenship Behaviour(OCB)) dikalangan kakitangan Telekom Malaysia Kedah/Perlis. Tujuan kajian ini dijalankan adalah untuk mengkaji tingkahlaku sukarela kakitangan Telekom Malaysia Kedah/Perlis dalam melaksanakan tugas diluar tanggungjawab formal seseorang pekerja.

Maksud Tingkahlaku Kewarganegaraan Organisasi adalah tingkahlaku sukarela yang bukan termasuk dalam tanggungjawab formal seseorang pekerja. Tingkahlaku ini boleh menjadikan fungsi-fungsi di dalam organisasi lebih efektif.

Saya amat menghargai sumbangan dan kerjasama Tuan/Puan dalam melengkapkan borang soal selidik ini. Jawapan Tuan/Puan adalah sangat penting untuk memastikan ketepatan kajian penyelidikan ini. Untuk makluman, semua data yang dikumpul dan dianalisa adalah sulit serta digunakan untuk kajian ini sahaja.

Untuk sebarang pertanyaan atau pencerahan berkaitan soal selidik ini, saudara/i boleh hubungi nombor dibawah. Terima kasih atas kerjasama dan masa yang diluangkan.

NOOR HASNINI BINTI KADIM

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BAHAGIAN A

Sila Tandakan (/) pada jawapan anda

1. Jantina;

Lelaki Perempuan

2. Bangsa:

Melayu Cina
 India Lain-lain (Sila

nyatakan)_____

3. Umur

4. Status

Bujang Berkahwin
 Lain-lain (Sila nyatakan)_____

5. Peringkat Pengajian

SPM Diploma
 Ijazah Sarjana / Doktor Falsafah
 Lain-lain (Sila Nyatakan)_____

6. Pendapatan bulanan

RM _____

7. Bidang Tugas

Unit Jualan Unit Sokongan
 Unit Teknikal Lain-Lain Unit (Sila
Nyatakan)_____

8. Tahun Dalam Perkhidmatan Ini

BAHAGIAN B

Arahan: Berdasarkan skala 1 hingga 5, sila **bulatkan** jawapan anda pada soalan-soalan berikut:

1	2	3	4	5
Sangat Setuju	Tidak Setuju	Neutral	Setuju	Sangat Setuju

9	Saya akan bercakap perkara baik mengenai organisasi kepada orang luar	1	2	3	4	5
10	Saya aktif mempromosikan produk syarikat	1	2	3	4	5
11	Saya aktif mempromosikan perkhidmatan syarikat	1	2	3	4	5
12	Saya mengikuti perkembangan kepada permintaan dan masalah pelanggan tepat pada masanya dan memperkenalkan penyelesaian yang kreatif untuk menyelesaikannya.	1	2	3	4	5
13	Saya menggalakkan rakan sekerja menyumbang cadangan untuk penambahbaikan perkhidmatan	1	2	3	4	5
14	Saya sentiasa bersikap positif terhadap kerja	1	2	3	4	5
15	Saya mengikuti garis panduan perkhidmatan pelanggan dengan sangat baik	1	2	3	4	5
16	Saya sangat bersikap sopan dengan pelanggan dalam apa juga keadaan	1	2	3	4	5
17	Saya berpuas hati dengan hubungan baik sesama rakan sekerja	1	2	3	4	5
18	Saya berpuas hati dengan pencapaian yang saya dapat dari kerja ini	1	2	3	4	5
19	Saya berpuas hati dengan sokongan dan bimbingan yang diterima dari penyelia	1	2	3	4	5
20	Saya berpuas hati dengan tindakan bebas yang boleh saya lakukan di tempat kerja	1	2	3	4	5
21	Saya berpuas hati dengan jaminan pekerjaan yang saya dapat	1	2	3	4	5
22	Saya mendapat kepuasan peribadi apabila melakukan kerja dengan baik	1	2	3	4	5
23	Saya berpuas hati dengan faedah sampingan yang saya dapat dari kerja ini	1	2	3	4	5
24	Dengan segala yang saya dapat, saya benar-benar berpuas hati dengan pekerjaan saya pada masa ini	1	2	3	4	5
25	Saya sentiasa menyiapkan kerja pada masa yang ditetapkan	1	2	3	4	5
26	Saya sentiasa membuat yang terbaik walaupun mempunyai masalah	1	2	3	4	5
27	Saya akan menggunakan lebih banyak usaha dalam menjalankan tugas dengan rela hati	1	2	3	4	5
28	Tugas yang saya lakukan adalah mewakili diri saya sendiri	1	2	3	4	5

