

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT  
PRACTICES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

**By**

**RAVIKUMAR A/L GUHAMANI**



Thesis submitted to:

**COLLEGE OF BUSINESS,  
UNIVERSITI UTARA MALAYSIA,**

in Partial Fulfilment of the Requirement for the Master of Human Resource Management



**Pusat Pengajian Pengurusan  
Perniagaan**  
SCHOOL OF BUSINESS MANAGEMENT  
**Universiti Utara Malaysia**

**PERAKUAN KERJA KERTAS PENYELIDIKAN**  
(*Certification of Research Paper*)

Saya, mengaku bertandatangan, memperakukan bahawa  
(*I, the undersigned, certified that*)

**RAVIKUMAR A/L GUHAMANI (829639)**

Calon untuk Ijazah Sarjana  
(*Candidate for the degree of*)  
**MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas penyelidikan yang bertajuk  
(*has presented his/her research paper of the following title*)

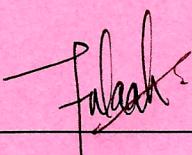
**THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES  
AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan  
(*as it appears on the title page and front cover of the research paper*)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(*that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper*).

Nama Penyelia : **PROF. MADYA DR. INDRAAH A/P KOLANDAISAMY**  
(*Name of Supervisor*)



Tandatangan : \_\_\_\_\_  
(*Signature*)

Tarikh : **12 DISEMBER 2024**  
(*Date*)

## **PERMISSION TO USE**

In presenting this dissertation/project paper in partial fulfilment of the requirements for a Postgraduate degree from University Utara Malaysia (UUM), I hereby grant permission for the library of this university to make it freely available for inspection. I further agree that permission. For copying this dissertation/project paper, in whole or in part, for scholarly purposes may be granted by my supervisor, or in their absence, by the Dean of the Othman Yeop Abdullah Graduate School of Business, where I completed my dissertation/project paper. It is understood that any copying, publication, or use of this dissertation/project paper, or parts of it, for financial gain shall not be permitted without my written consent. Furthermore, due recognition shall be given to both me and to UUM in any scholarly use made of any material from my dissertation/project paper.



Requests for permission to copy or to make any other use of materials in this dissertation/project paper, in whole or in part, should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia,

06010 UUM Sintok, Kedah Darul Aman

## ABSTRACT

The performance of employees is crucial to organizational success, and one key factor influencing Organizational Citizenship Behaviour (OCB) is Human Resource Management Practices (HRMP). This study aims to investigate the relationship between HRMP and OCB by examining six HRMPs: recruitment and selection, training and development, compensation and benefits, performance appraisal, involvement, and work conditions by utilizing Social Exchange Theory to understand the relationship mechanism. A quantitative approach is employed with the Statistical Package for the Social Sciences (SPSS) software (Version 26) for data analysis. The analysis includes reliability testing, descriptive analysis, correlation analysis, and multiple regression analysis, providing robust insights into the research question. The study involves 448 employees from four major glove manufacturers. The findings reveal a significant relationship between HRMP and OCB, with HRMP accounting for 65 per cent of the variance in OCB. This research contributes to the existing body of knowledge on HRMP and OCB among glove manufacturing employees, highlighting the importance of HRMP in fostering OCB. The findings offer new insights for glove manufacturing employers on effectively utilizing HRMP to promote OCB within their organizations.

**Keyword:** Organizational Citizenship Behaviour; Human Resource Management Practices,-Social Exchange Theory, Glove Manufacturing



## ABSTRAK

Prestasi pekerja adalah penting untuk kejayaan organisasi, dan salah satu faktor utama yang mempengaruhi gelagat kewarganegaraan organisasi adalah amalan pengurusan sumber manusia. Kajian ini bertujuan untuk mengkaji hubungan antara amalan pengurusan sumber manusia dan gelagat kewarganegaraan organisasi. Antara enam amalan pengurusan sumber manusia yang digunakan ialah, pengambilan dan pemilihan, latihan dan pembangunan, pampasan dan faedah, penilaian prestasi, penglibatan, dan keadaan kerja dengan menggunakan Teori Pertukaran Sosial untuk memahami mekanisme hubungan tersebut. Pendekatan kuantitatif digunakan dengan perisian “Statistical Package for the Social Sciences (SPSS) (Versi 26)” untuk menganalisis data. Analisis kajian ini merangkumi ujian kebolehpercayaan, analisis deskriptif, analisis korelasi, dan analisis regresi berganda, untuk menyokong objektif kajian. Seterusnya, kajian ini melibatkan 448 pekerja dari empat pengeluar sarung tangan utama. Hasil kajian menunjukkan hubungan yang signifikan antara amalan pengurusan sumber manusia dan gelagat kewarganegaraan organisasi, dengan amalan pengurusan sumber manusia menyumbang 65 peratus daripada variasi dalam gelagat kewarganegaraan organisasi. Hasil kajian ini juga menyumbang kepada pengetahuan sedia ada mengenai amalan pengurusan sumber manusia dan gelagat kewarganegaraan organisasi dalam kalangan pekerja pengeluar sarung tangan yang menekankan kepentingan amalan pengurusan sumber manusia dalam usaha memupuk gelagat kewarganegaraan organisasi. Malah, dapatan kajian ini menawarkan pandangan baharu kepada majikan pengeluar sarung tangan tentang cara yang berkesan untuk menggunakan amalan pengurusan sumber manusia bagi mempromosikan gelagat kewarganegaraan organisasi dalam organisasi mereka.

**Kata Kunci:** Gelagat Kewarganegaraan Organisasi, Amalan Pengurusan Sumber Manusia, Teori Pertukaran Sosial, Pengeluar Sarung Tangan

## ACKNOWLEDGEMENT

I want to take this opportunity to express my heartfelt gratitude to the individuals who have played a crucial role in the completion of my thesis. Their unwavering support, guidance, and encouragement have shaped this academic journey.

First and foremost, I extend my deepest appreciation to Associate Prof. Dr Indraah Kolandaisamy, my esteemed research supervisor. Her invaluable guidance, expertise, and encouragement have been pivotal in shaping the direction of my research. I am truly grateful for their unwavering support and mentorship, which have been crucial in navigating the challenges of this academic endeavour.

I also want to sincerely thank Associate Prof. Ts. Dr. Norbayah binti Mohd Suki for her outstanding guidance in research methodology. Her expertise and advice have been instrumental in shaping the research framework, and I am deeply grateful for her unwavering support and valuable insights, which have enhanced the quality of this thesis.

My profound thanks also go to the family members and fellow friends and colleagues. Their willingness to share expertise, Resource, and support has immensely contributed to the successful completion of this thesis. Their assistance and cooperation have been indispensable, I deeply appreciate their contributions. I want to express my heartfelt appreciation to my all the people for their unwavering love, understanding, and support throughout this journey. Their patience, encouragement, and sacrifices have been the cornerstone of my academic pursuit. I am deeply thankful for their unwavering belief in me and unending support.

To each of these remarkable individuals, I owe a debt of gratitude. Their contributions, support, and belief in my abilities have been key to achieving this academic milestone, and I am extremely fortunate to have such amazing individuals present in my life.

## TABLE OF CONTENTS

<b>CERTIFICATION OF THESIS WORK.....</b>	<b>I</b>
<b>PERMISSION TO USE.....</b>	<b>II</b>
<b>ABSTRACT .....</b>	<b>III</b>
<b>ABSTRAK .....</b>	<b>IV</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>V</b>
<b>TABLE OF CONTENTS .....</b>	<b>VIII</b>
<b>LIST OF TABLES .....</b>	<b>XIV</b>
<b>LIST OF FIGURES .....</b>	<b>XIV</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>XV</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
<b>1.1 Introduction.....</b>	<b>1</b>
<b>1.2 Background of the Study .....</b>	<b>2</b>

<b>1.3 Problem Statement.....</b>	<b>4</b>
<b>1.4 Research Questions.....</b>	<b>8</b>
<b>1.5 Research Objectives.....</b>	<b>8</b>
<b>1.6 Scope of the Study.....</b>	<b>9</b>
<b>1.7 Significance of the Study .....</b>	<b>10</b>
<b>1.8 Definition of Key Terms .....</b>	<b>11</b>
<b>1.9 Organization of the Thesis .....</b>	<b>13</b>
<b>1.10 Chapter Summary .....</b>	<b>14</b>
<b>CHAPTER TWO .....</b>	<b>15</b>
<b>LITERATURE REVIEW .....</b>	<b>15</b>
<b>2.1 Introduction.....</b>	<b>15</b>
<b>2.2 Organizational Citizenship Behaviour (OCB) .....</b>	<b>15</b>
<b>2.3 Human Resource Management (HRM).....</b>	<b>18</b>
<b>2.4 Human Resource Planning (HRP) .....</b>	<b>20</b>
<b>2.5 Human Resource Management Practices (HRMP) .....</b>	<b>21</b>
2.5.1 Recruitment and Selection .....	22
2.5.2 Training and Development.....	25

2.5.3 Compensation and Benefits.....	27
2.5.4 Performance Appraisal .....	30
2.5.5 Involvement.....	32
2.5.6 Work Condition.....	33
<b>2.6 Underpinning Theory .....</b>	<b>35</b>
2.6.1 Social Exchange Theory (SET).....	35
<b>2.7 Hypotheses Development.....</b>	<b>36</b>
2.7.1 Relationship between recruitment and selection and Organizational Citizenship Behaviour (OCB) .....	36
2.7.2 Relationship between Training and Development and Organizational Citizenship Behaviour (OCB) .....	38
2.7.3 Relationship between Compensation and Benefits and Organizational Citizenship Behaviour (OCB) .....	39
2.7.4 Relationship between Performance Appraisal and Organizational Citizenship Behaviour (OCB) .....	40
2.7.5 Relationship between Involvement and Organizational Citizenship Behaviour (OCB).....	42
2.7.6 Relationship between Work Condition and Organizational Citizenship Behaviour (OCB).....	43
<b>2.8 Research Framework.....</b>	<b>44</b>
<b>2.9 Chapter Summary .....</b>	<b>45</b>

<b>CHAPTER THREE .....</b>	<b>46</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>46</b>
<b>3.1 Introduction.....</b>	<b>46</b>
<b>3.2 Research Design .....</b>	<b>46</b>
3.2.1 Research Philosophy .....	47
3.2.2 Research Approach .....	48
3.2.3 Research Strategy and Time Horizon.....	49
<b>3.3 Data Collection.....</b>	<b>51</b>
<b>3.4 Population.....</b>	<b>52</b>
<b>3.5 Sample and Sampling Techniques.....</b>	<b>53</b>
<b>3.6 Questionnaire Design.....</b>	<b>54</b>
<b>3.7 Operationalization of Variables.....</b>	<b>57</b>
3.7.1 Organizational Citizenship Behaviour (OCB) .....	57
3.7.2 Recruitment and Selection .....	59
3.7.3 Training and Development.....	60
3.7.4 Compensation and Benefits.....	61
3.7.5 Performance Appraisal .....	62
3.7.6 Involvement.....	63
3.7.7 Work Conditions .....	64
3.7.8 Validity.....	66

3.7.9 Pilot Study .....	66
<b>3.8 Data Collection Procedure .....</b>	<b>68</b>
<b>3.9 Data Analysis.....</b>	<b>69</b>
3.9.1 Descriptive Analysis .....	69
3.9.2 Correlation Analysis.....	70
3.9.3 Multiple Regression Analysis .....	71
<b>3.10 Chapter Summary .....</b>	<b>72</b>
 <b>CHAPTER FOUR.....</b>	<b>73</b>
 <b>RESULT AND DISCUSSION .....</b>	<b>73</b>
 <b>4.1 Introduction.....</b>	<b>73</b>
 <b>4.2 Response Rate.....</b>	<b>73</b>
 <b>4.3 DATA SCREENING AND PRELIMINARY ANALYSIS .....</b>	<b>74</b>
4.3.1 Assessing and Replacing Missing Values .....	74
4.3.2 Analysis of Outliers.....	74
4.3.3 Test of Normality .....	75
4.3.4 Test of Multicollinearity .....	76
4.3.4 Common Method Variance .....	77
 <b>4.4 Demographic Profile of Respondents.....</b>	<b>77</b>

<b>4.5 Reliability Test .....</b>	<b>79</b>
<b>4.6 Descriptive Analysis.....</b>	<b>81</b>
<b>4.7 Correlation Analysis .....</b>	<b>82</b>
<b>4.8 Multiple Regression Analysis.....</b>	<b>84</b>
<b>4.9 Hypotheses Testing .....</b>	<b>85</b>
<b>4.10 Chapter Summary .....</b>	<b>88</b>
 <b>CHAPTER FIVE .....</b>	 <b>89</b>
 <b>DISCUSSION AND CONCLUSION .....</b>	 <b>89</b>
<b>5.1 Introduction.....</b>	<b>89</b>
<b>5.2 Recapitulation .....</b>	<b>89</b>
<b>5.3 Discussion of The Findings.....</b>	<b>90</b>
5.3.1 Relationship between recruitment and selection and Organizational Citizenship Behavior (OCB) .....	91
5.3.2 Relationship between Training and Development and Organizational Citizenship Behaviour (OCB) .....	92
5.8.3 Relationship between Compensation and Benefits and Organizational Citizenship Behaviour (OCB) .....	93

5.8.4 Relationship between Performance Appraisal and Organizational Citizenship Behaviour (OCB) .....	95
5.8.5 Relationship between Involvement and Organizational Citizenship Behaviour (OCB) .....	96
5.8.6 Relationship between Work Condition and Organizational Citizenship Behaviour (OCB) .....	97
<b>5.4 Implications and Suggestions.....</b>	<b>98</b>
5.4.1 Theoretical Implications.....	98
5.4.2 Practical Implications.....	99
<b>5.5 Limitations and Suggestions for Future Research.....</b>	<b>103</b>
<b>5.6 Conclusion .....</b>	<b>105</b>
<b>REFERENCES.....</b>	<b>107</b>
<b>APPENDIX.....</b>	<b>126</b>
<b>Appendix 1: Survey Questionnaire .....</b>	<b>126</b>
<b>Appendix 2: SPSS Output.....</b>	<b>136</b>

## LIST OF TABLES

Table 3. 1 The Number of Employees in Four Malaysia Glove Manufacturers.....	52
Table 3. 2 Table to determine sample size from a given population. ....	53
Table 3. 3 Sources of Variable's Instrument .....	55
Table 3. 4 Five Point Likert Scale .....	56
Table 3. 5 Operational Measurement items for Organizational Citizenship Behaviour (OCB).....	57
Table 3. 6 Operational items for Recruitment and Selection.....	60
Table 3. 7 Operational items for Training and Development .....	61
Table 3. 8 Operational Items for Compensation and Benefits.....	61
Table 3. 9 Operational Items Performance Appraisal.....	62
Table 3. 10 Operational Items for Involvement.....	63
Table 3. 11 Operational Items for Work Condition .....	65
Table 3. 12 Cronbach's Alpha Values for Pilot Study (n=30).....	67
Table 3. 13 Strength of Pearson Correlation Coefficient.....	72
Table 4. 1 Skewness and Kurtosis Values for Measured Variables .....	76
Table 4. 2 Test of Multicollinearity .....	77
Table 4. 3 Demographic Distribution of Respondents (N = 448).....	79
Table 4. 4 Summary of Reliability Analysis.....	81
Table 4. 5 Descriptive Analysis of the Variables .....	82
Table 4. 6 Relationship Among Variables .....	84
Table 4. 7 Multiple Regression Analysis.....	86
Table 5.1 Summary of Hypothesis Testing.....	89

## LIST OF FIGURES

Figure 2. 1 The Evaluation of Human Resource Management Ideas and Practices .....	18
Figure 2. 2 Research Framework .....	45



## LIST OF ABBREVIATIONS

<b>ADDIE Model</b>	Analyze, Design, Develop, Implement, and Evaluate Model
<b>ATS</b>	Applicant Tracking System
<b>C&amp;B</b>	Compensation and Benefits
<b>CBP</b>	Customs and Border Protection
<b>CMV</b>	Common Method Variance
<b>EI</b>	Employee Involvement
<b>ESG</b>	Environmental Social and Governance
<b>FMCG</b>	Fast-Moving Consumer Goods
<b>HPWS</b>	High-Performance Work System
<b>HRM</b>	Human Resource Management
<b>HRMP</b>	Human Resource Management Practices
<b>HRP</b>	Human Resource Planning
<b>ILO</b>	International Labor Organization
<b>KSA</b>	Knowledge, Skill, Ability
<b>MOF</b>	Ministry of Finance
<b>OB</b>	Organizational Behaviour
<b>OCB</b>	Organizational Citizenship Behaviour

<b>OCB-I</b>	Organizational Citizenship Behaviour directed towards Individuals
<b>OCB-O</b>	Organizational Citizenship Behaviour directed toward Organization
<b>OCBE</b>	Organizational Citizenship Behaviour for the Environment
<b>OJT</b>	On-the-job Training
<b>OSH</b>	Occupational Safety and Health
<b>SET</b>	Social Exchange Theory
<b>SMETA</b>	Sedex Members Ethical Trade Audits
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>T&amp;D</b>	Training and Development
<b>TNA</b>	Training Needs Analysis
<b>VIF</b>	Variance Inflation Factor

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Introduction

Organizational Citizenship Behaviour (OCB) is among the organizational behaviours (OB) that have been studied over the decades (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). In practice, many determinants induce employee OCB. However, this study examines six dimensions of Human Resource Management Practices (HRMP) as suggested by (Demo, Neiva, Nunes, & Rozzett, K. 2012) towards OCB among four main glove manufacturing employees (Top Glove Corporation Bhd, Supermax Corporation, Hartalega Holdings Bhd, and Kossan Rubber Industries Bhd). The Human Resource Management Practices (HRMP) appeared as the most influential antecedent toward the OCB compared to other variables (Ocampo et al., 2018). The six HRMP's are recruitment and selection, training and development, compensation and benefit, performance appraisal, involvement, and work condition. This study also attempts to fill the research gap and literature on OCB in the context of Malaysian employees; predominantly among the manufacturing sector employees (Karuppiah K.S, 2018) and specifically in the glove manufacturing sector. The following sections of this chapter discuss the background of the study, problem statement, research question and objectives, scope and significance of the research, definition of key terms, and organization of this dissertation from chapter one until chapter five.

## **1.2 Background of the Study**

Today, organizations are significantly impacted by the development of technology and globalization, which has resulted in a rise in worldwide commercial rivalry. Employees in the organization play a vital role in this rivalry. Businesses examine employee behaviours in the organization to gain a competitive edge. Organizational Citizenship Behaviour (OCB) among employees ranks as one of many behaviours (Ocampo et al., 2018). Employee behaviour can significantly impact organizational performance and success. The employee's individual-level behaviours can positively affect organizational outcomes through a series of interpersonal dynamics in the form of social capital development (Caya & Mosconi, 2022).

Many researchers have studied organizational citizenship behaviour (OCB) over the decades. The idea of "organizational citizenship behaviour" in the early 1980s produced ground-breaking work on OCB (Organ et al., 2006). The paper titled "Organizational Citizenship Behaviour: The Good Soldier Syndrome" in 1988 establishes the foundation for defining OCB as willing and optional actions shown by staff that are not explicitly acknowledged or rewarded by the structured reward system in the organization (Organ et al., 2006).

The ancient concept of OCB started to evolve in the early 1930s. However, the following studies and research started to be recognized and defined in the 1980s. The OCB concept is linked with individual contextual performance and prosocial organizational behaviour. The OCB among employees can be explored among two tiers, namely individual and organizational levels. Nevertheless, the idea of OCB has become widely

acknowledged and gained attention when the employee's actions and welfare contribute toward efficiency in the corporation. According to Organ et al. (2006), organizations need employees capable of keeping track of, altering to, and dealing with the ever-changing corporate world. Studies show that when employers inspire the workforce to be involved, OCB will benefit from such effort. Organizational Citizenship Behaviours (OCBs) benefit individuals and organizations, ensuring that employees who exhibit OCBs will remain integral to the company's future (Edros et al., 2020).

Conversely, it is significant to understand antecedents that directly and indirectly influence OCB. A bibliometric analysis of OCB from the year 2018 until 2021 reported several keywords related to OCB including Corporate Social Responsibility (CSR), cross-cultural validation, work engagement, governance, extra-role behaviour, abusive supervision, employer branding construction project, school, target gossip, death anxiety, academic, independent hotel, organizational justice, Human Management Resource Practices (HRMP), meta-analysis, and leader Machiavellianism (Sya'bania & Churiyah, 2022). Further, leadership in the organization could also be tied to OCB. For example, Distributed Leadership (DL) can enhance employee's Organizational Citizenship Behaviour (OCB) by providing employees with a degree of autonomy in decision-making (Mahmud et al., 2022). Out of many antecedents', Human Resource Management Practices (HRMP) considered as the adequate antecedent to manage and influence employees in the organization. HRMP appeared as the most influential antecedent towards the OCB compared to other variables (Ocampo et al., 2018). Additionally, OCB also has a cross-relationship with human resource practices and organizations' sustainability in the environmental context (Malik et al., 2021).

### 1.3 Problem Statement

Organizational Citizenship Behavior (OCB) is a required behavior nowadays (Mokkhtar & Saludin, 2021). Employers must deliver exceptional service and foster OCB in a competitive work environment. (Wan Sulaiman et al., 2021). The employees' OCB profoundly impacts organizational effectiveness (Kumari & Thapliyal, 2018). The importance of OCB in an organization has been proven to improve individual performance and productivity. (Mohd Shah & Halim, 2018). It is highly likely that diligent and committed employees are exceeding their employer's expectations, thereby benefiting the organization (Kumari & Thapliyal, 2018). Malaysian glove producers in the manufacturing cluster need to consider proactive methods to instil OCB and attitude due to its profound impact on individual and organizational performance.

Further, various studies and research have been published in the OCB field worldwide, with various antecedents in different groups of respondents and countries. However, research and literature on OCB in the context of Malaysian employees are still scarce, predominantly among the manufacturing sector employees (Karuppiah K.S, 2018) and specifically in the glove manufacturing sector. Undeniably, OCB studies in Malaysia focus more on service sector employees than manufacturing employees. Vasudevan (2021) reported that organizational commitment has an association with OCB among bank employees; transformational leadership show a relationship with OCB among Ministry of Finance (MOF) employees (Wan Sulaiman et al., 2021). Mohd Shah and Halim (2018) conducted a study on the influence of the five-factor traits on teachers' OCB (Mohd Shah & Halim, 2018). Further, organizational support influences OCB at the individual and organizational levels among higher education institutions (Rosafizah et al., 2020). The

above circumstances clearly show that fewer OCB studies have been conducted in the manufacturing sector, and there is a need for further study via this research.

Even though, human Resource practices appeared as the utmost influential determiner or contributing to OCB (Ocampo et al., 2018), fewer studies have been conducted and published in the human resource management practice (HRMP), especially in the glove manufacturing sector. However, studies on HRMP in the service-oriented sector have identified interconnected relationships between organizational support, reward systems, supervisory support, feedback, and Organizational Citizenship Behavior (OCB) among lecturers (Mohamed Azim & Zaid, 2017). Compared to other manufacturing sub-sectors, the glove manufacturing sector emphasizes and upholds higher ethical and fair human resource management practices (HRMP) for employees in the market. The leading four Malaysian glove manufacturers follow and uphold higher international standards such as the prevention of International Labor Organization (ILO) forced labor indicators, compliance with Amfori BSCI code of conduct eleven (11) performance areas, Sedex Members Ethical Trade Audits (SMETA) four (4) pillars. The rising concern among stakeholders on environmental social and governance (ESG)elements, ethical practices, and sustainability has forced organizations to comply with all the requirements. The Malaysian factories, producing a range of goods from palm oil to medical gloves, have faced heightened scrutiny in recent years due to allegations of migrant employee abuse (Reuters,2023). Therefore, glove manufacturers in Malaysia undergo various assessments and audits of their existing practices, including their Human Resource Management Practices (HRMP). In 2021, the U.S. Customs and Border Protection (CBP) found 10 out of the 11 International Labor Organization (ILO) forced labor indicators in one of the big

four glove manufacturers of Supermax's production process. In addition, Malaysia raised the national minimum wage by 25 per cent in May 2022, from RM 1,200 (US D273) to RM 1,500 (USD 341) (Medina, 2023). The Employment Act 1955 (Amendments) 2022 took effect on 1 January 2023, benefiting both employees and employers in Malaysia (Nicholas, 2022). This circumstance enlightens the Malaysian government's commitment to improving Human Resource Management Practices (HRMP) at the national level. Thus, emphasis and attention have been given to the HRMP in the labor market.

A study on the Malaysian workforce found that salary packages are crucial for retaining talent (Robert Walters Great Resignation Reality Check Survey 2022; Hazim, 2022). Additionally, 32% of employees seek a pay rise (PWC Malaysia Workforce Hopes and Fears 2022 survey). Thus, increasing salaries can help reduce staff turnover (EY 2022 Work Reimagined Survey Report). Moreover, 48% of employees believe their jobs require special training (PWC Malaysia Workforce Hopes and Fears 2022 survey). This circumstance shows the importance of HRMP in the organization in managing the workforce efficiently and effectively.

