JOB ATTITUDES AS A DETERMINANT OF ORGANIZATIONAL CITIZENSHIP BEHAVIORS: A STUDY AMONG ACADEMIC STAFFS IN KUCHING POLYTECHNIC, SARAWAK.

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ABSTRACT

Organizational Citizenship Behavior (OCB) has received much attention in the past decades as scholar has recognized to be vital to the survival of an organization. Because of current trends such as increased global competition, greater use of teams and more emphasis on customer service, organizations often respond by asking those employees to be more productive and dependable. It is therefore, of interest to researchers to better understand the dynamics of OCB. OCB is defines as one's willingness to do more than required by a job description. This study was conducted to determine the relationship between job satisfaction, organizational commitment, as well as organizational justice with organizational citizenship behavior practices among academic staffs in Kuching Polytechnic, Sarawak. This study also seeks to examine relative effect between job attitudes and OCB. Furthermore, this study attempted to discover the difference in level of citizenship behavior base on gender, age and job tenure. Data were collected from 166 from academic staffs by using proportionate stratified sampling to ensure that every department was represented in this study. The study show that four job attitudes that is organizational commitment, job satisfaction, procedural justice and distributive justice have a positive correlation and directly impact to enhance academic staffs to engage in citizenship behavior and organizational commitment was predicted as a dominant variable of job attitudes which influence citizenship behavior. This study also found that age shows that different level of citizenship behavior.

ABSTRAK

Tingkahlaku Kewarganegaraan Organisasi (Organizational Citizenship Behavior, OCB) mendapat perhatian para ilmuan setelah mereka mengenalpasti tingkahlaku tersebut mempunyai kepentingan terhadap kewujudan sesebuah organisasi. Berikutan trend semasa seperti persaingan global, semangat kerja berpasukan dan penekanan terhadap perkhidmatan pelanggan, organisasi lebih menyarankan setiap pekerja-pekerjanya agar lebih bersikap lebih produktif dan lebih dipercayai. Ekoran daripada saranan tersebut, penyelidik-penyelidik telah mengenalpasti betapa pentingnya untuk memahami amalan-amalan tingkahlaku tersebut. OCB didefinisikan sebagai kesanggupan individu melakukan sesuatu kerja tidak hanya terbatas kepada diskripsi kerja yang telah dipertanggungjawabkan. Kajian ini dijalankan untuk mengenalpasti hubungan antara kepuasan kerja, komitmen terhadap organisasi, keadilan dalam organisasi dengan amalan tingkahlaku kewarganegaraan organisasi di kalangan staf akademik di Politeknik Kuching Sarawak. Kajian ini juga bertujuan untuk menyelidik kesan relatif antara ke empat-empat sikap kerja dan OCB. Tambahan pula, kajian ini ingin melihat samada terdapat perbezaan tahap OCB berdasarkan jantina, umur dan tempoh kerja. Dengan menggunakan kaedah persampelan pembahagian berstrata, seramai 166 orang staf akademik telah dipilih sebagai sampel kajian. Kajian ini mendapati bahawa empat sikap terhadap kerja iaitu kepuasan kerja, komitmen terhadap organisasi dan keadilan dalam peraturan dan pembahagian tugas organisasi mempunyai hubungan positif dan secara langsung meningkatkan penglibatan staf akademik untuk mengambil bahagian dalam OCB. Juga di dapati, komitmen terhadap organisasi merupakan pembolehubah yang paling berpengaruh terhadap OCB. Kajian ini juga mendapati bahawa umur menunjukkan perbezaan di dalam tahap penglibatan OCB.

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LIST OF ABBREAVIATIONS

OCB	Organizational Citizenship Behavior
OCBI	Organizational Citizenship Behavior directed toward other individuals
OCBO	Organizational Citizenship Behavior which benefit the general organization
OCQ	Organizational Commitment Questionnaire
AC	Affective Commitment
NC	Normative Commitment
CC	Continuance Commitment
LMX	Leader Member Exchange

CHAPTER ONE

INTRODUCTION

1.0.   Background of the study

Behaviors that exceed the reach of traditional measures of job performance but are important and even crucial for long term organizational success is receiving increasing theoretical attention as the challenge of global competition highlights the importance of organizational innovation, flexibility, productivity, and responsiveness to changing external conditions (Van Dyne, Graham & Dienesch, 1994). Borman (2004) indicates that citizenship performance is likely to be important in the foreseeable future and defines citizenship performance as "behaviors that go beyond task performance and technical proficiency, instead supporting the organizational, social, and psychological context that serves as the critical catalyst for tasks to be accomplished" (Borman, 2004, p.238). Otherwise, nowadays organizations have shifted away from the use of strict hierarchical structures and individualized jobs. Indeed, team-based work structured has been implemented and the implementation has increased the importance of individual initiative and cooperation (Ilgen & Pulakos, 1999).

The interest in OCB can be traced back to Katz (1964), who identified three categories of employee behavior essential for organizational effectiveness. According to Katz, individuals must first be induced to enter and remain with an organization; as employees, they must carry out specific role requirements in a

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