29	Kadang-kadang saya menjadi sangat teruja dengan tugas saya sehingga terlupa apa yang berlaku di sekeliling saya	1	2	3	4	5
30	Apabila diberi tanggungjawab, saya menetapkan standard prestasi yang paling tinggi.	1	2	3	4	5
31	Kualiti kerja saya adalah sangat baik	1	2	3	4	5
32	Tugasan yang saya lakukan sangat menarik	1	2	3	4	5
33	Pengetahuan saya mengenai pelbagai jenis keperluan pelanggan adalah sangat meluas	1	2	3	4	5
34	Sangat mudah bagi saya untuk mengenal pasti jenis pelanggan yang berbeza kerana saya tahu banyak mengenai pelanggan	1	2	3	4	5
35	Saya boleh menggunakan pendekatan yang berbeza untuk menangani semua situasi perkhidmatan pelanggan	1	2	3	4	5
36	Strategi yang saya gunakan dalam melayani pelanggan meningkatkan kepuasan mereka	1	2	3	4	5
37	Saya ada strategi berbeza untuk menangani setiap masalah yang dihadapi pelanggan	1	2	3	4	5
38	Saya dapat mengambil tugas baru berdasarkan pengetahuan saya	1	2	3	4	5
39	Saya ada pengetahuan yang mencukupi untuk melakukan tugas dengan baik	1	2	3	4	5
40	Organisasi ini menghargai sumbangan saya kepadanya	1	2	3	4	5
41	Organisasi ini sangat mengambil berat dengan kesejahteraan saya	1	2	3	4	5
42	Organisasi ini sangat mengambil berat tentang kepuasan umum saya	1	2	3	4	5
43	Organisasi ini berbangga dengan pencapaian saya	1	2	3	4	5
44	Organisasi ini cuba untuk membuatkan perkerjaan saya menarik dengan sebaik mungkin	1	2	3	4	5
45	Organisasi ini mengambil tahu mengenai pendapat saya	1	2	3	4	5
46	Saya akan diberi ganjaran yang setimpal kerana bekerja keras	1	2	3	4	5
47	Organisasi ini membenarkan pekerja membuat keputusan dalam menangani masalah pelanggan	1	2	3	4	5
48	Para pekerja diberi kesempatan untuk mencadangkan penambahbaikan dalam cara kerja dilakukan	1	2	3	4	5
49	Para pekerja diberi kuasa untuk menyelesaikan aduan pelanggan dengan sendirinya	1	2	3	4	5
50	Para pekerja melakukan kerja yang membolehkan mereka melakukan perubahan secara rutin dalam cara mereka menjalankan tugas	1	2	3	4	5
51	Prestasi penilaian para pekerja adalah berdasarkan input dari pelbagai sumber (rakan sekerja, orang bawahan, dan lain-lain).	1	2	3	4	5
52	Penilaian prestasi di dalam organisasi ini adalah adil dan tidak berat sebelah	1	2	3	4	5
53	Organisasi ini menunjukkan tahap profesionalisme yang tinggi	1	2	3	4	5

54	Setiap pekerja mendapat kesaksamaan dalam polisi kenaikan pangkat	1	2	3	4	5
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APPENDIX B

RELIABILITY FOR PILOT TEST

a) Service-oriented Organizational Citizenship Behavior

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0
<p>a. Listwise deletion based on all variables in the procedure.</p>			