Effective human resource management practices are crucial in fostering civic organizational behaviors and have been shown to enhance individual performance and productivity (Mohamed Azim & Zaid, 2017; Mohd Shah & Halim, 2018). The previous research findings indicate a strong relationship between HRMP and Organizational Citizenship Behavior (OCB) (Mohamed Azim & Zaid, 2017). The Existing studies often treat Human Resource Management Practices (HRMP) as a single construct across various industries, such as in the southern United States (Gavino et al., 2020), chemical production

in Pakistan (Rasheed & Ghani, 2020), hotel employees (Foo et al., 2020), higher education (Nawangsari & Sutawidjaya, 2018; Aboramadan et al., 2020), and commercial banks in China (Begum et al., 2014; Pires & Nunes, 2018). However, this study views HRMP as a multidimensional construct, examining its relationship with Organizational Citizenship Behavior (OCB) to enhance theoretical understanding.

This study investigates six HRMPs: recruitment and selection, training and development, compensation, and benefits, performance appraisal, involvement, and work conditions towards OCB among glove manufacturing employees. Organizational Citizenship Behaviors (OCBs) are significantly related to various individual-level outcomes, such as managerial ratings of employee performance, reward allocation decisions, and withdrawal-related criteria, as well as organizational-level outcomes, including productivity, efficiency, cost reduction, and customer satisfaction (Podsakoff et al., 2009). Thus, identifying the relationship between organizational initiatives (HRMP) and employee outcomes (OCB) among glove manufacturing employees elucidates the connection between both variables.

## **1.4 Research Questions**

Based on the background of the study and the identified gap in the literature, this study aims to answer the following research questions.

1. Does recruitment and selection relate to organizational citizenship behaviour (OCB)?
2. Does training and development relate to organizational citizenship behaviour (OCB)?
3. Does compensation and benefits relate to organizational citizenship behaviour (OCB)?
4. Does performance appraisal relate to organizational citizenship behaviour (OCB)?
5. Does involvement relate to organizational citizenship behaviour (OCB)?
6. Does work condition relate to organizational citizenship behaviour (OCB)?

## **1.5 Research Objectives**

The research objectives of this study have been discussed accordingly.

1. To examine the relationship between recruitment and selection, and organizational citizenship behaviour (OCB).
2. To examine the relationship between training and development, and organizational citizenship behaviour (OCB).

3. To examine the relationship between compensation and benefits, and organizational citizenship behaviour (OCB).
4. To examine the relationship between performance appraisal, and organizational citizenship behaviour (OCB).
5. To examine the relationship between involvement, and organizational citizenship behaviour (OCB).
6. To examine the relationship between work conditions, and organizational citizenship behaviour (OCB).

## **1.6 Scope of the Study**

In this study, six Human Resource Management Practices (HRMP), which are recruitment and selection, training and development, and compensation, and benefits, performance appraisal, involvement, and work condition were examined towards Organizational Citizenship Behaviour (OCB) among Malaysia's top four glove manufacturing employees. The OCB among employees were measured via five dimensions established by Organ (1988): conscientiousness, civic virtue, sportsmanship, and altruism. This study considers Malaysia's top four glove manufacturers which recorded higher revenue as follows: Top Glove Corporation Bhd (RM 5.5 billion), Supermax Corporation (RM 2.7 billion), Hartalega Holdings Bhd (RM 2.4 billion), Kossan Rubber Industries Bhd (RM 2.0 billion) and respectively. This study includes employees from all levels, from ground operators to managers, to gain a holistic and comprehensive responses. According to Kerjice and Morgan's (1970) rule of thumb for sampling, 379 employees from the population of 26,714 employees from the top four glove manufacturers were chosen accordingly. The research significantly addresses the relationship between HRMP and

OCB among glove manufacturing employees. The Social Exchange Theory (SET) used as an underpinning theory for this research.

### **1.7 Significance of the Study**

This research fosters employees' organizational citizenship behaviour (OCB) through human resource management practice (HRMP). The findings serve as knowledge, guidance, and a source of ideas on OCB for the management of employees in the organization regardless of their position. In addition, the findings also indicate a clearer understanding of the importance of OCB and how it can be utilized to manage employees more efficiently and effectively within the organization.

The study findings help management integrate these HRMPs in formulating employee management strategies. This study's findings also enlighten how an organization can utilize Human Resource Management Practices to influence OCB among employees in the manufacturing sector. This research enables organizations to implement effective action plans and recognize the significant role that HRMPs play in fostering OCB. Consequently, OCB enhances organizational performance and efficiency, propelling the organization to greater heights.

This research could guide academic institutions and future researchers by contributing to the existing literature and knowledge and potentially accenting the loops. This, in turn, may prompt further exploration of additional HRMP variables in future research.

## **1.8 Definition of Key Terms**

The definition of all variables that used in this research are as below:

### **1.8.1 Organizational Citizenship Behaviour (OCB)**

In Organ's study (as cited in Podsakoff, MacKenzie, Moorman, & Fetter, 1990), Organizational Citizenship Behaviours (OCB) is defined as discretionary actions that are not formally required as part of an employee's role but contribute significantly to the effective functioning of the organization.

### **1.8.2 Recruitment and Selection**

Organizationally articulated proposal, with theoretical and practical constructions, to look for employees, encourage them to apply, and select them, aiming to harmonize people's values, interests, expectations, and competences with the characteristics and demands of the position and the organization (Demo et al., 2012).

### **1.8.3 Training and Development**

Organizationally articulated proposal, with theoretical and practical constructions, to provide for employees' systematic competence acquisition and to stimulate continuous learning and knowledge production (Demo et al., 2012).

### **1.8.4 Compensation and Benefits**

Organizationally defined strategy, incorporating both theoretical and practical frameworks, aimed at rewarding employees' performance and competence through remuneration and incentives (Demo et al., 2012).

### **1.8.5 Performance Appraisal**

Organizationally articulated framework, encompassing both theoretical and practical elements, designed to evaluate employee performance and competence, thereby supporting decisions related to promotions, career planning, and development (Demo et al., 2012).

### **1.8.6 Involvement**

Organizationally articulated proposal, incorporating both theoretical and practical elements, aims to foster an affective bond with employees, enhancing their well-being at work through recognition, relationship-building, participation, and communication (Demo et al., 2012).

### **1.8.7 Work Condition**

Organizationally articulated proposal, integrating both theoretical and practical frameworks, aimed at providing employees with favourable working conditions, including benefits, health, safety, and technology (Demo et al., 2012).

## **1.9 Organization of the Thesis**

This thesis encompasses five chapters. Chapter One provides an introduction and background to the study, offering a general overview. It includes the statement of the research problem, research questions, research objectives, scope of the study, significance (both theoretical and practical), definitions of key terms, and the organization of the research.

Chapter Two reviews the literature related to the study variables, which are organizational citizenship behaviours and human resource practices. It presents arguments from past studies, underpinning theories, the research framework, and the development of hypotheses.

Chapter Three details the study's methodology. It covers the research design, population and sample, data collection procedures, and an extensive discussion of the research instruments. The chapter concludes with the techniques used for data analysis.

Chapter Four presents and discusses the results from the collected data. The Statistical Package for Social Sciences (SPSS) is employed for data screening and preliminary analysis. Techniques such as descriptive analysis, reliability testing, Pearson's correlation analysis, and multiple regression analysis are used to analyse the data.

Chapter Five outlines the conclusions drawn from the results and offers recommendations for future research. It also discusses the contributions of the study from both theoretical and practical perspectives. Finally, the chapter addresses the study's limitations and suggests areas for further research.

## 1.10 Chapter Summary

In summary, the current chapter provides an overview of the study's background and the significance of the research problem. It outlines the essential research questions and objectives that guide the study. Additionally, it highlights the scope and significance of the research, defines key terms, and describes the organization of the thesis from Chapter One to Chapter Five.

The next chapter discuss the literature, concepts, theories, and research related to the independent and dependent variables from previous studies. It synthesizes these arguments to position the present study. The chapter also covers the underpinning theory, research framework, and hypothesis development, indicating the relationships among the variables in the study.



## CHAPTER TWO

### LITERATURE REVIEW

#### **2.1 Introduction**

This chapter examines relevant past works. It discusses the concept of Organizational Citizenship Behaviour (OCB) and human resource management practices (HRMP) and the association between them. Finally, the hypotheses were developed along with a research framework.

#### **2.2 Organizational Citizenship Behaviour (OCB)**

In Organ's study (as cited in Podsakoff, MacKenzie, Moorman, & Fetter, 1990), Organizational Citizenship Behaviours (OCB) is defined as discretionary actions that are not formally required as part of an employee's role but contribute significantly to the effective functioning of the organisation. The primary characteristics of OCB are an employee's organisational obedience, organisational loyalty, and organisational participation (Graham, 1991; Karuppiah, 2019). These behaviours collectively contribute to the excellence of the organisation's operations. The OCB among employees is necessary since it supports organisational performance, effectiveness, and competitiveness (Foo et al., 2019). Organisations exhibiting higher levels of OCB in staff can enhance overall performance, achieve greater employee satisfaction, and cultivate stronger working relationships between employees and management (Alzghoul et al., 2023). Employees with elevated organisational dedication are likely to show extensive endeavour and align themselves with the organisation's direction and practices (Niyomdecha, 2018).

Even though, OCB has a profound impact on organisations, as mentioned, the determinant of OCB among employees was frequently raised consent. The OCB comprises 50 determinants, of which 26 variables come from surveys and another 24 from previous academic writing and works (Ocampo et al., 2018). The primary determinants of Organizational Citizenship Behaviour (OCB) encompass many aspects, including Corporate Social Responsibility (CSR), cross-cultural validation, work engagement, governance, abusive supervision, employer branding, construction projects, organisational justice, human resource management practices, meta-analysis, and leader Machiavellianism (Sya'bania & Churiyah, 2022). Understanding these antecedents can elucidate their complex interrelationships, enhancing policy and decision-making processes (Ocampo et al., 2018). However, this research focus on human resource management practices and their relationship with OCB. The antecedents measure OCB, similarly, a debatable issue due to the different targeted respondents, sectors, and cultural contexts.

The OCB is measured via multidimensional five perspectives (Organ 1988); first, the term "conscientiousness" relates to a person's responsibility for their work and their capacity to coordinate Resources to benefit the success of the organisation. Second, altruism describes actions that demonstrate the qualities of selflessness, generosity, and voluntarism while encouraging and assisting other team members to achieve their tasks. Third, good sportsmanship relates to employee actions that show commitment to their jobs despite challenges or difficulties that may arise. Next, fourth category is courtesy, which refers to actions taken by employees that avoid or lessen issues with customers and co-

workers. Finally, civic virtue refers to employee behaviours that pay attention to and participate in all organisational activities.

The above OCB five dimensions are summarised and categorised into the simplest way to two dimensions, which OCB directed toward the individual (OCB-I) and organisation (OCB-O) by Williams and Anderson (1991). The OCB has a beneficial effect on individual-level achievement, which eventually contribute to organisational-level success. (Ocampo et al., 2018; Kelemen et al., 2022) This two-dimensional model illustrates two types of OCB, which focus on the individual employee level and the organisation.

The first category of Organizational Citizenship Behaviour (OCB-I), which focuses on individuals, involves actions that directly benefit specific individuals. Behaviours such as altruism, courtesy, peacekeeping, and cheerleading efforts focused on individual colleagues (Tambe & Shankar, 2014). In this context, OCB-I can be utilised to keep the employment relationship. (Detnakarin & Rurkkhum, 2019). The OCB-I refers to actions that provide immediate benefits to an individual level while secondarily aiding the organisation (Williams & Anderson, 1991). Examples of OCB-I actions among employees include helping co-workers and having a personal interest in them when away from work. In essence, OCB-I primarily focuses on actions that benefit individuals.

The second type of OCB-O focuses on the organisation and engages in actions that benefit the organisation (Williams & Anderson, 1991; Zuniga et al., 2022). The organisational OCB includes conscientiousness, civic virtue, and sportsmanship (Tambe & Shankar, 2014). Employees also desire to participate in OCB to benefit organisations and increase organisational performance (Detnakarin & Rurkkhum, 2019). For instance, OCB-

O actions among employees advance notification when away from work and observe informal rules designed in the workplace. In summary, OCB-O is focused on actions that benefit the organisation.

### 2.3 Human Resource Management (HRM)

Human Resource Management (HRM) focus on personal management, human relations, and industrial relations (Armstrong & Taylor, 2023). This circumstance creates a need to study work and employment in a business circumstance. In late 1980, HRM evolved as an abstract outline to guide organisations on simultaneously achieving organisational effectiveness and individual employee satisfaction (Armstrong & Taylor, 2023). According to Budd (2016), the evaluation of HRM is divided into four stages, which embrace the evolution of ideas and practices as below.

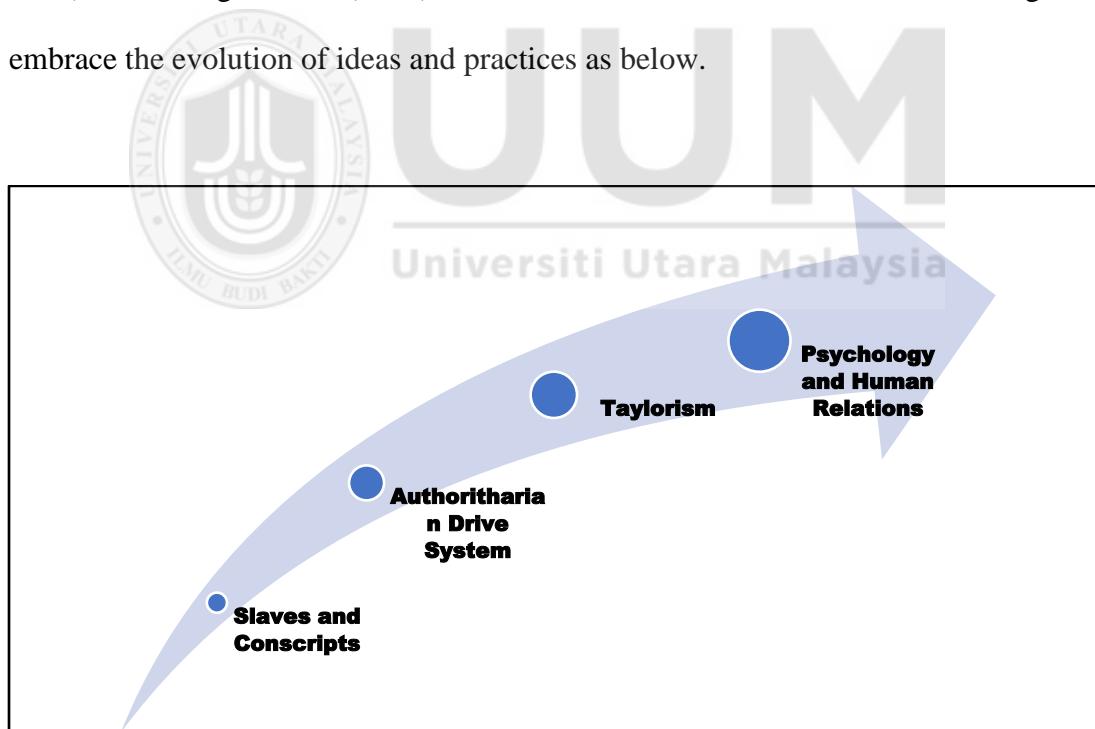


Figure 2. 1

*The Evaluation of Human Resource Management Ideas and Practices*

Source: Budd, (2016)

The first stage is more towards enslaved people and conscripts. In the initial stage, the supervisor has absolute power and control over the employee's work—next, the second stage is the authoritarian drive system, which emphasises the business owner's intelligence. For instance, the owners are more industrious, ambitious, thrifty, and sober than employees. The third stage is Taylorism, which involves systematic scientific management. Thus, managers possess the necessary knowledge, while workers seek to earn income most efficiently. Ultimately, the emergence of psychology and human relations has highlighted the significance of addressing workers' psychological needs and fostering social relationships.

HRM generally focuses on people management to achieve desired outcomes (Armstrong & Taylor, 2023). Thorough management involves systems and practices used to influence people's behaviour in an organisation and its effectiveness (Robbins & Judge, 2024; Armstrong & Taylor, 2023; Martocchio, J. J., 2019). The perceived human Resource practices and organisational support among employees can be pertinent to individual-level attitudinal and behavioural results: high Ability, Motivation, Opportunity (AMO), and OCB (Halid et al., 2020; Diaz-Fernandez et al., 2023). Thus, HRM can influence managers' and employees' behaviour. However, HRM is likewise allied to many challenges (Martocchio & Mondy, 2019). Thus, HRM functions to tackle the challenge and utilise the human capital to realise the ideal result in the organisation. The HRM plays a vital role in workforce composition, promotes a various and comprehensive workplace, and actively engages throughout an employee's tenure with the organisation (Robbins & Judge, 2024). The HRM is a leadership role responsible for regularly drafting, communicating, and enforcing employment policies and practices (Robbins & Judge, 2024). Thus, HRM must

fit with the organisation's environment since it involves procurement, allocating, and utilising people (Armstrong & Taylor, 2023; Dowling, 2023). At length, HRM should be a strategic concept that unifies all the functions that help improve the workplace and overall organisational performance (Kuntonbutr & Sangperm, 2019).

## **2.4 Human Resource Planning (HRP)**

Human resource planning has acquired special attention in organisational development and business planning. The human resource planning is a process that involves identifying, assessing, and planning for an organisation's workforce needs to meet both its short-term and long-term requirements (Prashnati, 2013). Human resource planning emphasises that people are strategic and important resource in the organisation. HR planning involves matching human Resources to business needs regarding skills (quality) and number (quantity). Therefore, HR planning needs to ensure that there is no excess or shortage of employees to support organization operations. HR planning is important in employment to improve organisational effectiveness regarding employee requirements. HR planning creates a path to prepare for future recruitment, retention, succession management, and talent management plans. The critical success of human resource planning relies on employee and organisation commitment to create a workplace that peace, progress, and growth continuously. The key challenge in human resource planning is to predict the future and the impact of unpredictable change on an organisation's operation. Ultimately, human resource planning establishes clear and explicit connections between the organisation's objectives and HR strategies, facilitating a more effective integration of the two (Armstrong & Taylor, 2023).

## 2.5 Human Resource Management Practices (HRMP)

HRMP is derived from specific activities, approaches, and procedures human resource department use to implement policies besides HRM strategies. These day-to-day operations and best practices ensure that the HRM framework is effectively executed (Armstrong & Taylor, 2023). A collection of different HRMPs come together under the umbrella of HRM. According to Demo et al. (2012), there are six main HRMPs: recruitment and selection, training and development, compensation and benefits, performance appraisal, involvement, and work conditions. These HRMPs are derived from numerical and non-numerical methods. The HRMP scale evaluates six key HR practices, demonstrating high consistency and a suitable alignment through various statistical analyses, such as Cronbach's alpha. All these functions are intended to draw in, develop, and retain human resources in the organisation (Foo et al., 2020). All the HRMPs are interrelated and could affect one another. For instance, a pay-for-performance compensation plan relies on performance appraisal practices that are both reliable and valid. Thus, individual HRMP collectively can become a high-performance work system (HPWS) (Robbins & Judge, 2024). The HPWS could impact organisational performance, improve workforce skills and abilities, and boost employee morale to exert OCB (Vu et al., 2020)

This study focusses on six human resource management practices that could affect employees' organisational citizenship behaviour. The following sections will discuss the six practices: recruitment and selection, training and development, compensation, and benefits, performance appraisal, involvement, and work conditions.

### **2.5.1 Recruitment and Selection**

Recruitment involves looking for and capturing capable and talented individuals to register interest in job vacancies within an organisation. In contrast, selection decides the best-qualified person for the position and the organisation (Halid et al., 2020; Foo et al., 2020). In summary, the goal is to identify ideal candidates to take up vacancies and to forecast their potential for successfully performing the role (Robbins & Judge, 2024)

Recruitment and selection begin with workforce planning and forecasting, which involves determining the positions that need to be filled and developing strategies for filling them (Dessler, 2020). Thus, it helps the HR department to define and analyse the hiring requirements. This outline required knowledge, skills, abilities, and expected behaviour for the role. Then, the organisation should analyse the existing recruitment strengths and weaknesses. In this stage, recruitment success relies on the organisation's reputation, pay and benefits, and employment conditions. Employer branding is vital in attracting potential candidates to apply and join the organisation. The organisation's online presence and participation in career fairs and exhibitions increase the organisation's visibility in the view of the public. Organisations can source candidates from both digital and non-digital sources. The primary digital sources for recruitment include enterprise websites, networking sites such as LinkedIn, employment websites like Job Street, talent acquisition consultants, and social media platforms.

In contrast, offline sources encompass advertisements, employment experts, and educational enterprises (Armstrong & Taylor, 2023). These days, sophisticated technological advancements make digital sources more favourable than non-digital sources. Companies have started using the Applicant Tracking System (ATS) in their

recruitment strategy. The ATS is a computer system that analyses a job applicant's resume with the job description to screen the candidates before proceeding with the next step in recruitment.

The metrics for recruitment success include the level of applicant attraction, the extent of their interest in the organisation, their intention to apply for a job at the organisation, and their likelihood of accepting a job offer if extended. The goal of recruitment and selection is to replace or increase talent resources at the organisation. Talent resources refer to the workforce's knowledge, skills, abilities, and other resources that hold unique propositions that contribute to the organisation. Apart from this, a realistic job preview be one of the vital steps in the recruitment process. A realistic job preview involves providing job seekers with a try-out demonstrating the tasks and responsibilities they would perform if hired (Robbins & Judge, 2024).

There is always an array of sources for finding candidates. Therefore, selection is pivotal in hiring talent who best fits the organisation needs. The selection process involves assessing candidates' suitability by predicting their ability to perform the role successfully. Mostly, employee selection is conducted through interviews and tests. According to Schmidt and Hunter (1998), combining intelligence tests with structured interviews yields the best results. A structured interview consists of pre-defined questions posed to the talent pool based on the candidate profile. Meanwhile, selection tests are utilised to get credible and reliable results on candidates' Competencies, cognitive abilities, personality features, talents, and successes (Armstrong & Taylor, 2023).

According to Robbins and Judge (2024), the selection process in an organisation comprises three levels. The first level, initial selection, uses preliminary criteria to determine essential job qualifications. The second level, rigorous selection, aims to identify the best-fit candidate who stands out among other candidates. The final level, contingent selection, involves final checking before extending a job offer. This involves conducting medical examinations and drug tests to ensure the candidate is fit for the job before receiving the offer from the organisation.

Nevertheless, recruitment and selection programs can be multifaceted, requiring meticulous planning (Armstrong & Taylor, 2023). These processes ensure a dynamic fit between employees' capabilities and the organisation's needs (Rasheed & Ghani, 2020). For example, if an organisation emphasises green human resource practices, it can consider candidates' environmental principles in the recruitment pipeline (Shen et al., 2018). Recruitment and selection are critical steps in bringing suitable employees into the organisation. As a result, selective hiring practices help establish and maintain interdependent relationships between employees and the organisation, contributing significantly to organisational success (Rubel et al., 2021). These interconnected processes are vital for attracting and recruiting high-calibre human capital to attain the organisation's objectives.

## 2.5.2 Training and Development

Training and development (T&D) represent another fundamental aspect of human resource practices. Generally, T&D involves the company's capital contribution in enhancing its employees' knowledge, skills, abilities, and other necessary competencies (Gamage, 2014; Niyomdecha & Yahya, 2019; Foo et al., 2020). In essence, T&D is projected to involve constant efforts by the company to enhance workforce capability and overall business operation excellence.

The T&D in organisation process is best illustrated via the ADDIE model, which comprises five phases: analysis, design, development, implementation, and evaluation (Armstrong & Taylor, 2023).

Analyse (A) evaluates and determines instructional goals, target audience characteristics, and required resources to deliver the training session. This level needs to establish the required training fundamentals like knowledge, skill, ability (KSA), intended goals of the training, and targeted audience. Training needs analysis (TNA) help analyse training needs. The TNA provides a blueprint for evaluation, including organisational, task, and person analyses. The result of TNA reveals the existing performance gap at the organisation, which needs to be addressed through training programs.

The next phase of Design (D) involves setting learning objectives, training delivery formats, activities, and exercises for the training. According to Robbins and Judge (2024), most organisational training involves technical and soft skills. Technical skill training at the workplace to teach employees how to do specific job-related knowledge that could improve their job performance. Meanwhile, soft skill training should groom employees on

social aspects like emotional intelligence, relationship building, communication, and more related to employee self-development.