Reliability Statistics	
Cronbach's Alpha	N of Items
.834	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SO1	29.80	8.028	.603	.810
SO2	30.03	8.102	.552	.818
SO3	30.10	8.231	.627	.806
SO4	30.00	8.000	.624	.807
SO5	30.00	8.897	.573	.816
SO6	29.73	8.685	.527	.820
SO7	29.90	8.921	.494	.823
SO8	29.83	8.764	.520	.820

b) Job Satisfaction

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.843	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	29.06	11.306	.300	.858
JS2	29.30	9.941	.646	.816
JS3	29.46	9.775	.653	.815
JS4	29.23	11.013	.436	.841
JS5	29.26	9.444	.635	.818
JS6	29.13	10.809	.502	.833
JS7	29.13	9.706	.743	.804
JS8	29.20	9.890	.733	.806

c) Motivation

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.836	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
M1	29.0333	9.413	.559	.818
M2	29.0000	10.276	.496	.826
M3	29.0667	9.582	.679	.805
M4	29.3000	9.597	.357	.857
M5	29.2667	9.789	.497	.826
M6	29.0333	9.068	.727	.796
M7	29.1667	9.385	.587	.814
M8	29.0000	9.379	.800	.793

d) Job-Related Knowledge

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.898	7

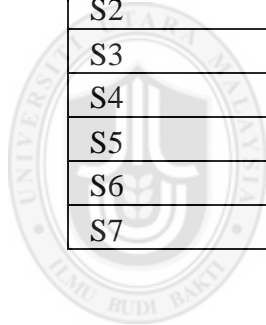
Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
K1	24.6000	6.524	.759	.876
K2	24.5333	7.016	.689	.885
K3	24.6333	6.447	.737	.879
K4	24.4667	6.671	.661	.889
K5	24.5000	7.017	.776	.877
K6	24.5667	6.944	.770	.877
K7	24.7000	7.114	.574	.898

e) Organization Support

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.940	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S1	23.9000	8.990	.795	.933
S2	24.0000	9.724	.808	.930
S3	23.8000	9.338	.829	.928
S4	23.9667	9.551	.802	.930
S5	23.8667	9.568	.746	.936
S6	23.9000	9.472	.820	.929
S7	23.9667	9.757	.846	.928



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f) Organization Justice

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0
a. Listwise deletion based on all variables in the procedure.			

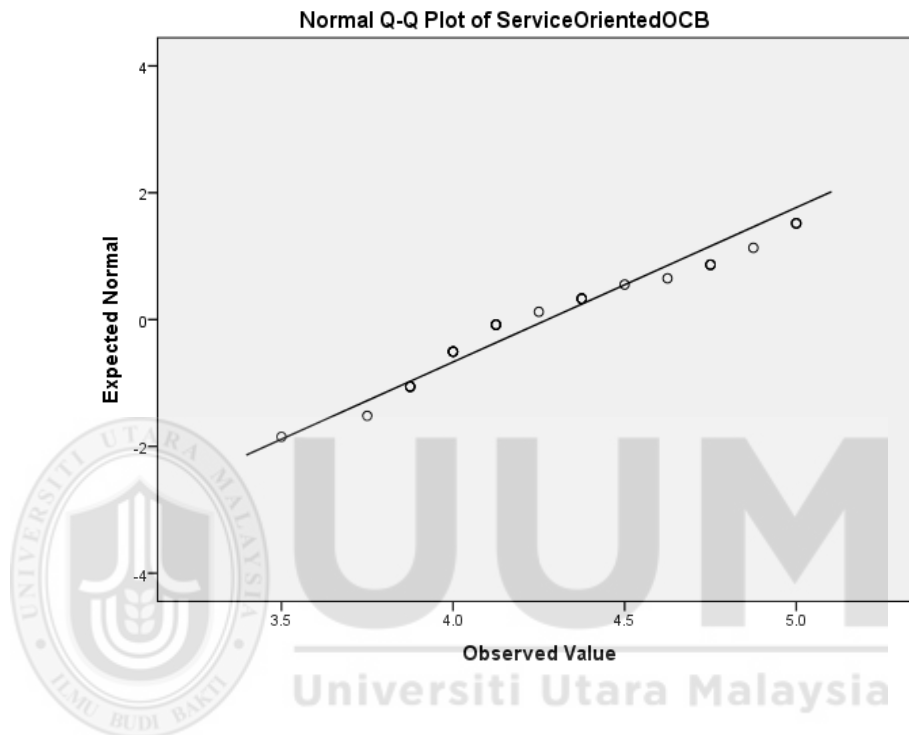
Reliability Statistics	
Cronbach's Alpha	N of Items
.892	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
J1	27.50	12.397	.751	.871
J2	27.53	12.809	.797	.871
J3	27.53	12.051	.800	.866
J4	27.60	12.524	.687	.877
J5	27.40	11.903	.643	.882
J6	27.70	12.631	.587	.886
J7	27.46	12.533	.674	.878
J8	27.76	11.702	.570	.895