Further, develop (D) the training material and review it with relevant stakeholders to validate its contents. Then, it would be great if we could conduct the pilot session before the training session. According to the 70:20:10 model, 70 per cent of an employee's learning is derived from job hands-on experience, 20 per cent via social interaction, and 10 per cent from systematic training classes (Armstrong & Taylor, 2023). Therefore, more functional, or technical training needs to be organised to improve employee KSA.

Subsequently, implement the planned training session for the targeted audience. The vital accomplishment of practical training realisation relies on audience engagement and the opportunity for knowledge transfer (Robbins & Judge, 2024). The audience learning method is focused on training realisation to realise aims and objectives. The two main learning styles in training and development are (1) andragogy and (2) pedagogy. The andragogy is more towards adult and independent learning styles.

Meanwhile, pedagogy is more geared toward youth and dependent learning styles. The independent and dependent styles refer to the targeted audience's reliance on the trainer and training session settings. Thus, training implementation should consider the learner's attributes to alter the training needs of its audience style.

Ultimately, evaluate (E) the effectiveness of training sessions conducted in the organisation. The four levels of the Kirkpatrick training evaluation model are well-known and commonly used (Armstrong & Taylor, 2023). At the first level, the training participants' reactions to the training session were collected to get a customer satisfaction

score on the training. The second level evaluates the audience's learning and knowledge acquired from the training session. The evaluation before and after to measure audience learning. Next, the third level evaluates audience behaviour changes upon joining the training session. The behavioural changes take time to mirror. Ultimately, level four evaluation measures impact organisational performance. The training impact on individual performance level contributes to the organisational performance in various forms.

Training is a fundamental right and a crucial resource for any employee (Ahmed et al., 2019). Training and development initiatives can enhance employee productivity and create advanced opportunities (Gamage, 2014; Meyer & Smith, 2000). For example, when an organisation provides training and development, it can foster emotional attachment among employees, prompting them to exert more significant effort towards achieving organisational goals (Yousaf et al., 2018). Additionally, training and development serve as valuable tools for employees to understand and address their issues (Rasheed & Ghani, 2020) and for people's effectiveness in areas such as perspective, enthusiasm, and authorisation (Niyomdecha & Yahya, 2019). The training component of HR can create significant value and impact within the organisation (Ahmed et al., 2019).

### **2.5.3 Compensation and Benefits**

Another crucial driver of human resource management practices in an organisation is the compensation and benefits (C&B) function. Compensation and benefits are sensitive aspects of HR management, encompassing employees' salaries, pay, rewards, incentives, and other allowances (Chiang & Birtch, 2011). These can influence employees' intrinsic and extrinsic motivations (Niyomdecha & Yahya, 2019). Intrinsic aspects include

individual accomplishment, professional growth, a sense of pleasure, and accomplishment in the workstation. Conversely, extrinsic motivation is derived from the organisation's tangible C&B package. The C&B function determines employees' appreciation, including cash and non-cash incentives aligned with productivity and results (Halid et al., 2020).

Generally, employees receive C&B in both monetary and non-monetary forms. The employee's monetary benefits include basic salary, fixed allowance, travelling claims, overtime pay, and any other payments in the form of cash. Meanwhile, non-monetary benefits include various paid leaves when an employee is away from work, flexible working arrangements, pay for protection, vacation, and more, indirectly compensating the employees. The non-monetary benefits also have their monetary value but are not paid in cash to employees. The goal of the C&B package is to compensate and motivate employees to perform better. This compensation and benefits directly relate to employee performance (Niyomdecha & Yahya, 2019). Thus, an organisation's compensation and benefits (C&B) encompass all forms of monetary returns, tangible benefits, and services that are explicitly stated and payable to employees.

The aim of C&B in an organisation is to stimulate high performance, attract and retain high-quality employees, motivate, and engage employees, reward based on value, and align reward practices to meet employee needs. An organisation's C&B package motivates staff to go the extra mile on performance (Rasheed & Ghani, 2020; Rubel et al., 2021).

An organisation's C&B is derived from internal, external, and performance factors. The internal factor emphasises fairness in paying employees based on job content and grading structure. Generally, an organisation has a clear hierarchy of positions from top to

bottom. Thus, each level C&B package differs after considering the responsibility, associated risk, commitment, and performance. For example, an executive C&B package is different from a general worker. This statement aligns with previous findings that employees may receive different pay for the same job based on variations in responsibilities, work experience, job performance, educational qualifications, and seniority (Bateman & Snell, 2007; Cherrington, 1995; Krishnan et al., 2016).

Additionally, exterior causes induce an organisation's capacity to offer competitive benefits to employees and attract the talent needed in the labour market. In this context, the company ratio serves as an effective indicator to assess the organisation's competitiveness within the job market. This ratio measures an employee's salary relative to the median compensation for similar positions within the company or the target market. Ultimately, compensation and benefits are determined by employee performance and the organisation's financial capacity to reward employees based on annual achievements, long-term contributions, and potential.

An organisation C&B relates to the practice of reward management. Reward management deals with organisation policies and strategies to recognise the contribution and value of individuals toward team, department, or team goals (Armstrong). In this circumstance, an organisation's compensation philosophy determines the C&B direction. The compensation philosophy enlightens an organisation's approach and guidelines to compensate employees for their contribution. A good philosophy should pay employees based on the job market rate or above. The organisation's compensation and benefits (C&B) encompass interconnected processes and practices that include financial and non-financial

aspects of human resources. For instance, employee C&B regularly determines the annual appraisal.

#### **2.5.4 Performance Appraisal**

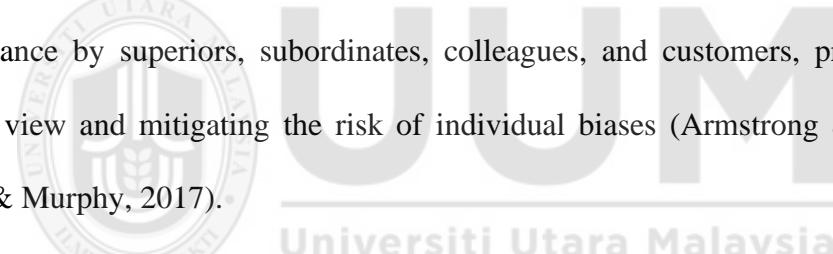
Performance appraisal, a critical practice in human resource management, has significantly evolved over the years, incorporating various methodologies and theoretical foundations. Performance appraisal refers to the organizationally structured approach, with conceptual and functional components, for evaluation and succession planning (Demo et al., 2012). According to Robbins & Judge (2024), performance appraisal focuses on three primary areas: job performance, organisational citizenship behaviour (OCB), and counterproductive work behaviour.

The performance appraisal system is important in company operation excellence because it aligns individual staff performance with organisational goals through three main objectives: strategic, organisational, and developmental. These objectives help align employee behaviour with the organisation's goals (Niyomdecha & Yahya, 2019). Similarly, Armstrong and Taylor (2023) identify three main purposes of performance appraisal: managerial, administrative, and developmental.

First, managerial goals provide a framework for managers to effectively oversee employee performance, making it a continuous process to align employee performance toward company goals (Robbins & Judge, 2024). Next, the administrative objective supplies the necessary information to govern merit pay and succession planning systems, aiding in decisions regarding promotions, terminations, and other reward allocations, including merit pay increases. Finally, developmental goals identify and meet the learning

and workforce development needs, playing a crucial role alongside other HRMPs to pinpoint employee skills and competencies that require remedial programs.

The difference between traditional and contemporary performance evaluation methods. Traditional appraisals provide yearly feedback to address performance and developmental aspects, culminating in performance agreements and assessments (Armstrong & Taylor, 2023). However, this method has been criticised for its lack of objectivity and potential for bias, leading to the adoption of more comprehensive approaches. Contemporary practices emphasise continuous feedback, 360-degree evaluations, and the integration of technological tools to enhance accuracy and fairness. For instance, 360-degree feedback involves a multi-source assessment of an employee's performance by superiors, subordinates, colleagues, and customers, providing a more holistic view and mitigating the risk of individual biases (Armstrong & Taylor, 2023; Denisi & Murphy, 2017).



Integrating performance evaluation process software and systems in organisations facilitates live data for administrative and managerial use, thereby improving the alignment between employee performance and organisational goals (Pulakos et al., 2019). Performance appraisal benefits employees by providing feedback on how the organisation perceives their performance. This body of literature suggests that focusing on performance appraisal can lead to an employment attachment and a productive labour force, eventually driving company achievement.

## 2.5.5 Involvement

Employee Involvement (EI) has emerged as a pivotal practice within human resource management, significantly enhancing organisational performance and employee satisfaction. EI refers to the organizationally structured approach, with theoretical and practical components, aimed at creating an effective employee bond. This bond contributes to their good at the workplace through reaction, rapport, involvement, and interaction (Demo et al., 2012). In human resource management, EI is a crucial practice that fosters outstanding employee commitment and motivation and enhances organisational performance. EI can take various forms, including involvement in the resolution process, involvement in troubleshooting activities, and contributions to the planning and implementation of organisational changes. Generally, EI leads to greater job contentment, better excellence, and lowered attrition rates.

According to Armstrong & Taylor (2023), high-involvement management can cultivate organisational engagement by emphasising employee commitment and involvement. When employees have autonomy in their work, their involvement typically increases. This practice treats employees as associates in the company, respecting their notes and providing a voice. These practices have a combined and multiplicative effect on the organisation.

Additionally, Kular et al. (2008) found that EI practices create proprietorship plus accountability among workers, which is essential for sustaining high-performance work systems. These findings suggest that EI enhances individual employee outcomes and helps achieve broader organisational goals. Implementing EI practices requires a supportive organisational culture and effective communication channels, ensuring that employees at

all levels are informed and empowered to contribute meaningfully to the organisation's excellence. Furthermore, Jiang et al. (2012) discovered that engaged work practices positively correlate with improved performance outcomes, enhancing workforce skills, stimulus, and participation prospects. This body of literature suggests that integrating employee involvement into human resource strategies can lead to an attached and productive staff, eventually driving organisational excellence.

### **2.5.6 Work Condition**

Human resource management practices related to work conditions are crucial in fostering employee satisfaction, well-being, and productivity. Work conditions encompass an organizationally structured approach, with both functional and structural components, to accommodate staff in a favourable occupation environment (Demo et al., 2012).

Workplace conditions extend beyond the surface level, encompassing job design, Occupational Safety and Health (OSH) protocols, ergonomic workspaces, and potential workplace hazards like high-noise areas. Job design involves systemising chores, jobs, accountability, and other elements to create productive work arrangements, ensuring employees have the resources and support to execute tasks resourcefully while feeling motivated and engaged. Safety at the workplace focuses on preventing accidents, losses, and injuries, with organisations committed to providing appropriate safety equipment—for instance, safety boots, helmets, earplugs, and vests. Ergonomics addresses tasks requiring heavy lifting and repetitive actions, which could impact employee health, while high-noise areas necessitate periodic audiometric tests to prevent hearing loss.

Moreover, work conditions promote employee well-being by encouraging positive attitudes, reducing stress, and recognising the importance of social interaction. Good work conditions can enhance organisational engagement by enacting organisational values and providing management support for employee work and well-being. This involves carefully designing systems and jobs to enable employees to fully utilise their knowledge and skills, supported by appropriate resources, tools, and information (Armstrong & Taylor, 2023).

A study by Jiang et al. (2012) draws attention to the significance of work conditions in attracting and retaining talent. Locke and Latham (2019) also emphasised that favourable work conditions enhance employee motivation and performance. These studies indicate that good work conditions mutually benefit employers and employees. Conversely, neglecting work conditions brings hostility, such as increased strain, burnout, and turnover intentions among employees (Cheng & Mc Carthy, 2018). Given that the workforce spends most of their time in the workplace, an average of 8 to 12 hours per day, thus work conditions play a significant role in their daily lives.

Identifying and efficiently executing work conditions is crucial for companies aiming to optimise employee excellence and obtain market leverage through workforce potential and capabilities. Implementing flexible work arrangements and supportive management practices has been shown to reduce strain and increase happiness at work (Guest, 2017). However, the feasibility of flexible work arrangements relies on job characteristics. Flexible arrangements are more applicable to office staff than to ground operators in production. HRM strategies that create good work conditions contribute to a healthier workplace and boost the company's competence to entice and preserve top talent

(Kramar, 2013). This frame of work collectively implies that work conditions are focal in employee excellence, which in turn impacts organisational performance.

## **2.6 Underpinning Theory**

### **2.6.1 Social Exchange Theory (SET)**

The social exchange theory (SET) is fundamentally intertwined with the norm of reciprocity. SET emphasises that when a benefit is provided to an individual, the recipient must repay that advantage (Gavino et al., 2021). This theory is a cornerstone for studying organisational citizenship behaviour (OCB) among various organisational behaviour theories (Halid et al., 2020). In this study, SET utilised to recognise the extent to which human resource management practices (HRMP) catered by the company stimulate OCB in the workforce. SET can explain the employment exchange between employers and employees (Gavino et al., 2021; Rubel et al., 2021).

The SET embraces the idea that stimulus for building relationships arises from positive interactions between initiators and reactors, leading to social exchanges and establishing long-lasting relationships (Rubel et al., 2021). This framework is particularly relevant to the current study, where Human resource Management Practices (HRMP) (initiator) interact with employee OCB (reactor) in a social exchange relationship. The reciprocity viewpoint provides a conceptual framework to explain how employees' insights into the HRMP system relate to their behaviours (Vu et al., 2020).

Practically, a company is willing to support the employee through good and supportive HRMP, the workforce is likely to reciprocate through their OCB towards the organisation. Employees who perceive long-term investment from the company via high-performance HRMP tend to return with voluntary behaviours like OCB (Vu et al., 2020).

## **2.7 Hypotheses Development**

### **2.7.1 Relationship between recruitment and selection and Organizational Citizenship Behaviour (OCB)**

Generally, recruitment is the initial step followed by the selection process to bring the right people into the organisation, thereby collectively achieving the organisation's goals. Recruitment and selection practices considerably influence staff's perception and excellence at work. For example, the behaviour of job hunters, candidates, talent acquisition specialists, employees, and managers in the recruitment pipeline can ascertain whether the employment offer is accepted or vice versa (Robbins & Judge, 2024). The affiliation relating to recruitment and selection and OCB among employees is evident across various sectors, including manufacturing and service-oriented businesses.

Referring to the social exchange theory (SET) mechanism, while an organisation implements advanced HR practices that create a more stimulating, caring, and pleasing work atmosphere, workforces tend to participate with the company and reciprocate with high excellence (Armstrong & Taylor, 2023). Fair and effective recruitment and selection practices can lead employees to reciprocate with high commitment and OCB as part of the

exchange mechanism. SET clarifies the connection between recruitment and selection and workforce behaviour.

Previous studies have shown that recruitment and selection impact staff OCB towards the organisation (OCB-O) via the intervention of Perceived Organizational Support (POS) engagement, as observed in the southern territory of the United States (Gavino et al., 2020). Additionally, there is an association between recruitment and selection and OCB among the chemical production workforce in Pakistan (Rasheed & Ghani, 2020). HRM practices are also considerably linked to business excellence, workforce happiness, and customer-centric OCB (Foo et al., 2020). Moreover, human resource management practice significantly impacts employee organisational commitment and OCB in higher education contexts (Nawangsari & Sutawidjaya, 2018; Aboramadan et al., 2020). This relationship is further validated among employees in commercial banks in China (Begum et al., 2014). Organisations can foster citizenship behaviours among new hires by effectively administering new staff recruitment, selection, and social interaction (Pires & Nunes, 2018). Therefore, based on the above discussions, the subsequent hypothesis is proposed:

H1: There is a significant relationship between recruitment and selection and OCB.

## **2.7.2 Relationship between Training and Development and Organizational Citizenship Behaviour (OCB)**

An organisation's training and development function generally aims to enhance human capital and improve employees' career competencies, making them transferable to future jobs (Robbins & Judge, 2024). Training and development provide continuous, active learning opportunities that keep employees engaged and help them grow within the organisation (Robbins & Judge, 2024). For instance, a motivation-enhancing bundle, such as extensive training, substantially affects manufacturing results (Bello-Pintado, 2015). The connection between training and development and OCB is well-documented in previous literature and studies (Rubel & Rahman, 2018; Zúñiga et al., 2022). The effectiveness of HR practices, mainly through training and development, can influence OCB among employees (Nawangsari & Sutawidjaya, 2018; Danilwan et al., 2020).

Based on social exchange theory (SET), supportive human resource practices that provide a rewarding work environment enhance employee engagement with the organisation and their work (Armstrong & Taylor, 2023). Training and development advance the perception of support and belonging among the workforces. This support and growth, facilitated by the training and development function, encourage employees to perform better and exhibit OCB.

Previous studies have shown a connection between training and development and employee OCB in both the manufacturing segment (Rasheed & Ghani, 2020) and the service-oriented sector (Niyomdecha & Yahya, 2019; Foo et al., 2020; Krishnan et al., 2016). The extensive role of training and development in an organisation is to promote OCB among employees. Therefore, organisations should support employee growth and

development through human resource practices. Employees' insight into organisational support can mediate the connection between training and OCB towards the organisation (Gavino et al., 2020). Additionally, OCB among new employees can be induced through effective onboarding and training programs (Pires & Nunes, 2018). Therefore, based on the above discussions, the subsequent hypothesis is proposed:

H2: There is a significant relationship between training and development and OCB.

### **2.7.3 Relationship between Compensation and Benefits and Organizational Citizenship Behaviour (OCB)**

Rewarding the workforce for voluntary behaviour is important in line with the implementation of human resource administration (Niyomdecha & Yahya, 2019). Such rewards reinforce employee empowerment and ethical decision-making, continually motivating them to perform above the required standards. By rewarding employees, organisations can positively influence organisational citizenship behaviours (OCB) (Pires & Nunes, 2018). Additionally, pay practices can motivate employees to exceed their job responsibilities through OCB, particularly in the service-oriented sector (Krishnan et al., 2016). Ultimately, when employees receive good remuneration packages, rewards, and other benefits, their obligation toward the company rises (Lee et al., 2006).

As per social exchange theory (SET), while employers adopt progressive human resource practices that create an engaging, understanding, and worthwhile work atmosphere, employees retort with heightened attachment and higher performance levels (Armstrong & Taylor, 2023). Attractive and lucrative compensation and benefits

encourage employees to go above and beyond, resulting in higher levels of OCB in the workplace.

Previous studies have confirmed explicit and implicit correlations between OCB and compensation and benefits functions. A direct relationship is evident in a study by Rasheed and Ghani (2020). An indirect relationship exists through mediation. OCB intermediates the association between reward and recognition and the intention to stay among lecturers in Private Higher Education Institutions (PHEI) in Malaysia (Halid et al., 2020). Gavino et al. (2020) reported that compensation and benefits packages could influence employee OCB, specifically towards the organisation. Furthermore, a strong relationship between compensation and benefits and OCB has been reported among employees in service-oriented sectors, such as hotel employees and university staff (Nawangsari & Sutawidjaya, 2018; Foo et al., 2020). Therefore, based on the above discussions, the subsequent hypothesis is proposed:

H3: There is a significant relationship between compensation and benefits and OCB.

#### **2.7.4 Relationship between Performance Appraisal and Organizational Citizenship Behaviour (OCB)**

Performance management and performance appraisal generally focus on three primary areas: job excellence, OCB, and counterproductive work behaviour (Robbins & Judge, 2024). Adopting OCB can help businesses enhance their performance, particularly in green and environmental aspects (Danilwan et al., 2020). The performance management process within an organisation impacts employees' OCB and their interactions with key stakeholders, such as customers (Gavino et al., 2020). The correlation between

performance appraisal and OCB is influenced by mediators such as organisational virtuousness (Pires & Nunes, 2018) and job satisfaction (Nawangsari & Sutawidjaya, 2018; Vu et al., 2020). This model can also link to subsequent outcomes like employee satisfaction and organisational performance (Foo et al., 2020).

Based on the Social Exchange Theory (SET) mechanism, human resource practices and systems create significant forces that greatly influence critical work outcomes and organisational behaviours, including OCB (Robbins & Judge, 2024). For instance, human resource practices that enhance employee motivation, such as formal performance evaluations, can affect and influence employee performance (Bello Pintado, 2015). Employees with a positive view of their performance reviews may perceive this as an excellent treatment and reciprocate by exhibiting OCB (Halid et al., 2020).

Previous studies have shown that human resource management approaches related to performance appraisal affect OCB among retail employees (Pires & Nunes, 2018). Additionally, performance appraisal has direct and positive effects on OCB among university lecturers in Indonesia (Nawangsari & Sutawidjaya, 2018). Furthermore, performance appraisal influences service-oriented OCBs among hotel employees in Malaysia (Foo et al., 2019). There is an association between results-oriented performance appraisal and OCB among employees in Vietnamese enterprises (Vu et al., 2020). These indicate the importance of performance appraisal in predicting OCB among employees in the Association of Southeast Asian Nations (ASEAN) context. The discussion above leads to the following hypothesis:

H4: There is a significant relationship between performance appraisal and OCB.

## **2.7.5 Relationship between Involvement and Organizational Citizenship Behaviour (OCB)**

It is undeniable that organisational support and obligation are vital in implementing the human resource management practice of employee involvement. Perceived Organisational Support (POS) links HR practices to employee behaviours in the workplace (Gavino et al., 2012). According to the Ability, Motivation, Opportunity (AMO) model, Opportunity-enhancing HRM practices like workforce participation, job autonomy, and collective sharing positively and synergistically impact staff performance when combined with Motivation-enhancing HRM practices like compensation and performance evaluation (Bello-Pintado, 2015). Additionally, involvement related HRM practices, such as mobility, job security, and job descriptions, influence employee OCB (Pires & Nunes, 2018). A positive relationship exists between the High Performing Human Resource (HPhR) System, internal mobility, employee security, and employee OCB (Vu et al., 2020). Previous studies highlight high-participation HR practices (recognition, autonomy, expertise extension, rational incentives, and knowledge distribution) that predict employee OCB (Yang, 2012).

Social Exchange Theory (SET) explains the reciprocity mechanism, where employees reciprocate in a good manner when they feel valued, empowered, and independent. The HR practices that create a more engaging, helpful, and satisfying work atmosphere lead to higher employee engagement and performance (Armstrong & Taylor, 2023). Job contentment can motivate employees to exceed their job responsibilities, exhibiting OCB. The correlation between job contentment and OCB has been established in previous studies (Nawangsari & Sutawidjaya, 2018; Vu et al., 2020).

Previous research reported a relationship linking employee involvement and OCB among manufacturing and service sector employees (Yang, 2012; Saxena & Saxena, 2015; Pires & Nunes, 2018; Vu et al., 2020). High levels of employee involvement and work engagement predict OCB among Italian employees (Urbini et al., 2020). A study on Italian employees found that HRM practice involvement significantly affects OCB during a global crisis such as COVID-19 (Manuti et al., 2020). The discussion above suggests the following hypothesis:

H5: There is a significant relationship between involvement and OCB.

### **2.7.6 Relationship between Work Condition and Organizational Citizenship Behaviour (OCB)**

The company's advanced human resource practices, which create an engaging, encouraging, and worthwhile employment atmosphere, encourage employees to achieve high-performance levels (Armstrong & Taylor, 2023). Good work conditions encompass benefits such as health, safety, and technology (Demo et al., 2012). There is a clear connection between the work environment and OCB among employees (Vu et al., 2020). Additionally, the association between work conditions and OCB is also facilitated by job satisfaction (Vu et al., 2020; Farisi et al., 2021).

Social Exchange Theory (SET) helps to elucidate the reciprocity agreement concerning employers and employees. When organisations provide good and conducive work conditions, employees are satisfied and motivated to perform beyond their job requirements. Staff who perceive occupation conditions as helpful and aligned towards cultural aspects tend to depict OCB (Zhang et al., 2022). Positive work characteristics and

a supportive work environment, combined with transformational leadership, significantly enhance employees' propensity to engage in change-oriented OCB (Kao, 2017).

Previous studies have reported a meaningful association between work conditions and OCB in the workforce in various contexts. For example, a significant relationship was found among Vietnam enterprise employees (Vu et al., 2020) and immigrant workers in Taiwan (Kao, 2017). Additionally, studies in Indonesia found significant relationships between work conditions and OCB among sports office staff (Farisi et al., 2021), research agency staff (Purwana et al., 2020), and high school teachers in Medan (Nauly et al., 2022). Therefore, based on the above discussions, the subsequent hypothesis is proposed:

H6: There is a significant relationship between work conditions and OCB.