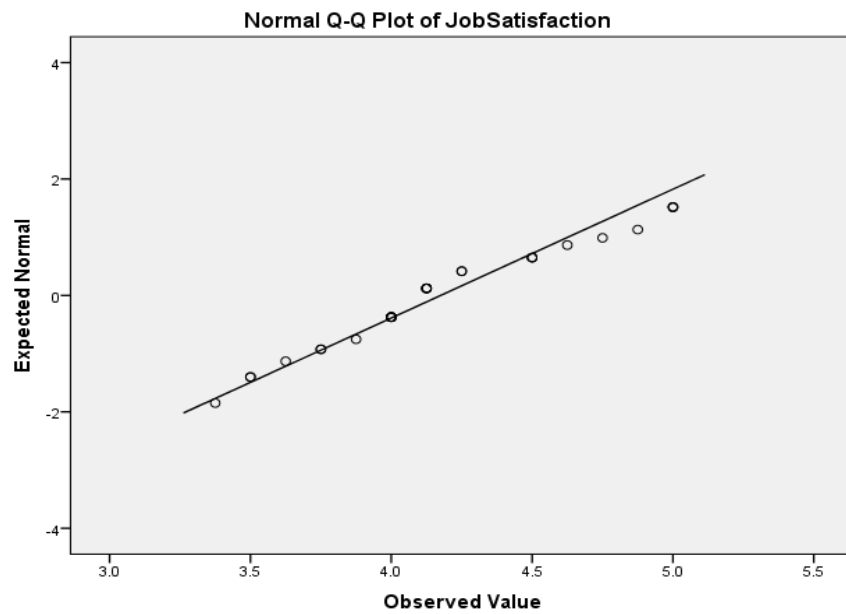
APPENDIX C

NORMALITY TEST

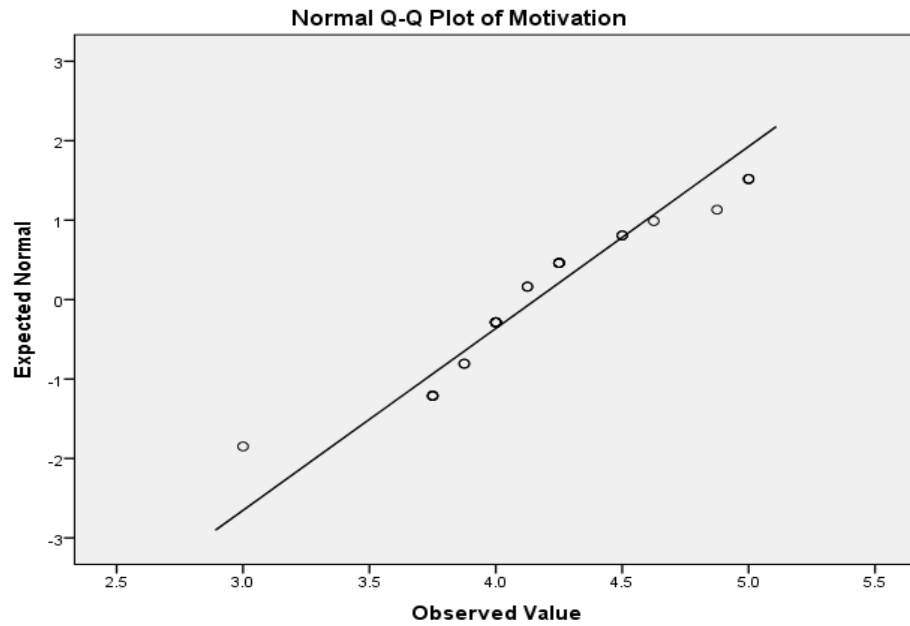
a) Service-oriented OCB



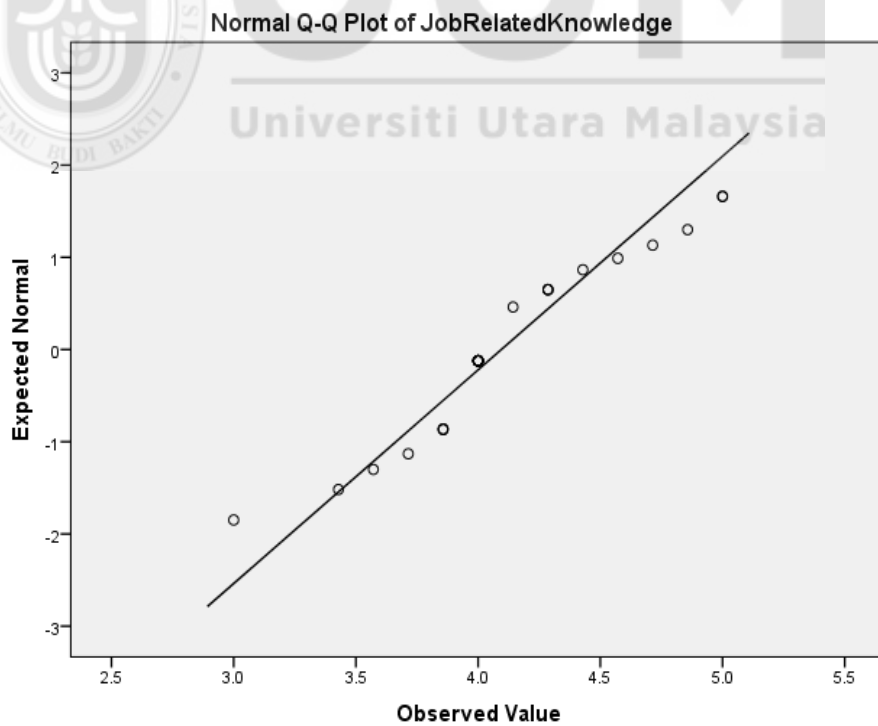
b) Job Satisfaction



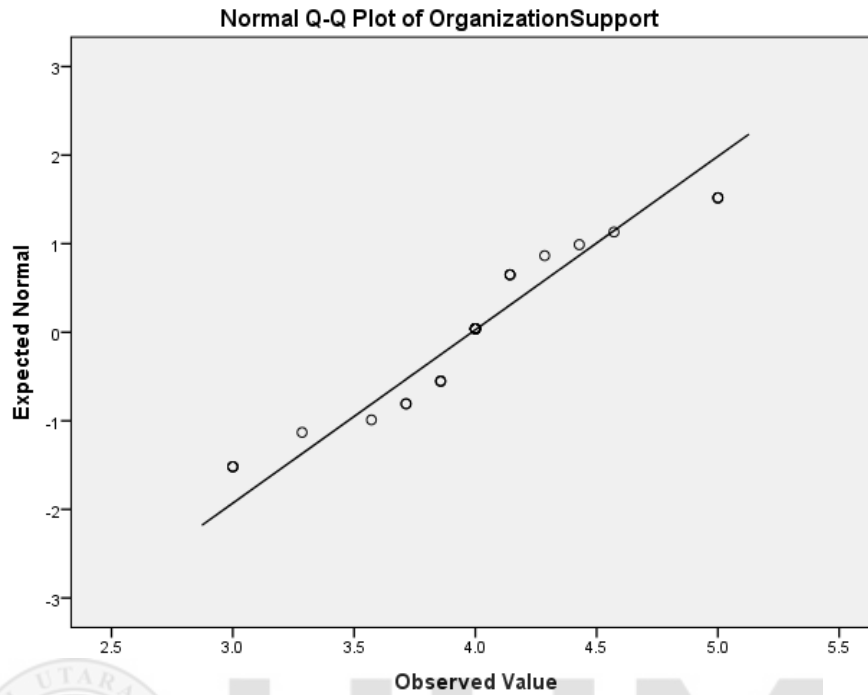
c) Motivation



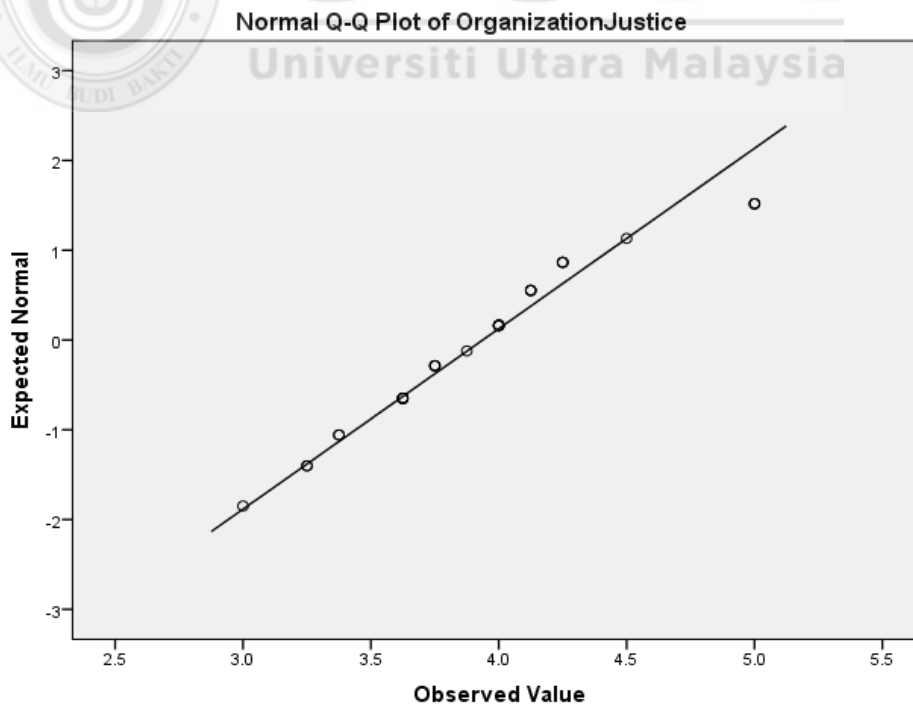
d) Job-Related Knowledge



e) Organization Support



f) Organization Justice



APPENDIX D

RELIABILITY FOR REAL DATA

a) Service-oriented OCB

Case Processing Summary			
		N	%
Cases	Valid	254	100.0
	Excluded ^a	0	.0
	Total	254	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.881	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SO1	29.43	10.988	.534	.877