## **2.8 Research Framework**

The framework is the essential structure for the entire research report (Sekaran & Bougie, 2016). This study's dependent variable is Organizational Citizenship Behaviour (OCB). In contrast, the independent variables consist of six Human Resource Management Practices (HRMP): recruitment and selection, training and development, compensation and benefits, performance appraisal, involvement, and work conditions. The study's framework is depicted in Figure 2.2 below:

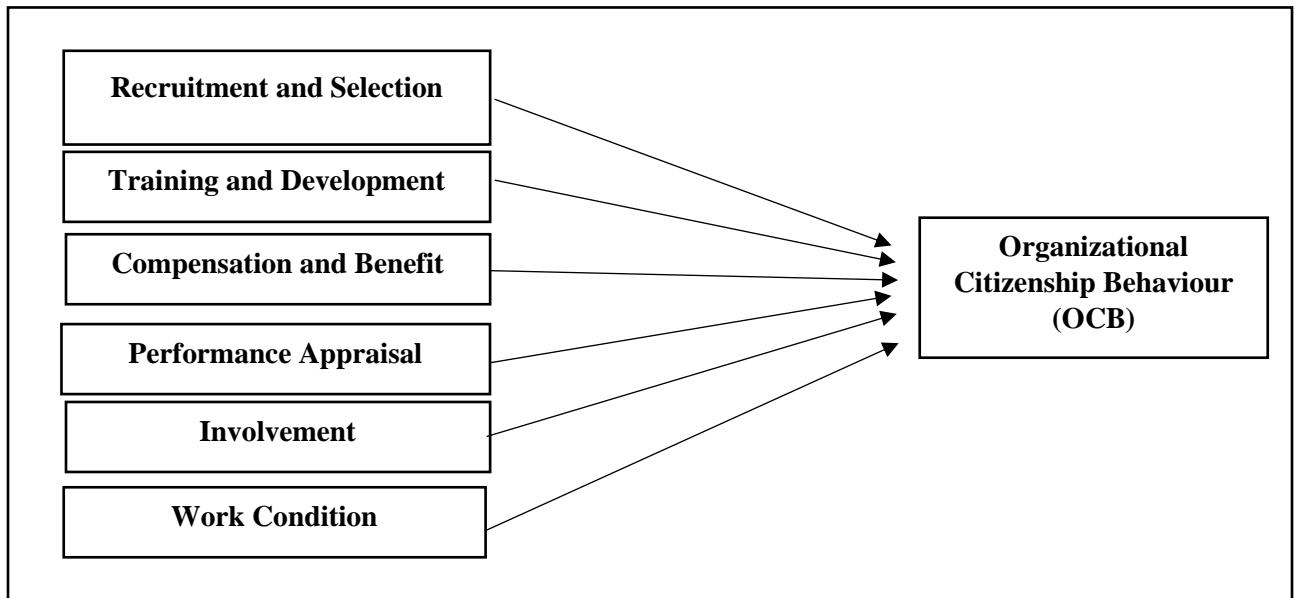


Figure 2. 2

*Research Framework*

## 2.9 Chapter Summary



In summary, this chapter reviews the literature, concepts, theories, and research related to the independent and dependent variables from previous studies in the field. It synthesises these arguments to position the present study. Additionally, it discusses the underpinning theory, research framework, and hypothesis development to indicate the relationships among the variables.

The next chapter address several key aspects of the methodology to be employed in this research. It provides a detailed discussion of the methodology and data collection methods used in the study. Moreover, the research design and the quantitative research method be described. The chapter also present the measurement instruments, the sample selection process, and the data analysis methods.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This section looks over the research setting related to the study. It discusses the research design, data collection method, population and sampling, questionnaire design, operationalization of variables, data collection procedure, and data analysis used in this study.

#### **3.2 Research Design**

The quantitative method is used to assess the proposition, and descriptive analysis is used to infer results. Quantitative study is defined as an efficient method that uses numbers and measures variables to investigate phenomena and their relationships (Niyomdecha, 2018). This method assists in clarifying the connection between the variables (Perumal, 2014). This study help recognize the association between Human Resource Management Practices (HRMP) and Organizational Citizenship Behaviour (OCB). Thus, the quantitative method best suited to meet study needs.

In this study, six are recruitment and selection, training and development, compensation and benefits, involvement, and work conditions, which could lead to OCB among employees. The unit of analysis for this study is employees from four glove manufacturing companies: Top Glove, Hartalega, Supermax, and Kossan Rubber Industries. The survey conducted via an online Google form, and employees will respond to questions based on their insights and encounters in their workplace. The survey utilizes a questionnaire because it is more objective and allows for the relatively quick collection

of information from a large group. (Niyomdecha, 2018). The time dimension involves a cross-sectional study which requires respondents to answer the survey on time only.

### **3.2.1 Research Philosophy**

Research philosophy figures the viewpoint, assumptions, and principles that lead the methodology of this study. Typically, research is conducted grounded on one of three primary philosophies: positivism, interpretivism, or pragmatism. From this, positivism is a common research philosophy in social science. Thus, this study was conducted via positivist research philosophy. Positivism perceives that knowledge can be acquired via targeted interpretations and dimensions. Favours quantitative methods, such as statistical analysis (Jansen, 2023). The research methods for this study consist of statistical analysis, such as reliability tests, descriptive analyses, correlational analyses, and regression analyses. Further positivism is helpful for measurement, confirmation, and testing, whilst it guides the measurement of the relationship between human resource management practice (HRMP) and organizational citizenship behaviour (OCB). The positivism philosophy helpful for research findings to be more objective, generalizable, and replicable. Thus, current research findings can be generalizable to glove manufacturing employees in Malaysia and able to replicate with other sectors and groups of respondents.

### **3.2.2 Research Approach**

This section outlines the research approach that guide the investigation of the relationship between Human Resource Management Practices (HRMP) and Organizational Citizenship Behaviour (OCB). The research approach reflects the relationship between theory and filed work data (Jansen, 2023). This research deploys a quantitative method to gather records and analyze them. This research design allows us to capture the extent to which HRMP influence employee behaviour via OCB in the organization. The quantitative method systematically uses numbers and measurable variables to investigate phenomena and the relationships between them (Niyomdecha, 2018).

Furthermore, the present study is managed via the deductive method. This approach begins with a well-established social theory and then tests its inferences through data analysis. (DeCarlo, 2018). In brief, the deductive approach involves using existing theory as the starting point and using data from research to rest (Jansen, 2023). This research uses social exchange theory to test the association linking HRMP and OCB among staff. For data collection, online surveys were conducted to a minimum sample of 379 employees to gather their insight and perspective on the studied subject. The sampling method required a minimum of 379 employees. However, if there are any additional participants, include them as well. Generally, a sample size that exceeds the minimum requirement tends to be more representative of the population, providing more truthful findings (Andrade, 2020). A greater test proportion is essential for enhancing the generalizability of the findings and drawing more reliable conclusions. (Memon et al., 2020).

Further, for the data collection method, the information was investigated using the Statistical Package for the Social Sciences (SPSS) to check the association relating to HRMP and OCB. Consent from all respondents was obtained to guarantee the privacy and discretion of information and minimize any potential harm to them. The chosen research approach for the study caters to research questions by providing a rounder for the assertion between studied variables.

### **3.2.3 Research Strategy and Time Horizon**

This section outlines a comprehensive data gathering, analysis, and interpretation plan. This study employs a descriptive research strategy that effectively details respondents' characteristics (Sekaran & Bougie, 2016). An explanatory study is designed to feed an accurate outline of outcomes, individuals, or circumstances (Saunders, 2023) and explain the studied aspect's traits (Sekaran & Bougie, 2016). It also aids in characterizing the attributes of a larger population (Jansen, 2023). The objective of explanatory research is to provide a detailed profile or to pronounce pertinent characteristics from different viewpoints, for instance, individual level, organizational context, or industry (Sekaran & Bougie, 2016), and it establishes the foundation for causal research (Zikmund et al., 2013). This study's findings can be generalizable to the population of glove manufacturing employees on the connection between Human Resource Management Practices (HRMP) and Organizational Citizenship Behaviour (OCB) in Malaysia.

Furthermore, the descriptive study can build upon an exploratory study or provide context for an explanatory study, a combination known as a description-explanatory study (Saunders, 2023). An explanatory analysis establishes a causal relationship between variables to understand or explain these relationships (Saunders, 2023).

Next, hypothesis testing seeks to explain the nature of certain relationships or to determine differences among groups regarding the independence of two or more factors. Additionally, hypothesis testing is undertaken to explain variance in the primary studied variable regarding another studied variable. In this research, hypothesis testing aids in clarifying HRMP variance in employee OCB. In other words, hypothesis testing is causal research that seeks to recognize results relationships concerning the experimented variable star. Thus, causes bring or make about the effect of a phenomenon (Zikmund et al., 2013).

Additionally, the time horizon of the research is crucial for data collection and analysis. This study employs a fragmentary model and encompasses observational analysis of records from a population once at a time (Wang & Cheng, 2020). Consequently, it examines a specific phenomenon at a particular moment (Saunders, 2023), requiring respondents to complete the survey questionnaire only once. Cross-sectional studies are relatively quick and cost-effective to conduct, capable of examining multiple outcomes and exposures, and facilitate hypothesis generation (Wang & Cheng, 2020). The method can cater to many types of study and research (Saunders, 2023). Considering these advantages, a cross-sectional time horizon is well-suited to the needs of this research.

### **3.3 Data Collection**

The data collection for quantitative study involves deploying more objective numerical elements that allow for the relatively fast gathering of information from a large group (Niyomdecha, 2018). Technological advancements and sophisticated online tools have significantly transformed data collection procedures in research. Researchers now have various mediums for collecting data from target audiences, like electronic messages, self-administration, and more (Zikmund et al., 2013). This study adopted a self-administered procedure to distribute and retrieve questionnaires from selected respondents. A self-administered questionnaire is a survey method where respondents are responsible for reading and answering the questions themselves. This method accelerates data collection, is cost-effective, and ensures respondents' anonymity, promoting honest answers (Zikmund et al., 2013). This approach is most suitable for the current study, which aims to collect data from 379 respondents. For this purpose, 500 questionnaires were distributed to employees of the glove production sector, including Top Glove, Hartalega, Kossan Rubber Industries, and Supermax. The survey utilizes an online questionnaire method, collecting data from July 15, 2024, to August 31, 2024. The data collection method is crucial for obtaining relevant and accurate data.

### 3.4 Population

The population depicts a whole group of people sharing a standard attribute collection (Zikmund et al., 2013). It is the group from which the researcher aims to draw reasonings grounded on sample points (Sekaran & Bougie, 2013). This group serves as the unit of study. The chosen population for this study is Malaysia's top four glove manufacturers, who recorded higher revenue and held a significant market share in global glove demand. The population comprises 26,714 Top Glove, Hartalega, Supermax, and Kossan Rubber Industries employees.

Table 3.1

*The Number of Employees in Four Malaysia Glove Manufacturers*

<b>Organization(s)</b>	<b>The Number of Employees (Pax)</b>
Top Glove	10,700
Hartalega	7,562
Kossan Rubber	6,752
Supermax	1,700
<b>Total</b>	<b>26,714</b>

### 3.5 Sample and Sampling Techniques

A sample implies some part of a larger population (Zikmund et al., 2013); a subset of the population is selected members from the group (Sekaran & Bougie, 2013). The Krejcie & Morgan (1970) table stipulates that enough samples from the 26,714 population would be 379 respondents, as shown in Table 3.2 below. The existing study required a 379-sample size; any additional respondents who wish to participate in this study included. The larger-than-necessary sample will better represent the population and yield more accurate results (Andrade, 2020). The unit of analysis is employees who work in four glove manufacturing companies: Top Glove, Hartalega, Supermax, and Kossan Rubber Industries.

Table 3. 2

*Table to determine sample size from a given population*

Population Size (N)	Sample Size (S)
10,000	370
20,000	379
30,000	379

Source: Krejci's and Morgan, 1970

For this research, the sampling technique based on stratified sampling. The strata divided into four (95) from the required sample size (S=379). Thus, each stratum referred to one glove manufacturer, requiring a minimum of 95 responses. This sampling method ensures that the sample correctly corresponds to the people of interest. Thus, the whole group is separated into smaller groups based on the attributes given concerning the objective. For this study, the strata are derived from the four glove manufacturing companies: Top Glove, Hartalega, Supermax, and Kossan Rubber Industries. After dividing the population into these strata, a sample is derived from every smaller group to

ensure adequate indicators from the population. The sample size for each division is governed by population and exactitude (Zikmund et al., 2013). It allows researchers to obtain a more accurate estimate of population characteristics by ensuring that each subgroup is considered in the sample. This approach assists in lowering the sampling prejudice and improves the overall representation of the research outcomes. Additionally, stratified sampling provides the opportunity to analyse and compare results within each stratum, enabling researchers to examine variations or patterns that may exist across different subgroups. This can be particularly useful when studying phenomena influenced by specific demographic or behavioural factors. Overall, stratified sampling is a valuable method in research studies that provides a representative and comprehensive interpretation of the population, improving the consistency and validity of the research outcome. (Sekaran & Bougie, 2013).

### **3.6 Questionnaire Design**

This study deploy survey form the primary instrument, which Sekaran and Bougie (2013) define it's as a of collection of quiz or inquire developed to acquire answers from participants. Section A covers population segment questions regarding respondents' gender, age, work experience, years of service, and current positions. Section B is organized as follows:

- Sections B1 to B24 focus on the dependent variable, Organizational Citizenship Behaviour, and include twenty-four (24) items.
- Sections B25 to B30 cover the independent variable of recruitment and selection, comprising six items.

- Sections B31 to B36 address the studied variable of training and development, consisting of six items.
- Sections B37 to B41 focus on the studied variable of compensation and benefits, with five (5) items.
- Sections B42 to B46 cover the studied variable of performance appraisals.
- Sections B47 to B58 address the studied variable of involvement.
- Sections B59 to B64 focus on the studied variable of work conditions.

The measurement items for this research are adapted from various sources. Responses are guided by 5 -point ranging scale start with "strongly disagree" to "strongly agree."

Table 3. 3

*Sources of Variable's Instrument*

Category	Instrument	Coding	Items
<b><u>Section A</u></b>		A1-A5	5 Items
Demographic			
<b><u>Section B</u></b>	Adapted from: Podsakoff et al., (1990)	B1 -B24	24 Items
Organizational			
Citizenship			
Behaviour			
Recruitment	Adapted from: Demo, Neiva, Nunes, and	B25—B30	6 Items
and Selection	Rozzett (2012)		
Training and		B31-B36	6 items
Development			

Table 3.3 (Continued)

Category	Instrument	Coding	Items
Compensation and Benefits	Adapted from: Demo, Neiva, Nunes, and Rozzett (2012)	B37-B41	5 items
Performance appraisal		B42-B46	5 Items
Involvement		B47-B58	12 Items
Work condition		B59-B64	6 Items

Table 3.4  
*Five Point Likert Scale*

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

### 3.7 Operationalization of Variables

Several key terms need to be defined and focused on to ensure clarity and establish the concepts and theories related to this study. The operative explanations and the elements utilized to extent studied variables are detailed and described further down:

#### 3.7.1 Organizational Citizenship Behaviour (OCB)

The dependent variable of this research is Organization Citizenship Behaviour (OCB), the kind of extra role behaviour that transformational leadership is believed to encourage Podsakoff et al. (1990).

Section B contains 24 questions tailored by Podsakoff et al. (1990). The response uses five ranging point scale. The instrument has high reliability as tested with Cronbach alpha above 0.7 (Podsakoff et al. (1990)). In the current study, the reliability test for this variable shows Cronbach's alpha value of 0.78.

Table 3. 5

*Operational Measurement items for Organizational Citizenship Behaviour (OCB)*

Variables	Items
Organizational Citizenship Behaviour (OCB)	1) My attendance at work is above the required standard. 2) I do not take extra breaks. 3) I follow company rules and regulations even when no one is watching. 4) I am a most conscientious employee. 5) I believe in giving an honest day's work for an honest day's pay. 6) I consume a lot of time complaining about trivial matters. 7) I always focus on what's wrong, rather than the positive side.

Table 3.5 (Continued)

Variables	Items
Organizational Citizenship Behaviour (OCB)	8) I tend to blow an issue or event out of proportion. 9) I always find fault with what the organization is doing. 10) I believe that the person who complains the most or the loudest gets the most attention or help. 11) I attend meetings that are not mandatory but are considered important. 12) I attend functions that are not required but help the company image. 13) I keep abreast of changes in the organization. 14) I read and keep up with organization announcements, memos, and so on. 15) I take steps to try to prevent problems with other workers. 16) I am mindful of how behaviour affects other people's jobs. 17) I do not abuse the rights of others. 18) I try to avoid creating problems for coworkers. 19) I consider the impact of own actions on coworkers. 20) I help others who have been absent. 21) I help others who have heavy workloads. 22) I help orient new people even though it is not required. 23) I willingly help others who have work related problems. 24) I always ready to lend a helping hand to those around.

Source: Podsakoff, Mackenzie, Moorman, & Fetter, (1990)

### 3.7.2 Recruitment and Selection

Recruitment and selection involve the organizational procedure, both theoretical plus practical, of seeking talent, foster to apply, and do selection. The goal is to align talent capabilities with organizational needs (Demo et al., 2012). The examination of recruitment and selection comprised by Demo, Neiva, Nunes, and Rozzett (2012). and instrument has been at Cronbach alpha of 0.84. In the current study, the reliability test for this variable shows Cronbach's alpha value of 0.83. The elements examined in the proportions of recruitment and selection are displayed in Table 3.6 below:

Table 3. 6

*Operational items for Recruitment and Selection*

Variable	Items
Recruitment and Selection	<ol style="list-style-type: none"><li>1) The organization I work for widely disseminates information about both external and internal recruitment processes.</li><li>2) The organization I work for discloses information to applicants regarding the steps and criteria of the selection process.</li><li>3) The organization I work for communicates performance results to candidates at the end of the selection process.</li><li>4) Selection tests of the organization where I work are conducted by trained and impartial people.</li><li>5) The organization I work for has competitive selection processes that attract competent people.</li><li>6) The organization I work for uses various selection instruments (e.g. interviews, tests, etc.).</li></ol>

---

Source: Demo, Neiva, Nunes, and Rozzett (2012)

### 3.7.3 Training and Development

Training and development refer to the organization's structured approach, both theoretical and practical, aimed at facilitating employees' systematic acquisition of competencies and promoting on going learning opportunities (Demo et al., 2012). This investigation was encompassed by Demo, Neiva, Nunes, and Rozzett (2012). instrument has been tested at Cronbach alpha of 0.88. In the current study, the reliability test for this variable shows Cronbach's alpha value of 0.83. The elements examine the elements of training and development are displayed in Table 3.7 below:

Table 3. 7

*Operational items for Training and Development*

Variable	Items
Training and Development	<p>1)The organization I work for helps me develop the skills I need for the successful accomplishment of my duties (e. g., training, conferences, etc.).</p> <p>2)The organization I work for invests in my development and education promoting my personal and professional growth in a broad manner.</p> <p>3) In the organization where I work, training is evaluated by participants.</p> <p>4) The organization I work for stimulates learning and application of knowledge.</p> <p>5) I can use knowledge and behaviours learned in training at work.</p> <p>6) In the organization where I work, training needs are identified periodically.</p>

---

Source: Demo, Neiva, Nunes, and Rozzett (2012)

### 3.7.4 Compensation and Benefits

Compensation and benefits refer to the organization's structured approach, both theoretical and practical, designed to compensate workforce via various incentive (Demo et al., 2012). This study uses an instrument by Demo, Neiva, Nunes, and Rozzett (2012) to evaluate the compensation and benefits has been tested at Cronbach alpha of 0.81. In the current study, the reliability test for this variable shows Cronbach's alpha value of 0.87. The elements measured in the components of compensation and benefits are displayed in Table 3.8.

Table 3. 8

*Operational Items for Compensation and Benefits*

Variable	Items
Compensation and Benefits	<p>1) In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc.</p> <p>2) In the organization where I work, salary is influenced by my results.</p> <p>3) In the organization where I work, they offer me a salary that is compatible with my skills, training, and education.</p> <p>4) In the organization where I work, they remunerate me according to the remuneration offered at either the public or private marketplace levels.</p> <p>5) In the organization where I work, they consider the expectations and suggestions of its employees when designing a system of employee rewards.</p>

---

Source: Demo, Neiva, Nunes, and Rozzett (2012)

### 3.7.5 Performance Appraisal

Performance appraisal implies assessing workforce excellence and competencies to support decisions regarding promotions, career planning, and development (Demo et al., 2012). This study uses a tool by Demo, Neiva, Nunes, and Rozzett (2012) to evaluate the performance appraisal and tested with high reliability at Cronbach alpha of 0.81. In the current study, the reliability test for this variable shows Cronbach's alpha value of 0.88. The elements examined in the proportions of performance appraisal are flashed in Table 3.9.

Table 3.9

*Operational Items Performance Appraisal*

Variable	Items
Performance Appraisal	<p>1) The organization I work for discusses performance appraisal criteria and results with its employees.</p> <p>2) In the organization where I work, performance appraisal provides the basis for an employee development plan.</p> <p>3) In the organization where I work, performance appraisal is the basis for decisions about promotions and salary increases.</p> <p>4) The organization I work for disseminates performance appraisal criteria and results to its employees.</p> <p>5) The organization I work for periodically conducts performance appraisals.</p>

---

Source: Demo, Neiva, Nunes, and Rozzett (2012)

### 3.7.6 Involvement

Involvement refers to the organization's structured approach, both theoretical and practical, aimed at fostering an emotional bond with employees. This contributes to their well-being at work through recognition, relationships, participation, and communication. This study uses an instrument by Demo, Neiva, Nunes, and Rozzett (2012) to evaluate involvement of the respondents at their organization and has been tested with reliability of Cronbach Alpha 0.93. In the current study, the reliability test for this variable shows Cronbach's alpha value of 0.95. The elements examined in the proportions of involvement are disclosed in Table 3.10

Table 3. 10

*Operational Items for Involvement*

Variable	Items
Involvement	<p>1)The organization I work for treats me with respect and attention.</p> <p>2)The organization I work for is concerned with my well-being.</p> <p>3)In the organization where I work, there is an environment of understanding and confidence between managers and employees.</p> <p>4)The organization I work for recognizes the work I do and the results I achieve (e.g., in oral compliments, in articles in corporate bulletins, etc.).</p> <p>5)The organization I work for favours autonomy in doing tasks and making decisions.</p> <p>6) The organization I work for seeks to meet my needs and professional expectations.</p>

Table 3. 10 (Continued)

Variable	Items
Involvement	7) In the organization where I work, employees and their managers enjoy constant exchange of information in order to perform their duties properly.
	8) The organization I work for encourages my participation in decision-making and problem solving.
	9) In the organization where I work, there is an environment of trust and cooperation among colleagues.
	10) The organization I work for encourages interaction among its employees (e.g., social gatherings, social events, sports events, etc.).
	11) The organization I work for follows up on the adaptation of employees to their functions.
	12) In the organization where I work, there is a consistency between discourse and management practice.

Source: Demo, Neiva, Nunes, and Rozzett (2012)

### 3.7.7 Work Conditions

Work conditions refer to the quality of the workplace environment, encompassing aspects such as benefits, health, safety, and technology, to ensure a supportive and productive setting for employees. This study uses an instrument by Demo, Neiva, Nunes, and Rozzett (2012) to assess work conditions of the respondents at their organization and has been tested with reliability of Cronbach Alpha 0.84. In the current study, the reliability test for this variable shows Cronbach's alpha value of 0.84. The elements examined in the proportions of work condition are displayed in Table 3.11.

Table 3.11

Operational Items for Work Condition

Variable	Items
Work Condition	<p>1) The organization I work for provides basic benefits (e.g., health care, transportation assistance, food aid, etc.).</p> <p>2) The organization I work for has programs or processes that help employees cope with incidents and prevent workplace accidents.</p> <p>3) The organization I work for is concerned with the safety of their employees by having access control of people who enter the company building/facilities.</p> <p>4) The organization I work for provides additional benefits (e.g., membership in gyms, country clubs, and other establishments, etc.).</p> <p>5) The facilities and physical condition (lighting, ventilation, noise and temperature) of the organization I work for are ergonomic, comfortable, and appropriate.</p> <p>6) The organization I work for is concerned with my health and quality of life.</p>

---

Source: Demo, Neiva, Nunes, and Rozzett (2012)

### **3.7.8 Validity**

Validity assesses how effectively a developed instrument measures the intended concept (Sekaran & Bougie, 2013). In this study, content validity used to confirm elements adequately and representatively capture the concept. Additionally, face validity is measured via incorporating a elementary and minimal pointer of content validity. With that, the instrument validated with experts like Human Resource (HR) professional to ensure the instrument measures the research variables correctly. Thus, the validity test ensures research measures employees' organizational citizenship behaviour and human resource management practice (recruitment and selection, training and development, compensation and benefits, performance appraisal, involvement, work condition) adequality.

### **3.7.9 Pilot Study**

A pilot test was performed before distributing the survey question to respondents to ensure its reliability. A pilot study, as described by Zikmund et al. (2013), is a small-scale research project designed to gain input from a target audience like those in the study. The pilot test aims to refine the questionnaire to ensure respondents can quickly answer the questions, thereby simplifying data collection later (Saunders et al., 2023). Additionally, the pilot test evaluates respondents' understanding and comprehension of the questionnaire instruments before distribution (Karupiah, 2019).