SO2	29.78	9.613	.651	.869
SO3	29.80	9.537	.745	.855
SO4	29.69	10.350	.702	.861
SO5	29.79	10.371	.746	.857
SO6	29.61	10.745	.597	.871
SO7	29.65	10.820	.650	.867
SO8	29.59	10.938	.589	.872

b) Job Satisfaction

Case Processing Summary			
		N	%
Cases	Valid	254	100.0
	Excluded ^a	0	.0
	Total	254	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.904	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	28.89	10.323	.607	.900
JS2	29.02	9.881	.713	.890
JS3	29.06	10.111	.691	.893
JS4	28.99	10.024	.690	.893
JS5	28.98	9.640	.727	.889
JS6	28.99	9.921	.756	.887
JS7	28.98	10.055	.674	.894
JS8	29.02	10.083	.711	.891

c) Motivation

Case Processing Summary			
		N	%
Cases	Valid	254	100.0
	Excluded ^a	0	.0
	Total	254	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.853	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
M1	28.85	7.034	.624	.832
M2	28.91	7.068	.638	.831
M3	28.94	7.158	.714	.825
M4	29.01	6.885	.504	.851
M5	29.10	7.117	.538	.843
M6	28.96	6.990	.693	.825
M7	28.96	7.342	.552	.840
M8	28.93	7.248	.561	.839

d) Job-Related Knowledge

Case Processing Summary			
		N	%
Cases	Valid	254	100.0
	Excluded ^a	0	.0
	Total	254	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.906	7

Item-Total Statistics				
	Scale Mean if Deleted	Scale Variance if Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Deleted
K1	24.47	7.483	.754	.888
K2	24.47	7.183	.767	.886
K3	24.50	7.263	.757	.887
K4	24.40	7.434	.738	.889
K5	24.41	7.405	.728	.891
K6	24.43	7.763	.658	.898
K7	24.47	7.776	.627	.901

e) Organization Support

Case Processing Summary			
		N	%
Cases	Valid	254	100.0
	Excluded ^a	0	.0
	Total	254	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.838	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S1	24.25	5.926	.476	.834
S2	24.19	5.632	.606	.814
S3	24.19	5.445	.639	.808
S4	24.19	5.624	.683	.803
S5	24.13	5.705	.584	.817
S6	24.19	5.711	.542	.824
S7	24.20	5.665	.612	.813

f) Organization Justice

Case Processing Summary			
		N	%
Cases	Valid	254	100.0
	Excluded ^a	0	.0
	Total	254	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.514	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
J1	26.79	16.182	-.016	.652
J2	26.93	16.876	.528	.443
J3	26.94	16.906	.527	.444
J4	26.98	16.837	.557	.440
J5	26.85	13.611	.136	.583
J6	27.40	15.893	.396	.436
J7	27.05	16.207	.453	.433
J8	27.34	15.679	.405	.431

APPENDIX E
DESCRIPTIVE STATISTIC

a) Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	136	53.5	53.5	53.5
	Female	118	46.5	46.5	100.0
	Total	254	100.0	100.0	

b) Age

	Frequency	Percentage	Cumulative Percent
Below 30	78	30.7	30.7
31-40	108	42.5	73.2
41-50	48	18.9	92.1
51 and Above	20	7.9	100.0
Total	254	100.0	

c) Race

Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	248	97.6	97.6	97.6
	Chinese	4	1.6	1.6	99.2
	Indian	2	.8	.8	100.0
	Total	254	100.0	100.0	

d) Marital Status

Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	47	18.5	18.5	18.5
	Married	207	81.5	81.5	100.0
	Total	254	100.0	100.0	

e) Educational Level

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	47	18.5	18.5	18.5
	Diploma	138	54.3	54.3	72.8
	Degree	67	26.4	26.4	99.2
	Master/PHD	2	.8	.8	100.0
	Total	254	100.0	100.0	

f) Monthly Income

IncomeGroup					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 2000	39	15.4	15.4	15.4
	2001-4000	181	71.3	71.3	86.6
	4001-6000	30	11.8	11.8	98.4
	6001-8000	4	1.6	1.6	100.0
	Total	254	100.0	100.0	

g) Working Sector

A7WorkingSector					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sales Team	62	24.4	24.4	24.4
	Support Team	59	23.2	23.2	47.6
	Technical Team	133	52.4	52.4	100.0
	Total	254	100.0	100.0	

h) Year of Service

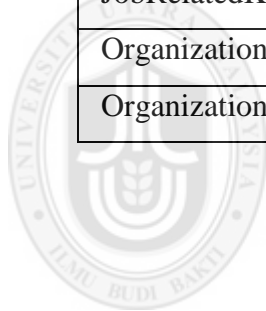
YearServiceGroup					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 10	145	57.1	57.1	57.1
	11-20	66	26.0	26.0	83.1
	21-30	30	11.8	11.8	94.9
	31 and Above	13	5.1	5.1	100.0
	Total	254	100.0	100.0	

APPENDIX F

DESCRIPTIVE

a) Descriptive (Mean and Standard Variable for All Variable)