Typically, a preliminary study is directed at a minor size with a sample size that reflects the target population. The minimum number of respondents required for a pilot study is 10, while more extensive studies may require 100 to 200 respondents (Saunders et al., 2023). For this research, the pilot study involved 30 respondents and one glove manufacturer: Top Glove. The dependability of the measurement item used in the pilot study was assessed through a reliability test in SPSS software (v26). Table 3.12 below presents the Cronbach's Alpha values for each study variable obtained from the preliminary study.

Table 3.12

Cronbach's Alpha Values for Pilot Study (n=30)

<b>Variables</b>	<i>Number of Items</i>	<b>Cronbach Alpha (<math>\alpha</math>)</b>
Organizational Citizenship Behavior	24	0.813
Recruitment and Selection	6	0.750
Training and Development	6	0.750
Compensation and Benefits	5	0.879
Performance Appraisal	5	0.868
Involvement	12	0.940
Work Condition	6	0.810

As shown in Table 3.12, Cronbach's Alpha values for all scales exceeded 0.7, which is considered indicative of good reliability. According to Saunders et al. (2023), a Cronbach's Alpha value of 0.7 or higher suggests reliability in measurement. The overall Cronbach's Alpha value for all variables was 0.941, indicating a high level of reliability.

Therefore, the established study measurement element was sufficiently dependable to proceed with data collection.

### Reliability Test

Reliability is a crucial criterion for assessing quantitative research effectiveness. It refers to the fact that the data collection procedure bears constant findings (Saunders et al., 2023). Reliability also indicates internal consistency, reflecting the homogeneity of a measure (Zikmund et al., 2013). Therefore, reliability demonstrates that a measure is prejudice-free and ensures consistency in different settings. It assesses the elements' strength and reliability and evaluates a measure's "goodness" (Sekaran & Bougie, 2016).

Several methods are available for calculating internal consistency, with Cronbach's alpha coefficient being widely applied in quantitative studies. This statistic examines the reliability of answers to a subset of measured items linked to form a level of measurement to inspect the specific concept. The alpha coefficient ranges from 0 to 1, with values of 0.7 or above indicating that the questions combined in the scale are internally consistent in their measurement (Saunders et al., 2023).

### **3.8 Data Collection Procedure**

Data collection involves obtaining information from primary or secondary sources (Sekaran & Bougie, 2013). Researchers have various methods to gather data from respondents, including email, self-administration, postal surveys, and more (Zikmund et al., 2013). The primary information obtained through a questionnaire. A self-administered survey set of questions was distributed and retrieved from the target

audience from four glove manufacturers: Top Glove, Hartalega, Kossan Rubber Industries, and Supermax. This method facilitates a faster distribution and response (Karupiah, 2019). The study deploys survey questions to meet objectivity and efficiency in collecting information from a large group (Niyomdecha, 2018). The questionnaire was a pilot test with 30 employees from one glove manufacturer, Top Glove. After the pilot test surpasses the reliability test Cronbach Alpha value above 0.7 for all the studied variables, proceed with data collection for the research.

A self-administered survey questionnaire via Google Forms link shared with glove manufacturing Human Resources (HR) department representatives from four glove manufacturing companies. The HR department was given a clear guideline on the number of responses required (Minimum 95 responses) and the target audience (all levels of employees). The researcher kept in touch with HR department representatives on the progress and informed them once the required response rate was reached.

### **3.9 Data Analysis**

The research data was analysed using the Statistical Package for Social Sciences (SPSS) Version 26. Descriptive analysis, correlational statistics, and multiple regression analysis were employed to test the hypotheses and objectives of the study.

#### **3.9.1 Descriptive Analysis**

Descriptive statistics involve depicting and relating the number of values of a variable's data (Saunders et al., 2023). They provide a straightforward and comprehensible summary of the essential characteristics of the data (Zikmund et al., 2013). Descriptive statistics can be presented in various forms, including graphs, numerical values, pie charts, and measures

such as means, medians, modes, variance, range, and standard deviation. This type of analysis helps describe trait tests of individuals, events, or circumstances, aiding researchers in better understanding the studied variables and attributes regarding the study (Sekaran & Bougie, 2016). Typically, this analysis is used to explain the traits and attributes of the target audience, including demographic information such as gender, age, work experience, educational background, and current positions. According to Hair et al. (2006), descriptive analysis to describe the participants' backgrounds and does not provide conclusive results.

### **3.9.2 Correlation Analysis**

A correlation coefficient measures the association between two variables using numerical aspects (Sounders et al.,2023). The correlation also indicates an association between two or more variables (Sekaran & Bougie, 2016). As for this research, correlation techniques help to discover the significance, firmness, and the path between independent variables of human resource management practices (recruitment and selection, training and development, compensation and benefits, performance appraisal, Involvement, Work Condition) and dependent variables of Organizational Citizenship Behaviour.

Table 3.13

*Strength of Pearson Correlation Coefficient*

Range of Coefficient	Description of Strength
+/- 0.70 or higher	Very strong
+/- 0.40 to +/-0.69	Strong
+/- 0.30 to +/- 0.39	Moderate
+/- 0.20 to +/- 0.29	Weak
+/- 0.01 to +/- 0.19	No or negligible
0	Zero correlation

Source: Sekaran & Bougie, 2016

### 3.9.3 Multiple Regression Analysis

Multiple regression analysis involves evaluating the coefficient of various fortitude and regression equations using other variables (Sekaran & Bougie, 2013). Multiple regression analysis is mainly used for two reasons: to compute R-squared and to identify the influence of each factor (Karupiah, 2019). The R-squared indicate which extent one variable relates to another in a study setting. As for this research, multiple regression analysis explains how much the modification in Organizational Citizenship Behaviour (OCB) indicated by all six Human Resource Management Practices (HRMP), namely recruitment and selection, training and development, compensation and benefits, performance appraisal, involvement, work condition.

### **3.10 Chapter Summary**

This chapter covers several important aspects of the methodology to be carried out for this research. This research's methodology and data collection are also discussed in detail. Besides, the research designs and the quantitative research method were also described for the study. Further, the measurement of instruments, sample selection, and data analysis presented in this chapter.

The next chapter focuses on data screening and preliminary analysis of the research data. Further, it demonstrates the demographic profile of the respondents together with SPSS results. Ultimately, the evaluation of the measurement model and predictive relevance also explained in the next chapter.



## **CHAPTER FOUR**

### **RESULT AND DISCUSSION**

#### **4.1 Introduction**

This section discusses the data examination process, as well as the outcomes and results of the research. To begin with, SPSS is utilized for preliminary data cleanup, verifying numerical traditions, and leading expository figures. The SPSS software program was also used to evaluate the reliability of measuring variables via internal consistency investigation, correlation, and validity assessments. Then, multiple regression analysis was conducted to examine the hypotheses, and study findings were discussed.

#### **4.2 Response Rate**

In this research, six human resource practices, namely recruitment and selection, training and development, compensation and benefits, performance appraisal, Involvement, and work conditions, were investigated in relation to organizational citizenship behavior (OCB). The measurement instrument adapted from the preceding study was pretested for the current study. Subsequently, 500 questionnaires were distributed to four glove manufacturing companies, and 448 complete questionnaires were received. Even though the minimum required sample size is 379, the actual results received exceeded this requirement and were fully utilized. Upon receiving the questionnaires, they were processed using SPSS software.

## **4.3 Data Screening and Preliminary Analysis**

This section discusses the initial data analysis phase, which focuses on screening and cleansing the data to prepare it for inferential statistical analysis. The preliminary analysis and data screening were conducted using SPSS version 26, following the recommendations for stages of data analysis (Zikmund et al., 2013). It involved various procedures, including assessing and replacing missing values, identifying, and treating outliers, and testing for normality, linearity, homoscedasticity, and multicollinearity. The results of these tests and processes details in the subsequent sections.

### **4.3.1 Assessing and Replacing Missing Values**

The initial examination is to evaluate the absent values (Sounders, 2023), described as missing data as "where data have not been collected for some variables". No missing data was discovered using the frequency statistics. Therefore, the information utilized in this study is absent from missing values.

### **4.3.2 Analysis of Outliers**

A comprehensive assessment of outliers was conducted on the dataset to maintain the integrity of the data analysis. Visual inspection of boxplots and scatterplots was performed, and it was determined that no significant outliers were present. Additionally, the consistency of the measurement is examined through Cronbach's alpha, resulting in a value of 0.848, which represents high reliability. This finding reinforces the reliability of the data and enhances the validity of the statistical examination conducted in this study. By thoroughly examining outliers and ensuring the scale's reliability, the integrity of the data analysis was upheld, providing a solid foundation for drawing accurate conclusions.

### 4.3.3 Test of Normality

The data's normality in this study was assessed by examining the skewness and kurtosis values. Hair et al. (2010) state that standard skewness and kurtosis range within  $\pm 2$ . Table 4.1 presents the skewness and kurtosis values for the measured variables. The results indicate that the skewness values range from -0.019 to 0.165, while the kurtosis values range from -0.179 to 0.317. These findings suggest that the information gathered is not against the normality assumption.

Table 4.1

*Skewness and Kurtosis Values for Measured Variables*

		Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Organizational Behaviour (OCB)	Citizenship	0.165	0.115	-0.562	0.230
Recruitment and Selection		0.039	0.115	-0.179	0.230
Training and Development		-0.043	0.115	-0.524	0.230
Compensation and Benefits		-0.551	0.115	0.317	0.230
Performance Appraisal		-0.289	0.115	0.700	0.230
Involvement		-0.171	0.115	-0.813	0.230
Work Conditions		-0.019	0.115	-0.181	0.230

#### 4.3.4 Test of Multicollinearity

The final assumption examined in this study is related to multicollinearity and pertains to the association concerning the studied variables. Multicollinearity has an issue in multiple regression when the studied variables exhibit high correlation ( $r = 0.8$  and above). The regression coefficient might not be significant because of a high standard error. The tolerance values near zero indicate the presence of high multicollinearity (Tabachnick & Fidell, 2001). The Variance Inflation Factor (VIF) of less than ten and a tolerance value of more than 0.1 are typically used. For the current study, there is no defiance of these assumptions. The tolerance values for the independent variables are more significant than 0.1, and the VIF values are less than 10, as depicted in Table 4.2. Thus, it indicates that multicollinearity is not a concern in the analysis, strengthening the results' validity.

Table 4. 2

*Test of Multicollinearity*

	Tolerance	VIF
Recruitment and Selection	0.549	1.821
Training and Development	0.414	2.417
Compensation and Benefits	0.391	2.560
Performance Appraisal	0.323	3.092
Involvement	0.243	4.115
Work Conditions	0.396	2.523

#### **4.3.4 Common Method Variance**

Several steps were taken to address the potential influence of Common method variance (CMV) in this study. Firstly, participants were assured anonymity and confidentiality assurances to promote honest and unbiased reporting of their responses. This approach aimed to mitigate the potential impact of CMV resulting from social desirability bias or fear of judgment. Additionally, the design of the questionnaire elements goes through very detailed and proper methods. Unambiguous language was used to ensure participants' understanding and minimize the potential for response ambiguity. Furthermore, reverse-coded items were included strategically to control for response bias and reduce the influence of systematic responding patterns. These measures were implemented to minimize the possible impact of CMV on results and enhance the validity.

#### **4.4 Demographic Profile of Respondents**

A general idea of the biographical information and basic traits among the participants is necessary for understanding the respondents. The demographic information includes gender, age, highest level of education, position, and years of working experience.

The descriptive information in Table 4.3 reveals that most respondents in this study were male, accounting for 231 individuals (51.6%). Conversely, there were 217 female respondents (48.4%). Furthermore, Table 4.3 indicates the more excellent age group aged between 25 and 34 years old, comprising 357 individuals (79.7%). Table 4.3 also demonstrates that many respondents held a bachelor's degree (60.9%), while 17.2% had a master's degree or equivalent, and the remaining respondents had completed high school or its equivalent. Regarding job positions, the highest proportion of respondents were from

middle management (67.2%), whereas the lowest percentage came from junior management (7.8%). Lastly, the highest number of respondents reported having 2 to 5 years of working experience (53.1%), while the smallest percentage had less than 2 years of experience (10.9%).

Table 4.3

*Demographic Distribution of Respondents (N = 448)*

	Frequency	Percentage
<b>Gender</b>		
Female	217	48.4
Male	231	51.6
<b>Age</b>		
18-24 years old	35	7.8
25- 34 years old	357	79.7
35 – 44 years old	49	10.9
55- 64 years old	7	1.6
<b>Education Level</b>		
High School or Equivalent	21	4.7
Diploma or Equivalent	77	17.2
Bachelor's degree	273	60.9
Master's degree or equivalent	77	17.2

Table 4. 3 (Continued)

	<b>Frequency</b>	<b>Percentage</b>
<b>Position</b>		
Lower management	56	12.5
Junior Management	35	7.8
Middle Management	301	67.2
Upper Management	56	12.5
<b>Working Experience</b>		
Below 2 years	49	10.9
2- 5 years	238	53.1
6 years and above	161	35.9

#### 4.5 Reliability Test

Reliability is the central judgment measure of excellence in the quantitative study method. Thus, the extent to which a data collection procedure produces consistent findings (Saunders et al., 2023). This measurement examines the consistency of responses. The alpha coefficient value is between 0 and 1. The Cronbach Alpha values of 0.7 or above indicate that the questions combined in the scale are internally consistent in their measurement (Saunders et al., 2023). The acceptable value of Cronbach's alpha in this study is 0.70. (Saunders et al., 2023). Following these procedures, none of the items was deleted from the scales of the studied variable, as all the alpha values were above the minimum required value. Table 4.4 shows that Cronbach's alpha values for the scales

developed in this study were acceptable and a good fit for internal consistency among elements in the study.

The values obtained for Organizational Citizenship Behavior (OCB) (0.784), Recruitment and Selection (0.825), Training and Development (0.826), Compensation and Benefits (0.867), and Performance Appraisal (0.877), Involvement (0.949), Work Conditions, (0.836) all exceed the widely accepted threshold of 0.7. This indicates strong internal reliability for all the constructs, with the Involvement (0.949) construct demonstrating exceptionally high internal consistency. These values depict elements in each construct that measure the same concept, confirming the reliability of the measures.

Table 4.4

*Summary of Reliability Analysis*

<b>Variables</b>	<b>N of Items</b>	<b>Cronbach Alpha</b>
Organizational Citizenship Behaviour (OCB)	24	0.784
Recruitment and Selection	6	0.825
Training and Development	6	0.826
Compensation and Benefits	5	0.867
Performance Appraisal	5	0.877
Involvement	12	0.949
Work Conditions	6	0.836

## 4.6 Descriptive Analysis

A total of 448 valid survey samples were obtained precisely on a five-point scale. According to Hair et al. (2006), mean values can be categorized into three levels as below:

Low: 1.00 to 2.67

Moderate: 2.68 to 3.33

High: 3.34 to 5.00

Table 4.5 indicates that the overall mean was above three (3), ranging from 3.28 to 4. It shows the target audience's alleged agreement regards to Organizational Citizenship Behaviour (OCB) (mean = 4,  $sd = 0.38$ ), Training and Development (mean = 3.87,  $sd = 0.62$ ), Work Conditions (mean = 3.79,  $sd = 0.69$ ), Recruitment and Selection (mean = 3.74,  $sd = 0.70$ ), Performance Appraisal (mean = 3.68,  $sd = 0.7$ ), Involvement (mean = 3.59,  $sd = 0.81$ ), and Compensation and Benefits (mean = 3.28,  $sd = 0.90$ ). The low standard deviations indicate a low inconsistency in the data (Sekaran & Bougie, 2013).

Table 4.5

*Descriptive Analysis of the Variables*

Variables	Mean	Standard Deviation	Level
Organizational Citizenship Behaviour (OCB)	4.00	0.38	High
Recruitment and Selection	3.74	0.70	High
Training and Development	3.87	0.62	High
Compensation and Benefits	3.28	0.90	High
Performance Appraisal	3.68	0.72	High

Table 4.5 (Continued)

Variables	Mean	Standard Deviation	Level
Involvement	3.28	0.90	High
Work Conditions	3.68	0.72	High

#### 4.7 Correlation Analysis

The correlation coefficient illustrates the association connecting the independent and dependent variables. According to Sekaran and Bougie (2016), the guideline can be used to interpret correlation values.

Table 4.6, the independent variables (human resource management practices) were found to have significant relationships with Organizational Citizenship Behavior (OCB) as follows: recruitment and selection ( $r = 0.39, p < 0.01$ ), training and development ( $r = 0.48, p < 0.01$ ), and compensation and benefits ( $r = 0.27, p < 0.01$ ). Additionally, performance appraisal ( $r = 0.32, p < 0.01$ ), Involvement ( $r = 0.45, p < 0.01$ ), and work conditions ( $r = 0.53, p < 0.01$ ) also showed significant relationships with OCB. Among the independent variables, work conditions ( $r = 0.53, p < 0.01$ ) exhibited the strongest correlation with OCB compared to the other variables.

These findings suggest that individuals who perceive HRMP express a more muscular perceived behavioral control and have a significant relationship with their intention to engage in OCB.

Table 4. 6

*Relationship Among Variables*

<b>Variables</b>	<b>OCB</b>	<b>RS</b>	<b>TD</b>	<b>CB</b>	<b>PA</b>	<b>Inv</b>	<b>WC</b>
Organizational	1.00						
Citizenship Behaviour							
(OCB)							
Recruitment and	0.39**	1.00					
Selection							
Training and	0.48**	.64**	1.00				
Development							
Compensation and	0.27**	0.48**	0.56**	1.00			
Benefits							
Performance Appraisal	0.32**	0.55**	0.62**	0.73**	1.00		
Involvement	0.45**	0.57**	0.69**	0.74**	0.77**	1.00	
Work Conditions	0.53**	0.47**	0.63**	0.56**	0.67**	0.75**	1.00

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

## 4.8 Multiple Regression Analysis

The regression analysis shows to which extent the independent variable explains the variability observed in the dependent variable. The regression equation can be expressed as:

$$Y = \beta_0 + \beta_1 X + \epsilon$$

The linear regression analysis weighs the impact of independent variables (Human Resource Management Practices - HRMP) on dependent variables (Organizational Citizenship Behaviour - OCB). The results of this analysis are presented in Table 4.8.

Multiple regression analysis findings show a significant relationship between the six Human Resource Management Practices (HRMP) and the dependent variable, Organizational Citizenship Behavior (OCB). The following HRMP variables demonstrated statistically significant relationships with OCB: Recruitment and selection ( $p = 0.008$ ), Training and development ( $p = 0.000$ ), Compensation and benefits ( $p = 0.006$ ), Performance appraisal ( $p = 0.03$ ), Involvement ( $p = 0.005$ ), and Work conditions ( $p = 0.000$ ). The significance levels ( $p$ -values) for all these variables were below 0.05 ( $p < 0.05$ ), indicating a significant impact on OCB.

Furthermore, an R-square value of 0.65 indicates that the HRMP accounts for 65% of the variance observed in the OCB.

Table 4. 7

*Multiple Regression Analysis*

Independent Variables	B	t	Sig.
(H1) Recruitment and Selection	0.138	2.656	0.008
(H2) Training and Development	0.211	3.527	0.000
(H3) Compensation and Benefits	0.115	1.984	0.006
(H4) Performance Appraisal	0.204	3.023	0.003
(H5) Involvement	0.152	1.953	0.005
(H6) Work Conditions	0.420	6.885	0.000
R <sup>2</sup>	0.650		
F	39.531		
Sig.	.0000		

**4.9 Hypotheses Testing**

**H1: There is a significant relationship between recruitment and selection toward Organizational Citizenship Behaviour (OCB).**

The findings indicate that the coefficient (B) for the connection relating recruitment and selection and OCB is 0.138. The t-value associated with this coefficient is 2.656. The significance level (sig) associated with the t-value is 0. 008. Next, the sig value (0.008) is below the standard significance level of 0.05, a sufficient indication to omit the null hypothesis. The t-value of 2.656 also indicates the magnitude of the relationship between variables. A higher t-value suggests the relationship direction, whereas a higher value indicates a strong relationship and vice versa. Thus, connections exist between recruitment and selection and OCB.

**H2: There is a significant relationship between training and development and Organizational Citizenship Behaviour (OCB).**

The training and development variable's regression coefficient (B) is 0.211. The t-value associated with the training and development variable is 3.527. The t-value measures the statistical significance of the regression coefficient. Next, the significance level (sig) associated with the training and development variable is 0.000. The significance level (0.000) is less than the commonly used standard of  $p < 0.05$ , evidence to reject the null hypothesis and conclude the existence of an association between training and development and OCB.

**H3: There is a significant relationship between compensation and benefits and Organizational Citizenship Behaviour (OCB).**

The regression coefficient (B) for the compensation and benefits variable is -0.115. The t-value associated with the compensation and benefits variable is -1.984. The t-value measures the statistical significance of the regression coefficient. The significance level (0.006) is less than the commonly used standard of  $p < 0.05$ , supporting the decline of the null hypothesis and concluding that there is a significant relationship between compensation and benefits and OCB.

**H4: There is a significant relationship between performance appraisal and Organizational Citizenship Behaviour (OCB).**

The regression coefficient (B) for the performance appraisal variable is -0.204. The t-value associated with the performance appraisal variable is -3.023. Thereafter, the significance level (sig) associated with the performance appraisal variable is 0.003. The significance level (0.003) is less than the commonly used standard of  $p < 0.05$ , enough

evidence to decay the null hypothesis and state the existence of a connection between performance appraisal and OCB.

**H5: There is a significant relationship between involvement and Organizational Citizenship Behaviour (OCB).**

The involvement variable's regression coefficient (B) is 0. 152. The t-value associated with the involvement variable is 1.953. The t-value measures the statistical significance of the regression coefficient. The significance level (sig) associated with the involvement variable is 0.005. The significance level (0.005) is less than the commonly used value of 0.05, sufficient to eliminate the null hypothesis and confirm the association between Involvement and OCB.

**H6: There is a significant relationship between work conditions and Organizational Citizenship Behaviour (OCB).**

The work conditions variable's regression coefficient (B) is 0. 420. The t-value associated with the work conditions variable is 6.885. The significance level (0.000) is less than the commonly used standard rate of 0.05, supporting the decline of the null hypothesis and confirming the connection between work conditions and OCB.

#### **4.10 Chapter Summary**

In this chapter, the empirical analysis of the survey questionnaire data was presented. The analysis consisted of several stages. Firstly, descriptive statistics were used to provide an overview of the data and characteristics of the respondents. Simple percentages, means, and standard deviations were calculated to describe the variables. Secondly, correlation analysis was conducted to identify associations among the variables, using correlation coefficients to illustrate the strength and direction of relationships between independent and dependent variables. Lastly, multiple regression analysis was performed to determine the impact of human resource management practices on organizational citizenship behaviour. The results revealed six significant predictors of organizational citizenship behaviour.

The subsequent chapter discuss the findings in detail, exploring their theoretical and practical implications. Limitations of the study also be addressed, along with suggestions for future research. This aid in contextualizing and interpreting the results, drawing meaningful conclusions from the conducted analysis.

## **CHAPTER FIVE**

### **DISCUSSION AND CONCLUSION**

#### **5.1 Introduction**

This section centers on the discussion of research findings, implications, and contributions, followed by an examination of limitation and opportunities for future study direction. Finally, conclusions are drawn. The findings indicate a significant influence of human resource management practices on organizational citizenship behavior. This chapter also emphasizes the conceptual and managerial endowment of the present study.

#### **5.2 Recapitulation**

The main objective of this study is to investigate the relationship between human resource management practices and organizational citizenship behavior among employees of four major glove manufacturing companies: Top Glove, Hartalega, Supermax, and Kossan Rubber Industries. The study adopted the social exchange theory (SET) as a fundamental and guidance. The online survey was administered towards the target audience to collect the required data. Four hundred forty-eight complete responses were received and utilized for data investigation using SPSS. Path analysis in SPSS was employed to test six hypotheses. The results supported all six hypotheses and confirmed the association between human resource management practices and organizational citizenship behavior.

### 5.3 Discussion of The Findings

Discussions were being made concerning the findings of this study. Table 5.1 summarizes the result of the hypotheses testing. This study has successfully supported all six hypotheses developed in Chapter 2.

Table 5.1

*Summary of Hypothesis Testing*

Hypothesis	Description	Result	Valuation
H1	There is a significant relationship between recruitment and selection and Organizational Citizenship Behavior (OCB).	Significant	Supported
H2	There is a significant relationship between training and development and Organizational Citizenship Behavior (OCB).	Significant	Supported
H3	There is a significant relationship between compensation and benefits and Organizational Citizenship Behavior (OCB).	Significant	Supported

Table 5.1 (Continued)

Hypothesis	Description	Result	Valuation
H4	There is a significant relationship between performance appraisal and Organizational Citizenship Behavior (OCB).	Significant	Supported
H5	There is a significant relationship between involvement and Organizational Citizenship Behavior (OCB).	Significant	Supported
H6	There is a significant relationship between work conditions and Organizational Citizenship Behavior (OCB).	Significant	Supported

### **5.3.1 Relationship between recruitment and selection and Organizational Citizenship Behavior (OCB)**

Generally, positive, and fair recruitment and selection processes adopted and practices in the Company were associated with more favorable attitudes towards the employer, leading to increased commitment and loyalty demonstrated through OCB. These findings align with previous literature that has also highlighted the connection between recruitment and selection practices and OCB (Gavino et al., 2020; Rasheed & Ghani, 2020; Foo et al., 2020; Nawangsari & Sutawidjaya, 2018; Aboramadan et al., 2020; Begum et al., 2014; Pires & Nunes, 2018). However, this study takes a step further by examining this Relationship within the specific context of glove manufacturing employees, which has not been previously explored.

Drawing on the social exchange theory (SET) mechanism, it can be understood that when organizations adopt progressive HR practices that create an engaging, supportive, and rewarding work environment, employees tend to engage with the Organization and exhibit more excellent performance (Armstrong & Taylor, 2023). By giving due attention to the recruitment and selection process and implementing adequate procedures, organizations can facilitate the development of OCB among both current and potential employees. For example, an employee referral scheme within the Organization can indicate employee satisfaction and willingness to recommend their family or friends to join the Organization.

### **5.3.2 Relationship between Training and Development and Organizational Citizenship Behaviour (OCB)**

Implementing practical training and development programs within an organization was associated with more positive attitudes towards the employer, leading to an increased likelihood of employees demonstrating commitment and loyalty through OCB. These results align with prior literature that has emphasized the Relationship between training and development practices and OCB (Niyomdecha & Yahya, 2019; Foo et al., 2020; Krishnan et al., 2016; Gavino et al., 2020; Pires & Nunes, 2018). However, go in-depth from existing works by investigating this Relationship within the specific context of glove manufacturing employees, which has not been previously explored.

Social exchange theory (SET) best describes the underlying mechanism, which suggests that when organizations invest in comprehensive training and development initiatives, they improve Staff's skills, knowledge, and ability to perform their job better. This creates a supportive work atmosphere. In return, it encourages the workforce to reciprocate by engaging in OCB and other actions which support and contribute to the Company's excellence and success. Organizations prioritizing training and development initiatives can effectively promote endless learning and growth, leading to increased employee engagement and excellence.

Organizations must embrace the importance of training and development in instilling OCB among employees by providing prospects for skill development, career progress, knowledge transfer, and autonomy to perform beyond their formal job responsibilities. For instance, cross-training programs enable employees to gain expertise in multiple areas and develop their individual capabilities whilst promoting ownership and commitment towards the Organization.

### **5.8.3 Relationship between Compensation and Benefits and Organizational Citizenship Behaviour (OCB)**

With fair and competitive compensation packages and attractive employee benefits, employees develop more positive attitudes towards the employer. This initiative can enhance workforce loyalty, as demonstrated through OCB. These findings align with previous works that also emphasized the connection between compensation and benefits practices and OCB (Begum et al., 2014; Krishnan et al., 2016; Nawangsari & Sutawidjaya, 2018; Pires & Nunes, 2018; Rasheed & Ghani, 2020; Foo et al., 2020; Gavino et al., 2020;

Halid et al., 2020; Aboramadan et al., 2020) However, present study extends the contribution to existing works in glove production sector.

Drawing on the social exchange theory (SET) mechanism, it is understood that reciprocity occurs when organizations implement adequate compensation and benefits practices that align with employee needs and expectations. When the workforce perceives the Organization's ventures for their betterment, they tend to engage in behaviours and actions like OCB that could support the Organization's success. By providing competitive salaries, performance inducement, benefit perks, and room for professional growth, organizations create a work environment that motivates them to move beyond the required job task for the Organization's success.

Undeniably, employers need to converge the magnitude of compensation and benefits in fostering OCB among employees. Organizations can enhance employee satisfaction, motivation, and commitment by ensuring fair and equitable remuneration. Additionally, offering fascinating gains, such as medical coverage, retirement schemes, and work-life equilibrium initiatives, can contribute to employee well-being and overall job satisfaction. Such practices promote OCB and invite and preserve top talent within the Organization.

#### **5.8.4 Relationship between Performance Appraisal and Organizational Citizenship Behaviour (OCB)**

With adequate performance appraisal schemes that are rational, visible, and provide constructive feedback, employees develop more positive attitudes towards the employer. Consequently, this leads to increased commitment and loyalty, which is demonstrated through OCB. These findings align with previous literature that has also emphasized the connection between performance appraisal practices and OCB (Robbins & Judge, 2024; Gavino et al., 2020; Foo et al., 2020; Halid et al., 2020; Pires & Nunes, 2018; Nawangsari & Sutawidjaya, 2018; Vu et al., 2020). The present study extends the contribution to existing works in the glove production sector.

Drawing on the social exchange theory (SET) mechanism, able to understand that when organizations implement effective performance appraisal practices, it creates a positive work environment that fosters employee affiance and inspiration. By feeding periodical feedback, embracing employee accomplishments, and providing room for growth and advancement, employers can encourage the workforce to drive above-standard job tasks and engage in OCB. Employees who feel valued and supported through the performance appraisal process tend to be involved in actions, behaviour and activities that lead to company success.

A suitable performance appraisal mechanism can enhance employee job satisfaction, inspiration, and commitment. Additionally, providing opportunities for skill development, career advancement, and recognition based on performance can further promote OCB. The company culture treasures and supports employee growth and development, which leads to individual and organizational excellence.

### **5.8.5 Relationship between Involvement and Organizational Citizenship Behaviour (OCB)**

The Organization that includes employees in decision-making processes, goal setting, and troubleshooting, employees develop more positive attitudes towards the Organization. This initiative can increase obligation and loyalty, as demonstrated through OCB. These findings align with previous literature that has also emphasized the connection between employee involvement and OCB (Gavino et al., 2020; Nawangsari & Sutawidjaya, 2018; Pires & Nunes, 2018; Vu et al., 2020; Yang, 2012, Saxena & Saxena, 2015; Urbini et al., 2020; Manuti et al., 2020; Bello-Pintado, 2015). The present study extends the contribution to existing works in the glove production sector, which has not been studied before.

Drawing on the social exchange theory (SET) mechanism, when organizations involve the workforce in decision-making and provide opportunities for active participation, it creates a sense of ownership and psychological ownership. This, in turn, motivates employees to engage in behaviours that benefit the Organization, such as OCB. By fostering a culture of involvement, organizations can tap into their employees' knowledge, skills, and creativity, leading to increased employee satisfaction, motivation, and commitment.

Embrace the value of employee involvement in employment relationships is crucial. Organizations can achieve belonging and empowerment by providing platforms for workforce ideas, soliciting ideas, and being involved in meaningful ways. This could push employees to go beyond the required job scope for the Company's betterment. Employers are responsible for constructing an encouraging and inclusive employment

atmosphere that values employee perspectives and actively involves employees in decision-making.

### **5.8.6 Relationship between Work Condition and Organizational Citizenship Behaviour (OCB)**

With favourable work conditions, such as a safe and healthy work environment, reasonable workload, supportive supervision, and fair policies, employees develop more positive attitudes towards the Organization. Consequently, this leads to increased commitment and loyalty, which is demonstrated through OCB. These findings align with previous literature that has also emphasized the association between work conditions and OCB (Demo et al., 2012; Vu et al., 2020; Farisi et al., 2021; Zhang et al., 2022; Kao, 2017; Farisi et al., 2021; Purwana et al., 2020; Nauly et al., 2022). The present study extends the contribution to existing works in the glove production sector, which has not been studied before.

**Universiti Utara Malaysia**

Drawing on the social exchange theory (SET) mechanism, it can be understood that when organizations provide favourable work conditions, employees perceive a sense of reciprocity and contribute to the Company's excellence. Organizations can enhance employee satisfaction, motivation, and commitment in an employment atmosphere that promotes employee interests. This could influence employees to move forward with actions and behaviours that contribute to organizational success.

Embrace the importance of work conditions in fostering OCB among employees. Organizations can create a positive work climate by ensuring a safe and healthy work environment, establishing fair policies, promoting work-life balance, and advancing careers. This, in turn, encourages the workforce to return to behaviours that could value the

Organization and contribute to its overall success. Organizations should strive to continuously improve work conditions and address any concerns or challenges that employees may face, as this can have a positive impact on both employer and employee.

## **5.4 Implications and Suggestions**

### **5.4.1 Theoretical Implications**

The present study proposed that the Social Exchange Theory would assist in understanding the Relationship between human resource management practices (recruitment and selection, training and development, compensation and benefits, performance appraisal, involvement, and work condition) and Organizational Citizenship Behavior (OCB) (Halid et al., 2020). The study's findings embrace the social exchange theory, as all the human resource management practices were positively related to Organizational Citizenship Behavior. The social exchange theory provides insights into the fundamental mechanisms and processes of how HRM practices influence OCB. It helps explain how employees recognize the reciprocal nature of their Relationship with the employer and how this perception drives their voluntary initiative to induce organizational success. While the social exchange theory has been supported in past OCB research (Vu et al., 2020), this was the first study to incorporate this framework in a glove manufacturing context.

The present work contributes to a deeper understanding of the unique elements that induce the association between HRM practices and OCB in this industry. This contextual focus enhances the practical applicability of the findings and provides insights relevant to organizations operating within the glove manufacturing sector. The social exchange theory

helps us understand how human resource management practices impact employees' OCB. In short, this study supports the idea that the social exchange theory can help understand how human resource management practices influence organizational citizenship behavior.

#### **5.4.2 Practical Implications**

The significant relationships suggest that organizations can proactively promote and instil organizational citizenship behaviour among employees. The significant Relationship between human resource management practices and organizational citizenship behaviour leads to the design of human resource management strategy. The research provides insights into the positive human resource management practices associated with OCB. Therefore, organizations can utilize these findings to design and implement their HRM strategies.

An organization's recruitment and selection function attract talent who wish to show a good OCB. The notable recruitment practice among glove manufacturers is zero-cost recruitment. Zero-cost recruitment in glove companies refers to hiring new employees without incurring direct financial expenses. This approach involves utilizing various cost-effective strategies and resources to attract, screen, and select candidates for job vacancies. Glove companies can minimize recruitment expenses by implementing zero-cost recruitment strategies while attracting qualified candidates.

Next, the Organization can emphasize comprehensive training and development initiatives to enhance employee knowledge, skill, and ability, positively influencing OCB and enhancing the knowledge, skills, and capabilities of the glove manufacturing industry employees. It provides structured learning opportunities and resources to help employees

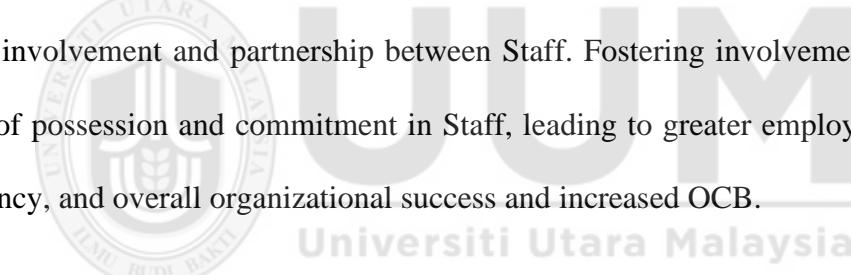
develop their competencies, improve job performance, and adapt to changing industry demands. The keynote training and development initiative includes on-the-job training (OJT), technical skills development, safety and compliance training, soft skills enhancement, and continuous learning and professional development opportunities. With ventures into training and development initiatives, Malaysian glove companies can develop workforce performance, job fulfillment, and overall productivity. It also helps to cultivate a skilled and competent workforce adaptable to technological advancements and industry changes.

Furthermore, Organization can review their compensation benefit package structures from time to time to align with market practice. Offering attractive gains packages and providing professional growth can also contribute to employee satisfaction and, in turn, foster OCB. To provide monetary and non-monetary rewards to workforce to recognize their physical and mental contribution. This includes the monetary compensation employees receive for their work, such as basic pay, bonuses, and additional inducements, as well as non-monetary benefits like medical benefits, retirement plans, leave entitlements, and other perks. These practices play a crucial role in fascinating and preserving talented individuals, promoting staff engagement, and contributing to glove manufacturers' organizational excellence.

In addition, organizations must focus on performance appraisal by practising fair and constructive performance appraisal practices to foster OCB. The Organization can ensure that performance appraisal systems are transparent, provide regular feedback, and recognize and reward employee contributions. This can create a good employment atmosphere that encourages Staff to engage in behaviours that benefit the Company. Thus,

evaluating and assessing employees' achievements, skills, competencies, and potential for growth and development. This helps identify high-performing employees for rewards and recognition, address performance issues, and provide necessary support and development opportunities. By implementing effective performance appraisal practices, an organization can enhance employee performance, productivity, and job satisfaction, ultimately bringing organizational success and excellence to the industry.

Moreover, the company can enhance employee involvement by creating opportunities for employee input, participation in decision-making processes, and participation in troubleshooting activities. For instance, participative decision-making, teamwork and collaboration, and employee engagement initiatives can adopt a culture of active involvement and partnership between Staff. Fostering involvement helps create a sense of possession and commitment in Staff, leading to greater employment happiness, efficiency, and overall organizational success and increased OCB.



Next, the Organization can focus on work conditions by providing a safe and healthy work environment, reasonable workload, and supportive supervision in promoting OCB. The Organization can prioritize creating a positive work climate and addressing any concerns or challenges related to work conditions. For instance, ergonomic design, safety measures, cleanliness, ventilation, lighting, and overall comfort provided to employees. This aims to ensure that employees have a conducive and safe working environment that promotes their well-being, health, and productivity. Notably, work conditions play a significant role in the glove manufacturing context due to the nature of the industry, which involves manufacturing processes and potential hazards. By maintaining good work conditions, these companies can enhance employee satisfaction, reduce the risk of

workplace accidents or injuries, and create an environment that supports optimal performance and overall organizational success.

Ultimately, the practical implications for organizational citizenship behaviour enhancement in the glove manufacturing context are as follows. To review and align exiting HRMP with OCB. Recognizing and rewarding employees who consistently demonstrate OCB can reinforce this behaviour and incentivize others to engage in similar behaviours. Thus, managers can actively encourage and recognize employees who demonstrate OCB. By acknowledging and appreciating their efforts, managers can motivate employees to continue exhibiting positive behaviours more significantly than the required job role and task. Then, an employment atmosphere that promotes and values OCB induced through teamwork, collaboration, and open communication among employees. Encouraging a supportive and inclusive culture can motivate employees to engage in OCB. The managers should serve as role models by exhibiting OCB themselves. When managers demonstrate OCB, it sets a positive example for employees and establishes a culture where such behaviours are valued and encouraged. By implementing the initiatives, the Organization can foster an encouraging employment atmosphere, enhance employee engagement and employment attainment through Staff OCB and lead to business excellence.

## 5.5 Limitations and Suggestions for Future Research

This study has several limitations. One limitation is that it was conducted using a cross-sectional design, which prevents establishing a genuine cause-and-effect relationship. Future studies could employ a longitudinal design, collecting data multiple times over the research period to better understand changes in perception and behaviours related to decision-making and establish causality.

Additionally, the study was conducted within a specific organisational context, focusing on the top four glove manufacturers and their respondents only. This circumstance inhibits the generalisation of findings across different segments, such as Fast-Moving Consumer Goods (FMCG), supply chain and logistics, service sectors, small businesses, or non-profit organizations, where human resource management practices may differ significantly.

The online survey questions used in the present study for data collection introduce biases that can affect the validity of the findings. For example, the halo effect may occur when respondents consistently provide positive or negative ratings across the survey, leading to an inflated or skewed comprehension of the circumstances being investigated.

Furthermore, this study focused on human resource management practices and organisational citizenship behaviour, emphasising less on employment factors like employment type and level. Future research could discover the effect of employment factors on human resource management practices and examine potential differences in organisational citizenship behaviour among different employee groups.

Next, limited number of studied variables. The dependent variable, organisational citizenship behaviour (OCB), was studied in a general sense with five dimensions. Future studies could explore new dimensions relevant to the ongoing changes in business and society. For instance, they could investigate Green Human Resource Management Practices (Green HRMP) and Organizational Citizenship Behavior for the Environment (OCBE) in alignment with current Environmental, Social, and Governance (ESG) frameworks. Additionally, the study only examined six human resource management practices as independent variables so that future research could explore other relevant practices.

Further, this study did not include a mediator or moderator. In the study of the Organizational Citizenship Behavior (OCB) field, relevant mediators include organizational commitment (Han et al., 2023), perceived organizational support (Gavino et al., 2020), visionary leadership (Ismail et al., 2021), job satisfaction (Purwana et al., 2020), work engagement (Urbini et al., 2020), and organizational climate (Vasudevan & Mahadi, 2019). Moderators in OCB studies include organizational justice and motivation (Han et al., 2023), work ethics (Zúñiga et al., 2022), organizational identification (Zhang et al., 2022), and employee satisfaction (Foo et al., 2020). These mediators and moderators have been examined in previous research. Future studies could consider these variables or explore new ones to understand the dynamics of OCB further.

Ultimately, the present study researcher does not have direct access to respondents. The data collection procedure goes through via respective company HR department. This could inhibit the response and study findings. Therefore, future studies could explore the qualitative or mixed method by integrating interview sessions with respondents to obtain a holistic response and view from

In summary, the present study affords worthwhile understanding; it is important to consider these limitations and address them in forthcoming studies to heighten the thoughtfulness of the topic.

## **5.6 Conclusion**

In conclusion, the present study reached its objectives well by examining the influence of human resource management practices on organizational citizenship behavior among employees in the glove manufacturing industry. The study found that all six human resource management practices (recruitment and selection, training and development, compensation and benefits, performance appraisal, involvement, and work conditions) significantly affect and are correlated with organizational citizenship behavior.

The study yielded conclusive results, as all hypotheses were fully supported. It contributes to the current works on communal behavior research by investigating the association between human resource management practices and organizational citizenship behavior, specifically in the context of glove manufacturing employees.

Notably, work conditions showed a strong correlation with organizational citizenship behavior. Meanwhile, compensation and benefits had a relatively low contribution to organizational citizenship behavior. Therefore, organizations may need to explore improvements in this human resource management practice.

Theoretically, this research advances our understanding of how human resource management practices influence organizational citizenship behavior. It highlights the potential of human resource management practices as tools for influencing employee behavior and fostering organizational citizenship behavior.

Ultimately, the present study findings specify a constructive understanding of the association between independent and dependent variables about organizational citizenship behavior among glove manufacturing operators. These findings are significant for manufacturing firms, the Ministry of Human Resources, and future researchers, as they underscore the significance of fostering positive organizational citizenship behavior among the key workforce in the Malaysian manufacturing sector.

## REFERENCES

- Abdul Manan, D.-I., Rosle, N. A., Mahmud, N., & Abdul Aziz, M. A. (2022). Analyzing work stress, job satisfaction and organizational citizenship behavior: A case of private higher learning institution in Kuala Lumpur. *International Journal of Advanced Research in Education and Society*, 4(1), 8–15. <https://doi.org/10.55057/ijares.2022.4.1.2>
- Aboramadan, M., Albashiti, B., Alharazin, H., & Dahleez, K. A. (2020). Human Resources Management Practices and organizational commitment in Higher Education. *International Journal of Educational Management*, 34(1), 154–174. <https://doi.org/10.1108/ijem-04-2019-0160>
- Ahmed, U., Kura, K. M., Umrani, W. A., & Pahi, M. H. (2019). Modelling the link between developmental human resource practices and work engagement: The moderation role of service climate. *Global Business Review*, 21(1), 31–53. <https://doi.org/10.1177/0972150919837813>
- Al-Jedaia, Y., & Mehrez, A. (2020). The effect of performance appraisal on job performance in governmental sector: The mediating role of motivation. *Management Science Letters*, 10(9), 2077–2088. <https://doi.org/10.5267/j.msl.2020.2.003>
- Alzghoul, A., Moh'd Abu Bakir, S., & Abdulraheem Ali Alsheikh, G. (2023). The interplay among human resource information systems, organizational citizenship behavior, and organizational success in Jordanian Banks. *Problems and Perspectives in Management*, 21(1), 493–503. [https://doi.org/10.21511/ppm.21\(1\).2023.42](https://doi.org/10.21511/ppm.21(1).2023.42)

Andrade, C. (2020). Sample size and its importance in research. *Indian Journal of Psychological Medicine*, 42(1), 102–103.

[https://doi.org/10.4103/ijpsym.ijpsym\\_504\\_19](https://doi.org/10.4103/ijpsym.ijpsym_504_19)

Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice* (16th ed.). Koganpage.

Bashirun, S. N., Samudin, N. M. R., Badrolhisam, N. I., & Mohd Zolkapli, N. (2019). Fostering organizational citizenship behavior for the environment in promoting employee green behavior at the Workplace. *International Journal of Business and Management*, 3(1), 18–24. <https://doi.org/10.26666/rmp.ijbm.2019.1.4>

Bello-Pintado, A. (2015). Bundles of HRM practices and performance: Empirical evidence from a Latin American context. *Human Resource Management Journal*, 25(3), 311–330. <https://doi.org/10.1111/1748-8583.12067>

Boxall, P. F., & Purcell, J. (2016). *Strategy and Human Resource Management*. Palgrave Macmillan.

BSCI code of Conduct. (2021). <https://www.amfori.org/content/bsci-code-conduct>

Budd, J. W. (2016, January 16). *Evolution of HRM*. [YouTube](#).

Che Daud, N. A. (2013). *The Effect of Human Resources Practices on Organizational Citizenship Behavior* (thesis). Retrieved from <https://etd.uum.edu.my/5089/1/S808457.pdf>.

Cheng, B. H., & Mc Carthy, J. M. (2018). Understanding the dark and bright sides of anxiety: A theory of workplace anxiety. *Journal of Applied Psychology*, 103(5), 537–560. <https://doi.org/10.1037/apl0000266>

Chiang, F. F. T., & Birtch, T. A. (2011). Reward climate and its impact on service quality orientation and employee attitudes. *International Journal of Hospitality Management*, 30(1), 3–9. <https://doi.org/10.1016/j.ijhm.2010.03.007>

Danilwan, Y., Isnaini, D. B., Pratama, I., & Dirhamsyah. (2020). Inducing organizational citizenship behavior through Green Human Resource Management Bundle: Drawing Implications for environmentally sustainable performance. A case study. *Journal of Security and Sustainability Issues*, 10(Oct), 39–52. [https://doi.org/10.9770/jssi.2020.10.oct\(3\)](https://doi.org/10.9770/jssi.2020.10.oct(3))

Decarlo, M. (2018, August 7). *6.3 inductive and deductive reasoning*. Scientific Inquiry in Social Work.

Demo, G., Neiva, E. R., Nunes, I., & Rozzett, K. (2012). Human Resources Management Policies and Practices Scale (HRMPPS): Exploratory and confirmatory factor analysis. *BAR - Brazilian Administration Review*, 9(4), 395–420. <https://doi.org/10.1590/s1807-76922012005000006>

Denisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 Years of Progress? *Journal of Applied Psychology*, 102(3), 421–433. <https://doi.org/10.1037/apl0000085>

Dessler, G. (2020). *Human Resource Management*. Pearson.

Detnakarin, S., & Rurkkhum, S. (2019). Moderating effect of perceived organizational support on Human Resource Development practices and organizational citizenship behavior. *Journal of Asia-Pacific Business*, 20(3), 215–234.  
<https://doi.org/10.1080/10599231.2019.1647078>

Dowling, P. (2023). *International Human Resource Management*. Cengage.

Díaz fernández, M., López cabrales, A., & Valle cabrera, R. (2020). Strength of HRM systems and perceived organizational support as determinants of employment relationships: The perspective of HR managers and workers' representatives. *BRQ Business Research Quarterly*, 26(2), 121–135.  
<https://doi.org/10.1177/2340944420977506>

EY. (2022, August 2). *Employee influence in Malaysia grows as more than one-third are set to quit their jobs for better pay, career advancement, improved well-being, and enhanced flexibility*. [EY Malaysia](#)

Fah, H. K. (2024, January 4). Interview session with Malaysian Rubber Glove Manufacturers Association (MARGMA) Vice President. Klang; Top Glove Sdn Bhd Factory 4.

Farisi, S., Andi prayogi, M., & Juliana, E. (2021). The influence of work motivation and work environment on organizational citizenship behavior with job satisfaction as an intervening variable at the youth and sports office of north sumatra province.

*International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEVAS)*, 1(2), 257–268.

<https://doi.org/10.54443/ijebas.v1i2.78>

Foo, L. Y., Gahazali , H., Zawawi, D., & Mohamad, S. F. (2020). A model linking HRM practices, service-oriented OCBs & organizational performance in Malaysian hotel industry. *Journal of Tourism Hospitality & Culinary Arts*, 12(1), 48–68.