Descriptive Statistics			
	Mean	Std. Deviation	N
ServiceOriented	4.24	.457	254
JobSatisfaction	4.14	.449	254
Motivation	4.14	.377	254
JobRelatedKnowledge	4.0748	.45205	254
OrganizationSupport	4.0321	.39172	254
OrganizationJustice	3.8622	.55298	254



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APPENDIX G

INDEPENDENT SAMPLE T-TEST

a) Gender

Group Statistics					
	AI Gender	N	Mean	Std. Deviation	Std. Error Mean
Service Oriented	Male	136	4.24	.460	.039
	Female	118	4.24	.456	.042

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Service Oriented	Equal variances	.130	.719	-.074	252	.941	-.004	.058	-.118	.109
	Equal variances not			-.074	247.43	.941	-.004	.058	-.118	.109

APPENDIX H

PEARSON CORRELATION

a) Pearson Correlation (all variables)

Correlations

		ServiceOriented	JobSatisfaction	Motivation	JobRelatedKnowledge	OrganizationSupport	OrganizationJustice
ServiceOriented	Pearson Correlation	1	.606**	.583**	.622**	.459**	.336**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	254	254	254	254	254	254
JobSatisfaction	Pearson Correlation	.606**	1	.712**	.507**	.510**	.365**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	254	254	254	254	254	254
Motivation	Pearson Correlation	.583**	.712**	1	.677**	.546**	.423**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	254	254	254	254	254	254
JobRelatedKnowledge	Pearson Correlation	.622**	.507**	.677**	1	.475**	.401**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	254	254	254	254	254	254
OrganizationSupport	Pearson Correlation	.459**	.510**	.546**	.475**	1	.585**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	254	254	254	254	254	254
OrganizationJustice	Pearson Correlation	.336**	.365**	.423**	.401**	.585**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	254	254	254	254	254	254

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

APPENDIX J

MULTIPLE REGRESSION

Descriptive Statistics			
	Mean	Std. Deviation	N
ServiceOriented	4.24	.457	254
JobSatisfaction	4.14	.449	254
Motivation	4.14	.377	254
JobRelatedKnowledge	4.0748	.45205	254
OrganizationSupport	4.0321	.39172	254
OrganizationJustice	3.8622	.55298	254



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Correlations							
		Service Oriented	Job Satisfaction	Motivation	Job Related Knowledge	Organization Support	Organization Justice
Pearson Correlation	Service Oriented	1.000	.606	.583	.622	.459	.336
	Job Satisfaction	.606	1.000	.712	.507	.510	.365
	Motivation	.583	.712	1.000	.677	.546	.423
	Job Related Knowledge	.622	.507	.677	1.000	.475	.401
	Organization Support	.459	.510	.546	.475	1.000	.585
	Organization Justice	.336	.365	.423	.401	.585	1.000
Sig. (1-tailed)	Service Oriented	.	.000	.000	.000	.000	.000
	Job Satisfaction	.000	.	.000	.000	.000	.000
	Motivation	.000	.000	.	.000	.000	.000
	Job Related Knowledge	.000	.000	.000	.	.000	.000
	Organization Support	.000	.000	.000	.000	.	.000
	Organization Justice	.000	.000	.000	.000	.000	.
N	Service Oriented	254	254	254	254	254	254
	Job Satisfaction	254	254	254	254	254	254
	Motivation	254	254	254	254	254	254
	Job Related Knowledge	254	254	254	254	254	254
	Organization Support	254	254	254	254	254	254
	Organization Justice	254	254	254	254	254	254

Coefficients^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	JobSatisfaction	.472	2.120
	Motivation	.345	2.896
	JobRelatedKnowledge	.520	1.923
	OrganizationSupport	.526	1.901
	OrganizationJustice	.635	1.575
a. Dependent Variable: ServiceOriented			

Residuals Statistics^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.33	5.03	4.24	.325	254
Residual	-.904	.947	.000	.321	254
Std. Predicted Value	-2.786	2.445	.000	1.000	254
Std. Residual	-2.784	2.920	.000	.990	254
a. Dependent Variable: ServiceOriented					