Gavino, M. C., Lambert, J. R., Elgayeva, E., & Akinlade, E. (2020). HR practices, customer-focused outcomes, and OCBO: The Pos-Engagement Mediation Chain. *Employee Responsibilities and Rights Journal*, 33(2), 77–97.

<https://doi.org/10.1007/s10672-020-09355-x>

Gavino, M. C., Wayne, S. J., & Erdogan, B. (2012). Discretionary and transactional human resource practices and employee outcomes: The role of perceived organizational support. *Human Resource Management*, 51(5), 665–686.

<https://doi.org/10.1002/hrm.21493>

Ghani, B., & Rasheed, K. (2020). The HR Practices and Organizational Citizenship Behavior. *International Journal of Management Sciences and Business Research*, 9(1), 43–52.

[https://www.researchgate.net/publication/339026067\\_The\\_HR\\_practices\\_and\\_organizational\\_citizenship\\_Behavior](https://www.researchgate.net/publication/339026067_The_HR_practices_and_organizational_citizenship_Behavior)

Gou, L., Wang, G., Feng, L., & Zhang, Y. (2020). A multilevel analysis of the impact of group organizational citizenship behavior on nurse–patient relationship: The mediating effect of work engagement and the moderating effect of emotional intelligence. *Journal of Nursing Management*, 29(2), 342–350.

<https://doi.org/10.1111/jonm.13159>

Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee Responsibilities and Rights Journal*, 4(4), 249–270.

<https://doi.org/10.1007/bf01385031>

Guest, D. E. (2017). Human Resource Management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22–38.

<https://doi.org/10.1111/1748-8583.12139>

Halid, H., Kee, D. M., & Rahim, N. F. (2020). Perceived human resource management practices and intention to stay in private higher education institutions in Malaysia: The role of Organizational Citizenship Behavior. *Global Business Review*, 097215092095090. <https://doi.org/10.1177/0972150920950906>

Han, Y., Abdullah, A., & Hwang, K. (2023). Transformational leadership and organizational citizenship behavior in Egypt: Roles of Organizational Commitment, public service motivation, and organizational justice. *Journal of Policy Studies*, 38(4), 23–39. <https://doi.org/10.52372/jps38403>

Hanaysha, J. R., Kumar, V. V. A., In'airat, M., & Paramaiah, Ch. (2022). Direct and indirect effects of servant and ethical leadership styles on employee creativity: Mediating role of organizational citizenship behavior. *Arab Gulf Journal of Scientific Research*, 40(1), 79–98. <https://doi.org/10.1108/agjsr-04-2022-0033>

Hazim, A. (2022, October 20). *No great resignation in Malaysia - The Malaysian Reserve*. [The Malaysian Reserve- Economy News](#).

Ismail, H., El Irani, M., & Kertechian, K. S. (2021). Green HRM and Nongreen Outcomes: The mediating role of visionary leadership in Asia. *International Journal of Manpower*, 43(3), 660–681. <https://doi.org/10.1108/ijm-04-2020-0162>

Jansen, D. (2023a, October 26). *Research Philosophy & Paradigms: Positivism, interpretivism & pragmatism*. Grad Coach. <https://gradcoach.com/research-philosophy/>

Jansen, D. (2023b, October 26). *Saunders' research onion explained*. Grad Coach. <https://gradcoach.com/saunders-research-onion/>

Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of Mediating Mechanisms. *Academy of Management Journal*, 55(6), 1264–1294. <https://doi.org/10.5465/amj.2011.0088>

Kao, R.H. (2017). The relationship between work characteristics and change-oriented organizational citizenship behavior. *Personnel Review*, 46(8), 1890–1914.  
<https://doi.org/10.1108/pr-01-2016-0012>

Kelemen, T. K., Turnley, W. H., Bergeron, D. M., Rochford, K., & Hinz, J. (2022). Citizenship ambivalence: Its nature, causes and consequences. *Human Resource Management Review*, 32(4), 100896. <https://doi.org/10.1016/j.hrmr.2022.100896>

Khalili, A. (2017). Transformational leadership and Organizational Citizenship Behavior. *Leadership & Organization Development Journal*, 38(7), 1004–1015.  
<https://doi.org/10.1108/lodj-11-2016-0269>

Knez, I., Hjärpe, D., & Bryngelsson, M. (2019). Predicting organizational citizenship behavior: The role of work-related self. *SAGE Open*, 9(2), 215824401985483.  
<https://doi.org/10.1177/2158244019854834>

Kramar, R. (2013). Beyond strategic human resource management: Is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25(8), 1069–1089.  
<https://doi.org/10.1080/09585192.2013.816863>

Krishnan, T. R., Liew, S. A., & Koon, V.Y. (2016). The effect of Human Resource Management (HRM) practices in service-oriented organizational citizenship behavior (OCB): Case of telecommunications and internet service providers in Malaysia. *Asian Social Science*, 13(1), 67. <https://doi.org/10.5539/ass.v13n1p67>

Kular, S., Gatebny, M., Rees, C., Soane, E., & Trus, K. (2008). *Employee engagement: A literature review*. Kingston Business School, Kingston University.

Kumari, P., & Thapliyal, S. (2018). Studying the Impact of Organizational Citizenship Behavior on Organizational Effectiveness. *International Academic Journal of Organizational Behavior and Human Resource Management*, 4(1), 9–21.

<https://www.researchgate.net/publication/322223674>

Kuntonbutr, C., & Sangperm, N. (2019). Study on talent management influence on customer satisfaction. *Polish Journal of Management Studies*, 20(2), 334–344.

<https://doi.org/10.17512/pjms.2019.20.2.28>

Ma, E., Wang, Y.C., Xu, S. (Tracy), & Wang, D. (2022). Clarifying the multi-order multidimensional structure of Organizational Citizenship Behavior: A cross-cultural validation. *Journal of Hospitality and Tourism Management*, 50, 83–92.

<https://doi.org/10.1016/j.jhtm.2021.12.008>

Mahmud, L., Khalid, S. A., & Mat noor, A. N. (2022). The mediating effect of social capital on the relationship between distributed leadership and Organizational Citizenship Behavior: A proposed model. *International Journal of Academic Research in Progressive Education and Development*, 11(2). <https://doi.org/10.6007/ijarped/v11-i2/12370>

Majeed, N., Ramayah, T., Mustamil, N., Nazri, M., & Jamshed, S. (2017). Transformational leadership and organizational citizenship behavior: Modeling Emotional Intelligence as mediator. *Management & Marketing*, 12(4), 571–590. <https://doi.org/10.1515/mmcks-2017-0034>

*Malaysia leads in innovative production of rubber gloves - MARGMA*. [MIDA](#). (2022, September 27).

Malaysia Productivity Corporation. (n.d.). (rep.). [Productivity Report Year 2023](#).

Malik, S. Y., Hayat Mughal, Y., Azam, T., Cao, Y., WAN, Z., ZHU, H., & Thurasamy, R. (2021). Corporate Social Responsibility, Green Human Resources Management, and sustainable performance: Is organizational citizenship behavior towards environment the missing link? *Sustainability*, 13(3), 1044. <https://doi.org/10.3390/su13031044>

Manuti, A., Giancaspro, M. L., Molino, M., Ingusci, E., Russo, V., Signore, F., Zito, M., & Cortese, C. G. (2020). “Everything will be fine”: A study on the relationship between employees’ perception of sustainable HRM practices and positive organizational behavior during covid19. *Sustainability*, 12(23), 10216. <https://doi.org/10.3390/su122310216>

Marciano, V. M. (1995). The origins and development of Human Resource Management. *Academy of Management Proceedings*, 1995(1), 223–227.

<https://doi.org/10.5465/ambpp.1995.17536494>

Martocchio, J. J., & Mondy, R. W. (2019). *Human Resource Management*. Pearson.

Medina, A. F. (2023, February 7). *Malaysia increases minimum wage from May 1, 2022*.

ASEAN Business [News](#).

Memon, M. A., Ting, H., Cheah, J.-H., Thurasamy, R., Chuah, F., & Cham, T. H. (2020).

Sample Size for Survey Research: Review and recommendations. *Journal of Applied Structural Equation Modeling*, 4(2), i–xx. [https://doi.org/10.47263/jasem.4\(2\)01](https://doi.org/10.47263/jasem.4(2)01)

Mesfin, S. (2023). The effect of servant leadership on the organizational citizenship behavior of instructors in public universities in Amhara Region. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2023.2288711>

Mohamed Azim, A. M., & Zaid, D. S. (2017). Human Resource Practices and Organizational Citizenship Behavior Among Lecturer. *Journal of Business Innovation*, 2(2), 1–18.

<https://unimel.edu.my/journal/index.php/JBI/article/view/403>

Mohd Shah, N. F., & Halim, F. wati. (2018). The Influence of the Five Factor Personality Upon Organizational Citizenship Behavior (OCB) Among Teachers. *Journal Psychology Malaysia*, 32(2), 1–11.

Mokkhtar, M. Y. O., & Saludin , M. N. (2021). The Role of Organizational Citizenship Behavior as An Added value in Lecturers in Private Institutions of Higher Learning in Malaysia. *Journal of Business Innovation*, 6, 153–159.

Nauly, M., Gultom, I., & Purba, S. (2022). The influence of mindfulness, Collective Values, transformational leadership, working conditions, psychological empowerment on Organizational Citizenship Behavior (OCB) among high school teachers in Medan. *Randwick International of Social Science Journal*, 3(2), 388–406.  
<https://doi.org/10.47175/rissj.v3i2.442>

Nawangsari, L. C., & Sutawidjaya, A. H. (2018). The impact of Human Resources Practices Affecting organization citizenship behaviour with mediating job satisfaction in university. *Proceedings of the 3rd Annual International Seminar on Transformative Education and Educational Leadership (AISTEEL 2018)*.  
<https://doi.org/10.2991/aisteel-18.2018.64>

Nicholas, K. (2022, December 29). *Employment act 1955: Must-know 2023 amendments for HR Managers in Malaysia: AltHR*.

Niyomdecha, L. (2018). *Human Resource Management Practices and Organizational Citizenship Behavior for Environment* (dissertation). Retrieved from  
[https://etd.uum.edu.my/7591/1/s822331\\_01.pdf](https://etd.uum.edu.my/7591/1/s822331_01.pdf).

Niyomdecha, L., & Yahya, K. K. (2019). Examining the relationship between human resource managemnt practices and organizational citizenship behavior for environment among administrative staff in a Thailand University. *Sains Humanika*, 11(2–2). <https://doi.org/10.11113/sh.v11n2-2.1653>

Ocampo, L. A., Tan, T. A., & Sia, L. A. (2018). Using fuzzy Dematel in modeling the causal relationships of the antecedents of Organizational Citizenship Behavior (OCB) in the hospitality industry: A case study in the Philippines. *Journal of Hospitality and Tourism Management*, 34, 11–29.  
<https://doi.org/10.1016/j.jhtm.2017.11.002>

Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. SAGE.

Pires, M. L., & Nunes, F. (2018). The mediating role of virtuousness in human resource management and Job Outcomes. *Revista de Administração de Empresas*, 58(4), 380–392. <https://doi.org/10.1590/s0034-759020180404>

Podsakoff, P. M., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of Organizational Citizenship Behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122–141.  
<https://doi.org/10.1037/a0013079>

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107–142. [https://doi.org/10.1016/1048-9843\(90\)90009-7](https://doi.org/10.1016/1048-9843(90)90009-7)

Prashnati, K. (2013). Human Resource Planning - An Analytical Study. *International Journal of Business and Management Invention*, 2(1), 63–68.  
[https://doi.org/https://www.ijbmi.org/papers/Vol%282%291/Version\\_3/H0216368.pdf](https://doi.org/https://www.ijbmi.org/papers/Vol%282%291/Version_3/H0216368.pdf)

Price Waterhouse Coopers (PWC). (2023, July). *PWC's Asia Pacific Workforce Hopes and Fears survey 2023 (Malaysia findings)*. [PWC](#)

Pulakos, E. D., Hanson, R. M., Arad, S., & Moye, N. (2015). Performance management can be fixed: An on-the-job experiential learning approach for complex behavior change. *Industrial and Organizational Psychology*, 8(1), 51–76.  
<https://doi.org/10.1017/iop.2014.2>

Purwana, D., Ahmad, A., & Saptono, A. (2020). The influence of leadership and work environment toward Organizational Citizenship Behavior (OCB) through work satisfaction. *International Journal on Advanced Science, Education, and Religion*, 3(2), 57–71. <https://doi.org/10.33648/ijoaser.v3i2.64>

Rasheed, K., & Ghani, B. (2020). The HR Practices and Organizational Citizenship Behavior. *International Journal of Management Sciences and Business Research*, 9(1), 43–52.

[https://doi.org/https://www.researchgate.net/publication/339026067\\_The\\_HR\\_practices\\_and\\_organizational\\_citizenship\\_Behavior](https://doi.org/https://www.researchgate.net/publication/339026067_The_HR_practices_and_organizational_citizenship_Behavior)

Rasheed, M. I., Okumus, F., Weng, Q., Hameed, Z., & Nawaz, M. S. (2020). Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry. *Journal of Hospitality and Tourism Management*, 44, 98–107.  
<https://doi.org/10.1016/j.jhtm.2020.05.006>

Robbins, S. P., & Judge, T. (2024). *Organizational behavior*. Pearson Education.

Rosafizah, M. I., Norhaini, M. A., & Khairuddin, I. (2020). Organizational support-citizenship behavior relationship in Malaysian Higher Educational Institutions. *Creative Education*, 11(11), 2293–2304. <https://doi.org/10.4236/ce.2020.1111168>

Rosle , N. A., Idrus, R., Abdul Jamil , N., & Abdul Manan , D. I. (2021). Organizational Citizenship Behavior (OCB) Practices among Employees in Academic Institution. *Organizational Citizenship Behavior (OCB) Practices among Employees in Academic Institution*, 3(1), 54–59.  
<https://doi.org/https://myjms.mohe.gov.my/index.php/ajbs/article/view/12510/6237>

Rubel, M. R., Kee, D. M., & Rimi, N. N. (2021). High Commitment Human Resource Management Practices and Hotel Employees' work outcomes in Bangladesh. *Global Business and Organizational Excellence*, 40(5), 37–52.  
<https://doi.org/10.1002/joe.22089>

Saraih, U. N., Amlus, M. H., Tunku Ahmad, T. S., & Abduljabbar Sultan, A. (2020).

Factors influencing employees' commitment in the public institution: empirical evidence in Malaysia. *International Journal of Business and Management*, 4(5), 26–31. <https://doi.org/10.26666/rmp.ijbm.2020.5.4>

Saunders, M., Lewis, P., & Thornhill, A. (2023). *Research methods for business students*. Pearson.

Saxena, S., & Saxena, R. (2015). Impact of job involvement and organizational commitment on organizational citizenship behavior. *International Journal of Management and Business Research*, 5(1), 19–30.

Schmidt, F. L., & Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, 124(2), 262–274. <https://doi.org/10.1037/0033-2909.124.2.262>

Sekaran, U., & Bougie, R. (2013). *Research methods for business: A skill-building approach* (6th ed.). Wiley.

Singh, S. K., & Singh, A. P. (2019). Interplay of organizational justice, psychological empowerment, organizational citizenship behavior, and job satisfaction in the context of circular economy. *Management Decision*, 57(4), 937–952. <https://doi.org/10.1108/md-09-2018-0966>

*SMETA: The world's most widely used audit for Supply Chain Sustainability*. Sedex. (2024, March 20). <https://www.sedex.com/solutions/smeta-audit/>

The Star. (2023, March 28). *Margma: Glove demand to normalize in 2023*. [The Star](#).

Sya'bania, A., & Churiyah, M. (2022). A bibliometric analysis of Organizational Citizenship Behavior (OCB). *Jurnal Syntax Transformation*, 3(05), 608–620.  
<https://doi.org/10.46799/jst.v3i5.559>

Tambe, S., & Shankar, M. (n.d.-a). A Study of Organizational Citizenship Behaviour (OCB) and Its Dimensions: A Literature Review. *International Research Journal of Business and Management – IRJBM*.

<https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=6392bb652d3d8f8ded7da729f4062f8e2ceec218>

Thomson Reuters. (2023, September 20). *U.S. lifts import ban on Malaysian glove maker supermax*. [Reuters](#).

Urbini, F., Chirumbolo, A., & Callea, A. (2020). Promoting individual and organizational Ocbs: The mediating role of work engagement. *Behavioral Sciences*, 10(9), 138.  
<https://doi.org/10.3390/bs10090138>

Vasudevan, H. (2021). A Cross-Sectional Study Between Organizational Commitment and Citizenship Behavior in Malaysian Bank Simpanan Nasional. *International Journal of Economics and Management and Accounting*, 29(1), 299–330.

Vasudevan, H., & Mahadi, N. (2019). Assessing the mediating effect of organizational climate in the context of Malaysian banking industry. *Journal of Entrepreneurship and Business*, 7(1), 10–26. <https://doi.org/10.17687/jeb.0701.02>

Verma, A. (2019). Relationship of Job Satisfaction with Organizational Citizenship Behavior: A Study of Selected Higher Education Institutions in Dehradun. *Journal of Applied Psychology*, 67(10).

Vu, G. T., Nguyen, D. T., & Le, T. P. (2020). High Performance Human Resource System and organizational citizenship behaviors: An empirical study in Vietnam. *Management Science Letters*, 2913–2922. <https://doi.org/10.5267/j.msl.2020.4.015>

Wan Sulaiman, W. S., Juliawati, M., & Abdullah, N.-A. (2021). The Role of Organizational Commitment as Mediator in The Relationship Between Transformational Leadership and Organizational Citizenship Behavior. *Akademika*, 91(2), 33–47. <https://doi.org/10.17576/akad-2021-9102-03>

Wang, X., & Cheng, Z. (2020). Cross-sectional studies. *Chest*, 158(1).  
<https://doi.org/10.1016/j.chest.2020.03.012>

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601–617. <https://doi.org/10.1177/014920639101700305>

Yaakobi, E., & Weisberg, J. (2020). Organizational citizenship behavior predicts quality, creativity, and efficiency performance: The roles of occupational and collective efficacies. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.00758>

Yang, Y.-C. (2012). High-involvement human resource practices, affective commitment, and organizational citizenship behaviors. *The Service Industries Journal*, 32(8), 1209–1227. <https://doi.org/10.1080/02642069.2010.545875>

Yusof, J., Abdul Rahman, S. A., & Yacoob , H. fauzy. (2019). The Effect of Spirituality as A Moderator on Emotional Intelligence and Organizational Citizenship Behavior. *Jurnal Kemanusiaan* , 17(2), 1–5.

Zhang, B., Liu, L., Cooke, F. L., Zhou, P., Sun, X., Zhang, S., Sun, B., & Bai, Y. (2022). The boundary conditions of high-performance work systems–organizational citizenship behavior relationship: A multiple-perspective exploration in the Chinese context. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.743457>

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods* [PDF]. South-Western Cengage Learning.

Zúñiga, C., Aguado, D., & Cabrera tenecela, P. (2022). Values that work: Exploring the moderator role of Protestant work ethics in the relationship between human resources practices and work engagement and organizational citizenship behavior. *Administrative Sciences*, 12(1), 11. <https://doi.org/10.3390/admsci12010011>

## APPENDIX

### Appendix 1 Survey Questionnaire



### UNIVERSITI UTARA MALAYSIA SURVEY QUESTIONNAIRE

**Dear Respondents,**

I am Ravikumar Guhamani, Master of Human Resource Management (MHRM) student from the Universiti Utara Malaysia (UUM). I am conducting this survey as part of my research project to understand better the relationship between human Resource management practices and organizational citizenship behavior in the workplace.

I would be grateful if you could spend about 15 minutes answering all the questions in this survey. Your responses will remain anonymous and strictly confidential.

Your participation in this survey is invaluable and will contribute to shedding light on this increasingly relevant topic in today's workforce. Please take a few moments to share your insights and experiences with human resource management practices and organizational citizenship behavior.

If you have any concerns or questions about this survey, please do not hesitate to call me at 011-26643889 or email me at [ravikumarguhamani@gmail.com](mailto:ravikumarguhamani@gmail.com) or contact my Research Supervisor, Associate Professor Dr. Indraah Kolandaaisamy at [indra@uum.edu.my](mailto:indra@uum.edu.my). I look forward to your participation in this survey.

Thank you very much for your cooperation and participation.

Best regards,

Ravikumar Guhamani  
Master's Student  
School of Business Management  
Universiti Utara Malaysia



**UNIVERSITI UTARA MALAYSIA**  
**BORANG SOAL SELIDIK**

Salam Sejahtera,

Kepada responden yang dihormati, Saya Ravikumar Guhamani, pelajar Sarjana Pengurusan Sumber Manusia di Universiti Utara Malaysia (UUM). Saya sedang menjalankan kajian ini sebagai sebahagian daripada projek penyelidikan saya untuk memahami hubungan antara amalan pengurusan sumber manusia dan tingkah laku kewarganegaraan organisasi di tempat kerja.

Saya sangat berterima kasih sekiranya anda dapat meluangkan kira-kira 15 minit untuk menjawab semua soalan dalam soal selidik ini. Maklumat anda akan kekal secara ketanpanamaan dan dirahsiakan.

Penyertaan anda dalam soal selidik ini amatlah dihargai kerana input anda akan menyumbang kepada pemahaman mengenai topik yang semakin relevan dalam tenaga kerja masa kini. Sila ambil beberapa minit untuk berkongsi pandangan dan pengalaman anda mengenai amalan pengurusan sumber manusia dan tingkah laku kewarganegaraan di tempat kerja anda.

Jika anda mempunyai sebarang kemosykilan atau pernyataan mengenai soal selidik ini, anda boleh di hubungi saya di nombor telefon bimbit : 011-26643889 atau menerusi emel di [ravikumarguhamani@gmail.com](mailto:ravikumarguhamani@gmail.com) atau di hubungi Penyelia Penyelidikan saya, Profesor Madya Dr. Indraah Kolandaisamy menerusi emel [indra@uum.edu.my](mailto:indra@uum.edu.my). Saya berharap agar anda dapat mengambil bahagian dalam kaji selidik ini.

Terima kasih banyak atas kerjasama dan penyertaan anda.

Salam hormat,

Ravikumar Guhamani  
Pelajar Sarjana  
Pusat Pengajian Pengurusan Perniagaan  
Kolej Perniagaan  
Universiti Utara Malaysia

## Section A: Demographic Information

### Bahagian A: Maklumat Demografik

Please tick (/) at the appropriate space:  
Sila tandakan (/) pada ruang yang sesuai:

#### 1. Gender / Jantina

Male / Lelaki:

Female / Perempuan:

#### 2. Age / Umur:

18-24 years old/tahun	<input type="checkbox"/>	45-54 years old/tahun	<input type="checkbox"/>
25-34 years old/tahun	<input type="checkbox"/>	55-64 years old/tahun	<input type="checkbox"/>
35-44 years old/tahun	<input type="checkbox"/>	65 years old and above / 65 tahun dan ke atas	<input type="checkbox"/>

#### 3. Education Level / Taraf Pendidikan

High School or Equivalent / Sekolah Menengah atau Setaraf

Diploma or Equivalent / Diploma atau Setaraf

Bachelor's Degree / Ijazah Sarjana Muda

Master's degree / Ijazah Sarjana

Doctorate / Doktor Falsafah

Others / Lain-lain.

#### 4. Position/ Jawatan

**Senior Management / Pengurusan Kanan**

(General Manager, Deputy General Manager)  
(Pengurus Besar, Timbalan Pengurus Besar)

**Upper Management / Pengurusan Atasan**

(Senior Manager, Manager, Assistant Manager)  
(Pengurus Kanan, Pengurus, Penolong Pengurus)

**Middle Management / Pengurusan Pertengahan**

(Executive, Engineer, Chemist, Researcher)  
(Eksekutif, Jurutera, Ahli Kimia, Penyelidik)

**Junior Management / Pengurusan “Junior” (Muda)**  
(Officer, Supervisor, Leader, Technician)  
(Pegawai, Penyelia, Ketua, Juruteknik)

**Lower Management / Pengurusan Bawahan**  
(General worker and Trainee)  
(Pekerja Am dan Pelatih)

**5. Working Experience / Pengalaman Kerja**

**Please state your working experience in glove manufacturing company**  
**Sila nyatakan pengalaman bekerja anda di syarikat pembuatan sarung tangan**

Below 2 years/ Kurang daripada 2 tahun

2 -5 years / 2 -5 tahun

6 years and above / 6 tahun dan ke atas

**Section B/ Bahagian B**

Read each statement carefully and indicate your level of agreement that best describe your behaviour and practices at workplace using the following scale.

*Sila baca setiap pernyataan dengan teliti dan menyatakan tahap persetujuan anda yang paling menggambarkan tingkah laku dan amalan di tempat kerja anda dengan menggunakan skala berikut.*

1	2	3	4	5
Strongly Disagree (Sangat tidak setuju)	Disagree (Tidak setuju)	Neutral (Tidak pasti)	Agree (Setuju)	Strongly Agree (Sangat setuju)

1	My attendance at work is above the required standard. <i>Kehadiran saya di tempat kerja adalah melebihi melebihi perwaihan yang diperlukan..</i>	1	2	3	4	5
2	I do not take extra breaks. <i>Saya tidak mengambil sebarang rehat tambahan.</i>	1	2	3	4	5
3	I follow company rules and regulations even when no one is watching. <i>Saya mematuhi peraturan dan undang- undang syarikat walaupun tiada sesiapa yang memerhatikan.</i>	1	2	3	4	5

4	I am a most conscientious employee. <i>Saya adalah seorang pekerja yang paling teliti.</i>	1	2	3	4	5
5	I believe in giving an honest day's work for an honest day's pay. <i>Saya percaya dalam memberikan kerja yang sepatutnya untuk upah yang wajar.</i>	1	2	3	4	5
6	I consume a lot of time complaining about trivial matters. <i>Saya banyak menghabiskan masa mengadu tentang perkara-perkara yang tidak penting.</i>	1	2	3	4	5
7	I always focus on what's wrong, rather than the positive side. <i>Saya sentiasa memberi tumpuan kepada perkara yang salah, daripada melihatnya secara positif.</i>	1	2	3	4	5
8	I tend to blow an issue or event out of proportion. <i>Saya cenderung untuk membesar-besarkan (menggembarkan) sesuatu isu/perkara.</i>	1	2	3	4	5
9	I always find fault with what the organization is doing. <i>Saya sentiasa mencari kesalahan dalam aktiviti syarikat.</i>	1	2	3	4	5
10	I believe that the person who complains the most or the loudest gets the most attention or help. <i>Saya percaya bahawa Orang yang paling banyak mengadu akan mendapat perhatian atau pertolongan yang paling banyak.</i>	1	2	3	4	5
11	I attend meetings that are not mandatory but are considered important. <i>Saya menghadiri mesyuarat yang tidak diwajibkan, tetapi dianggap penting.</i>	1	2	3	4	5
12	I attend functions that are not required but help the company image. <i>Saya menghadiri program yang tidak dikehendaki, tetapi membantu imej syarikat.</i>	1	2	3	4	5
13	I keep abreast of changes in the organization. <i>Saya sentiasa mengikuti perkembangan dalam syarikat.</i>	1	2	3	4	5
14	I read and keep up with organization announcements, memos, and so on. <i>Saya sentiasa membaca dan mengikuti pengumuman syarikat, memo, dan sebagainya.</i>	1	2	3	4	5
15	I take steps to try to prevent problems with other workers. <i>Saya mengambil langkah-langkah untuk mencegah masalah dengan pekerja lain.</i>	1	2	3	4	5

16	I am mindful of how behaviour affects other people's jobs. <i>Saya peka terhadap bagaimana tingkah laku mempengaruhi pekerjaan orang lain.</i>	1	2	3	4	5
17	I do not abuse the rights of others. <i>Saya tidak menyalahgunakan hak orang lain.</i>	1	2	3	4	5
18	I try to avoid creating problems for coworkers. <i>Saya cuba mengelakkan mendatangkan masalah kepada rakan sekerja.</i>	1	2	3	4	5
19	I consider the impact of own actions on coworkers. <i>Saya mengambil kira kesan tindakan saya terhadap rakan sekerja.</i>	1	2	3	4	5
20	I help others who have been absent. <i>Saya membantu orang lain yang tidak hadir.</i>	1	2	3	4	5
21	I help others who have heavy workloads. <i>Saya membantu orang lain yang mempunyai beban kerja yang berat.</i>	1	2	3	4	5
22	I help orient new people even though it is not required. <i>Saya membantu mengorientasikan orang baru walaupun tidak diwajibkan.</i>	1	2	3	4	5
23	I willingly help others who have work related problems. <i>Saya sukarela membantu orang lain yang mempunyai masalah berkaitan dengan kerja.</i>	1	2	3	4	5
24	I always ready to lend a helping hand to those around. <i>Saya sentiasa bersedia untuk menghulurkan bantuan kepada orang di sekeliling.</i>	1	2	3	4	5
25	The organization I work for widely disseminates information about both internal and external recruitment processes. <i>Syarikat yang saya bekerja menyebarkan maklumat secara meluas mengenai proses pengambilan pekerja dari dalaman and luaran.</i>	1	2	3	4	5
26	The organization I work for discloses information to applicants regarding the steps and criteria of the selection process. <i>Syarikat yang saya bekerja memberikan maklumat kepada pemohon mengenai langkah-langkah dan kriteria dalam proses pemilihan.</i>	1	2	3	4	5
27	The organization I work for communicates performance results to candidates at the end of the selection process. <i>Syarikat yang saya bekerja memaklumkan hasil prestasi kepada calon pada akhir proses pemilihan.</i>	1	2	3	4	5
28	Selection tests of the organization where I work are conducted by trained and impartial people. <i>Ujian pemilihan di Syarikat yang saya bekerja dijalankan oleh orang yang terlatih dan tidak berat sebelah.</i>	1	2	3	4	5

29	The organization I work for has competitive selection processes that attract competent people. <i>Syarikat yang saya bekerja mempunyai proses pemilihan kompetitif yang menarik orang-orang yang cekap.</i>	1	2	3	4	5
30	The organization I work for uses various selection instruments (e.g. interviews, tests, etc.). <i>Syarikat yang saya bekerja menggunakan pelbagai instrumen pemilihan (contohnya, temuduga, ujian, dan lain-lain).</i>	1	2	3	4	5
31	I can use knowledge and behaviors learned in training at work. <i>Saya dapat menggunakan pengetahuan dan tingkah laku yang dipelajari semasa latihan di tempat kerja.</i>	1	2	3	4	5
32	The organization I work for helps me develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, etc.). <i>Syarikat yang saya bekerja membantu saya mengembangkan kemahiran yang diperlukan untuk menyelesaikan tugas dengan berjaya (contohnya, latihan, persidangan, dan sebagainya).</i>	1	2	3	4	5
33	The organization I work for invests in my development and education, hence promoting my personal and professional growth in a broad manner (e.g., full or partial sponsorship of undergraduate degrees, postgraduate programs, language courses, etc.). <i>Syarikat yang saya bekerja melabur dalam perkembangan dan pendidikan saya, justeru dengan mengalakkkan perkembangan peribadi dan kerjaya saya secara meluas (contohnya, penajaan sepenuh atau separa bagi ijazah sarjana muda, program pasca siswazah, kursus bahasa, dan sebagainya).</i>	1	2	3	4	5
34	In the organization where I work, training is evaluated by participants. <i>Di syarikat yang saya bekerja, latihan dinilai oleh peserta.</i>	1	2	3	4	5
35	The organization I work for stimulates learning and application of knowledge. <i>Syarikat yang saya bekerja menggalakkan pembelajaran dan menggunakan pengetahuan.</i>	1	2	3	4	5
36	In the organization where I work, training needs are identified periodically (for example: Monthly, Quarterly, Yearly) <i>Di syarikat yang saya bekerja, keperluan latihan dikenalpasti secara berkala (contohnya: Bulanan, Suku tahunan, Setiap tahun).</i>	1	2	3	4	5
37	In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc.	1	2	3	4	5

	<i>Di syarikat yang saya bekerja, saya mendapat insentif seperti kenaikan pangkat, tugas yang diberi komisen, anugerah, bonus, dan sebagainya.</i>					
38	In the organization where I work, my salary is influenced by my results. <i>Di syarikat yang saya bekerja, gaji saya dipengaruhi oleh hasil kerja saya.</i>	1	2	3	4	5
39	The organization I work for offers me a salary that is compatible with my skills, training, and education. <i>Syarikat yang saya bekerja menawarkan gaji yang sepadan dengan kemahiran, latihan, dan pendidikan saya.</i>	1	2	3	4	5
40	The organization I work for remunerates me according to the remuneration offered at either the public or private marketplace levels. <i>Syarikat yang saya bekerja memberi ganjaran kepada saya mengikut tahap ganjaran yang ditawarkan di pasaran awam ataupun swasta.</i>	1	2	3	4	5
41	The organization I work for considers the expectations and suggestions of its employees when designing a system of employee rewards. <i>Syarikat yang saya bekerja mengambil kira harapan dan cadangan pekerja dalam merancang sistem ganjaran pekerja.</i>	1	2	3	4	5
42	The organization I work for discusses performance appraisal criteria and results with its employees. <i>Syarikat yang saya bekerja membincangkan kriteria dan hasil penilaian prestasi dengan pekerja.</i>	1	2	3	4	5
43	In the organization where I work, performance appraisal provides the basis for an employee development plan. <i>Di syarikat yang saya bekerja, penilaian prestasi menjadi asas untuk merancang pelan pembangunan pekerja.</i>	1	2	3	4	5
44	In the organization where I work, performance appraisal is the basis for decisions about promotions and salary increases. <i>Di syarikat yang saya bekerja, penilaian prestasi menjadi asas untuk membuat keputusan mengenai kenaikan pangkat dan kenaikan gaji.</i>	1	2	3	4	5
45	The organization I work for disseminates performance appraisal criteria and results to its employees. <i>Syarikat yang saya bekerja memaklumkan kriteria dan hasil penilaian prestasi kepada pekerjanya.</i>	1	2	3	4	5
46	The organization I work for periodically conducts performance appraisals. <i>Syarikat yang saya bekerja menjalankan penilaian prestasi secara berkala.</i>	1	2	3	4	5
47	The organization I work for treats me with respect and attention.	1	2	3	4	5

	<i>Syarikat yang saya bekerja melayan saya dengan hormat dan perhatian.</i>					
48	The organization I work for is concerned with my well-being. <i>Syarikat yang saya bekerja mengambil berat terhadap kesejahteraan saya.</i>	1	2	3	4	5
49	In the organization where I work, there is an environment of understanding and confidence between managers and employees. <i>Di syarikat yang saya bekerja, terdapat suasana saling memahami dan kepercayaan antara pengurus dan pekerja.</i>	1	2	3	4	5
50	The organization I work for recognizes the work I do and the results I achieve (e.g., in oral compliments, in articles in corporate bulletins, etc.). <i>Syarikat yang saya bekerja mengiktiraf kerja yang saya lakukan dan hasil capaiannya (contohnya, dengan pujian lisan, dalam artikel di buletin syarikat, dan sebagainya).</i>	1	2	3	4	5
51	The organization I work for Favors autonomy in doing tasks and making decisions. <i>Syarikat yang saya bekerja memberi keutamaan kepada autonomi dalam menjalankan tugas dan membuat keputusan.</i>	1	2	3	4	5
52	The organization I work for seeks to meet my needs and professional expectations. <i>Syarikat yang saya bekerja berusaha memenuhi keperluan dan harapan professional atau kerjaya saya.</i>	1	2	3	4	5
53	In the organization where I work, employees and their managers enjoy constant exchange of information to perform their duties properly. <i>Di syarikat yang saya bekerja, pekerja dan pengurus saling bertukar maklumat secara berterusan untuk menjalankan tugas dengan betul.</i>	1	2	3	4	5
54	The organization I work for encourages my participation in decision- making and problem solving. <i>Syarikat yang saya bekerja menggalakkan penyertaan saya dalam membuat keputusan dan menyelesaikan masalah.</i>	1	2	3	4	5
55	In the organization where I work, there is an environment of trust and cooperation among colleagues. <i>Di syarikat yang saya bekerja terdapat suasana kepercayaan dan kerjasama di kalangan rakan sekerja.</i>	1	2	3	4	5
56	The organization I work for encourages interaction among its employees (e.g., social gatherings, social events, sports events, etc.).	1	2	3	4	5

	<i>Syarikat yang saya bekerja menggalakkan interaksi antara pekerjanya (contohnya, pertemuan sosial, acara sosial, acara sukan, dan sebagainya).</i>					
57	The organization I work for follows up on the adaptation of employees to their functions. <i>Syarikat yang saya bekerja mengikuti perkembangan penyesuaian pekerja terhadap tugas mereka.</i>	1	2	3	4	5
58	In the organization where I work, there is a consistency between discourse and management practice. <i>Di syarikat yang saya bekerja terdapat konsistensi antara perbincangan dan amalan pengurusan.</i>	1	2	3	4	5
59	The organization I work for provides basic benefits (e.g., health care, transportation assistance, food aid, etc.). <i>Syarikat yang saya bekerja menyediakan faedah asas (contohnya, penjagaan kesihatan, bantuan pengangkutan, bantuan makanan, dan sebagainya).</i>	1	2	3	4	5
60	The organization I work for has programs or processes that help employees cope with incidents and prevent workplace accidents. <i>Syarikat yang saya bekerja mempunyai program atau proses yang membantu pekerja menghadapi peristiwa dan mencegah kemalangan tempat kerja.</i>	1	2	3	4	5
61	The organization I work for is concerned with the safety of their employees by having access control of people who enter the company building/facilities. <i>Syarikat yang saya bekerja mengambil berat terhadap keselamatan pekerja dengan mengawal akses orang yang masuk ke bangunan/fasiliti syarikat.</i>	1	2	3	4	5
62	The organization I work for provides additional benefits (e.g., membership in gymnasium, clubs, and other establishments, etc.). <i>Syarikat yang saya bekerja menyediakan faedah tambahan (contohnya, keahlian di gymnasium, kelab, dan sebagainya).</i>	1	2	3	4	5
63	The facilities and physical condition (lighting, ventilation, noise, and temperature) of the organization I work for are ergonomic, comfortable, and appropriate. <i>Fasiliti dan keadaan fizikal (pencahayaan, pengudaraan, bunyi, dan suhu) syarikat tempat saya bekerja adalah ergonomik, selesa, dan sesuai.</i>	1	2	3	4	5
64	The organization I work for is concerned with my health and quality of life. <i>Syarikat yang saya bekerja mengambil berat terhadap kesihatan dan kualiti hidup saya.</i>	1	2	3	4	5

**-END OF QUESTIONNAIRE-**  
**-SOAL SELIDIK TAMAT-**

## Appendix 2: SPSS Output

### Gender / Jantina

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female / Perempuan	217	48.4	48.4	48.4
	Male / Lelaki	231	51.6	51.6	100.0
	Total	448	100.0	100.0	

### Age / Umur

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24 years old/tahun	35	7.8	7.8	7.8
	25-34 years old/tahun	357	79.7	79.7	87.5
	35-44 years old/tahun	49	10.9	10.9	98.4
	55-64 years old/tahun	7	1.6	1.6	100.0
	Total	448	100.0	100.0	

### Education Level / Taraf Pendidikan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree / Ijazah Sarjana Muda	273	60.9	60.9	60.9
	Diploma or Equivalent / Diploma atau Setaraf	77	17.2	17.2	78.1
	High school or Equivalent / Sekolah Menengah atau Setaraf	21	4.7	4.7	82.8
	Master's Degree / Ijazah Sarjana	77	17.2	17.2	100.0
	Total	448	100.0	100.0	

### Position / Jawatan

		Frequency	Percent	Cumulative	
				Valid Percent	Percent
Valid	Junior Management / Pengurusan “Junior” (Muda) (Officer, Supervisor, Leader, Technician/Pegawai, Penyelia, Ketua, Juruteknik)	35	7.8	7.8	7.8
	Lower Management / Pengurusan Bawahan (General worker and Trainee/Pekerja Am dan Pelatih)	56	12.5	12.5	20.3
	Middle Management / Pengurusan Pertengahan (Executive, Engineer, Chemist, Researcher/ Eksekutif, Jurutera, Ahli Kimia, Penyelidik)	301	67.2	67.2	87.5
	Upper Management / Pengurusan Atasan (Senior Manager, Manager, Assistant Manager/Pengurus Kanan, Pengurus, Penolong Pengurus)	56	12.5	12.5	100.0
	Total	448	100.0	100.0	

### Working Experience / Pengalaman Kerja

		Frequency	Percent	Cumulative	
				Valid Percent	Percent
Valid	2 - 5 years /2 - 5 tahun	238	53.1	53.1	53.1
	6 years and above /6 tahun dan ke atas	161	35.9	35.9	89.1
	Below 2 years / Kurang daripada 2 tahun	49	10.9	10.9	100.0
	Total	448	100.0	100.0	

## Scale: Organizational Citizenship Behaviour (OCB)

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha	
	Based on	
	Standardized	
Cronbach's Alpha	Items	N of Items
.784	.826	24

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCB 1	91.5313	77.328	.223	.472	.782
OCB 2	91.8906	76.048	.267	.563	.780
OCB 3	91.5938	73.593	.570	.646	.765
OCB 4	91.9219	76.618	.415	.572	.774
OCB 5	91.6406	73.457	.556	.622	.766
OCB6V1	92.0781	77.401	.175	.622	.785
OCB7V1	92.2969	76.442	.233	.572	.782
OCB8V1	91.8438	74.298	.343	.527	.775
OCB9V1	92.0313	75.981	.223	.677	.784
OCB10V1	92.5938	74.407	.262	.607	.782
OCB 11	92.4688	76.639	.187	.620	.786
OCB 12	92.5938	78.354	.085	.604	.794
OCB 13	91.9375	76.229	.376	.573	.775
OCB 14	91.7969	74.578	.532	.698	.768
OCB 15	91.7656	73.844	.498	.755	.768
OCB 16	91.7969	76.332	.314	.731	.777
OCB 17	91.5781	77.260	.289	.514	.778
OCB 18	91.4063	76.286	.575	.547	.771
OCB 19	91.5625	74.788	.486	.705	.770
OCB 20	92.4688	78.080	.074	.410	.797
OCB 21	91.9375	74.036	.491	.650	.768
OCB 22	92.2500	74.917	.300	.635	.778
OCB 23	91.8438	73.640	.576	.814	.765
OCB 24	91.7344	73.891	.547	.732	.767

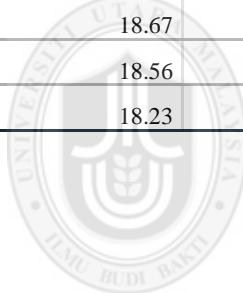
## Scale: Recruitment and Selection

### Reliability Statistics

Cronbach's Alpha	Items	N of Items
.825	.830	6

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
RS1	18.78	11.854	.618	.541	.792
RS2	18.98	11.322	.613	.646	.797
RS3	18.88	11.541	.735	.595	.765
RS 4	18.67	13.501	.515	.455	.812
RS 5	18.56	12.994	.608	.536	.795
RS 6	18.23	14.399	.515	.433	.815



Universiti Utara Malaysia

## Scale: Training and Development

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha	
	Based on	Items
		N of Items
.826	.831	6

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
TD 1	19.09	10.703	.569	.535	.806
TD 2	19.25	9.145	.810	.764	.754
TD 3	19.61	9.948	.482	.329	.826
TD 4	19.56	9.956	.531	.330	.812
TD 5	19.33	10.212	.553	.386	.807
TD 6	19.33	9.147	.673	.529	.781

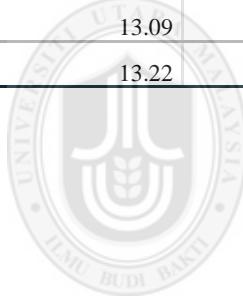
## Scale Compensation and Benefit

### Reliability Statistics

Cronbach's Alpha	Items	N of Items
.867	.869	5

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CB 1	12.98	13.138	.724	.536	.830
CB 2	13.22	13.326	.660	.520	.847
CB 3	13.11	12.312	.812	.663	.806
CB 4	13.09	14.273	.720	.528	.835
CB 5	13.22	14.234	.556	.404	.872



**UUM**  
Universiti Utara Malaysia

## Scale Compensation and Benefit

### Reliability Statistics

Cronbach's Alpha	Items	N of Items
.877	.879	5

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PA 1	14.70	8.478	.768	.678	.836
PA 2	14.77	8.480	.734	.610	.844
PA 3	14.72	8.659	.742	.560	.843
PA 4	14.70	9.041	.699	.515	.853
PA5	14.67	8.897	.607	.412	.877

## Scale: Involvement

### Reliability Statistics

Cronbach's Alpha		
Cronbach's Alpha	Items	N of Items
.949	.949	12

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I 1	39.55	77.640	.827	.785	.943
I 2	39.72	73.616	.887	.859	.941
I 3	39.55	77.890	.855	.824	.942
I 4	39.73	76.272	.832	.828	.942
I 5	39.56	82.086	.677	.607	.947
I 6	39.66	79.184	.734	.638	.946
I 7	39.48	81.150	.649	.571	.948
I 8	39.30	80.952	.741	.656	.946
I 9	39.39	81.169	.716	.683	.946
I 10	39.25	82.277	.738	.638	.946
I 11	39.61	79.979	.751	.613	.945
I 12	39.58	79.421	.720	.654	.946

## Scale: Work Condition

### Reliability Statistics

Cronbach's Alpha		
Cronbach's Alpha	Items	N of Items
.826	.836	6

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
WC 1	18.94	11.992	.646	.426	.787
WC 2	18.75	13.374	.628	.493	.797
WC 3	18.72	12.605	.694	.548	.781
WC 4	18.98	12.606	.481	.262	.824
WC 5	18.98	12.888	.569	.339	.803
WC 6	19.38	10.946	.629	.411	.795

### Descriptives

### Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	Statistic	Std. Error	Statistic
MOCB	448	3.9974	.37628	.165	.115	-.562	.230
MRS	448	3.7370	.69787	.039	.115	-.179	.230
MTD	448	3.8724	.61712	-.043	.115	-.524	.230
MCB	448	3.2812	.90220	-.551	.115	.317	.230
MPA	448	3.6781	.72677	-.289	.115	.700	.230
MI	448	3.5937	.80771	-.171	.115	-.813	.230
MWC	448	3.7917	.69236	-.019	.115	-.181	.230
Valid N (listwise)	448						

## Correlation

		Correlations						
		OCB	RS	TD	CB	PA	INV	WC
OCB	Pearson Correlation	1	.388**	.477**	.265**	.315**	.449**	.530**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	448	448	448	448	448	448	448
RS	Pearson Correlation	.388**	1	.636**	.478**	.547**	.569**	.469**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	448	448	448	448	448	448	448
TD	Pearson Correlation	.477**	.636**	1	.556**	.616**	.688**	.628**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	448	448	448	448	448	448	448
CB	Pearson Correlation	.265**	.478**	.556**	1	.728**	.736**	.559**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	448	448	448	448	448	448	448
PA	Pearson Correlation	.315**	.547**	.616**	.728**	1	.767**	.669**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	448	448	448	448	448	448	448
INV	Pearson Correlation	.449**	.569**	.688**	.736**	.767**	1	.749**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	448	448	448	448	448	448	448
WC	Pearson Correlation	.530**	.469**	.628**	.559**	.669**	.749**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	448	448	448	448	448	448	448

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

## Regression

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R	Std. Error of the Estimate	Durbin-Watson
			Square		
1	.591 <sup>a</sup>	.650	.617	7.33162	1.743

a. Predictors: (Constant), WC, RS, CB, TD, PA, INV

b. Dependent Variable: OCB

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12749.361	6	2124.893	39.531	.000 <sup>b</sup>
	Residual	23704.889	441	53.753		
	Total	36454.250	447			

a. Dependent Variable: OCB

b. Predictors: (Constant), WC, RS, CB, TD, PA, INV

### Coefficients<sup>a</sup>

Model		Coefficients <sup>a</sup>			Collinearity Statistics				
		B	Unstandardized Coefficients	Standardized	Coefficients	t	Sig.	Tolerance	VIF
1	(Constant)	63.581	2.458			25.863	.000		
	RS	.297	.112	.138	.138	2.656	.008	.549	1.821
	TD	.514	.146	.211	.211	3.527	.000	.414	2.417
	CB	-.231	.123	-.115	-.115	-1.876	.006	.391	2.560
	PA	-.507	.168	-.204	-.204	-3.023	.003	.323	3.092
	INV	.142	.073	.152	.152	1.953	.005	.243	4.115
	WC	.913	.133	.420	.420	6.885	.000	.396	2.523

a. Dependent Variable: OCB

### Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	(Constant)	Variance Proportions					INV	WC
					RS	TD	CB	PA			
1	1	6.895	1.000	.00	.00	.00	.00	.00	.00	.00	.00
	2	.043	12.666	.13	.03	.01	.32	.01	.02	.02	.00
	3	.019	19.186	.01	.34	.00	.22	.01	.08	.08	.25
	4	.017	20.300	.52	.34	.01	.21	.00	.08	.08	.00
	5	.010	25.786	.00	.01	.14	.15	.87	.03	.03	.03
	6	.008	28.905	.00	.26	.46	.08	.05	.12	.12	.56
	7	.008	30.086	.35	.02	.38	.03	.06	.67	.67	.15

a. Dependent Variable: OCB

### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	81.4268	108.1061	95.9375	5.34060	448
Residual	-16.80979	18.61840	.00000	7.28224	448
Std. Predicted Value	-2.717	2.279	.000	1.000	448
Std. Residual	-2.293	2.539	.000	.993	448

a. Dependent Variable: OCB

## Charts

