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**HIGH INVOLVEMENT OF HUMAN RESOURCE MANAGEMENT
PRACTICES, ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND
JOB SATISFACTION IN ROYAL MALAYSIA CUSTOMS**



By
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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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(Management)**



**Pusat Pengajian Pengurusan
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**HIGH INVOLVEMENT OF HUMAN RESOURCES MANAGEMENT (HRM) PRACTICES,
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AND JOB SATISFACTION
IN ROYAL MALAYSIA CUSTOMS DEPARTMENT (RMCD) PERAK**

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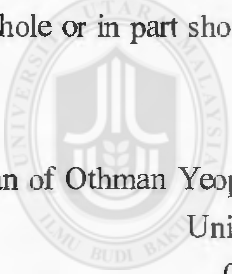
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ABSTRACT

The purpose of this study was to investigate the influences of high involvement human resource management (HRM) practices and organizational citizenship behavior (OCB) on job satisfaction. High involvement of HRM practices was divided into five dimensions namely recognition practices, empowerment practices, competence development practices, fair reward practices and information sharing practices. The relationship between these five dimensions to OCB and the relationship between OCB to job satisfaction of employee in Royal Malaysia Customs Department (RMCD) Perak was explored in this study. 250 questionnaires were distributed to the employees in RMCD Perak and in return, 200 questionnaires were collected. Regression analysis was used to examine the relationship between those variables. Results indicated that the positive significant relationship was found between empowerment practices, competence development practices, fair reward practices and information sharing practices to OCB as well as the positive significant relationship between OCB and job satisfaction. However, results showed that there was no significant relationship between recognition practices and OCB. The study aims to contribute to organization that intend to use OCB as an instrument to increase the level of employee satisfaction as well as to enhance the human resources management, organizational citizenship and job satisfaction.

Keywords: Human Resource Management Practices, Organizational Citizenship Behavior, Job Satisfaction

ABSTRAK

Kajian ini adalah bertujuan untuk mengenalpasti kesan di antara amalan pengurusan sumber manusia (HRM) dan gelagat kewarganegaraan organisasi (OCB) terhadap kepuasan kerja. Amalan pengurusan sumber manusia dibahagikan kepada lima dimensi iaitu amalan pengiktirafan, amalan pemberian dorongan, amalan pembangunan kecekapan, amalan ganjaran dan amalan pengkongsian maklumat. Hubungan di antara lima dimensi ini dan OCB serta hubungan di antara OCB dan kepuasan kerja di antara pekerja dalam Jabatan Kastam Diraja Malaysia (JKDM) Perak akan diulas dalam kajian ini. 250 kertas soal siasat telah diedar di kalangan pekerja dalam JKDM Perak dan 200 kertas soal siasat berjaya dikumpulkan. Kaedah regresi analisis telah digunakan untuk menguji hubungan di antara pembolehubah tersebut. Keputusan menyatakan bahawa terdapat hubungan signifikan yang positif di antara amalan pemberian dorongan, amalan pembangunan kecekapan, amalan ganjaran, amalan pengkongsian maklumat ke atas OCB. Hubungan signifikan yang positif juga wujud di antara OCB dan kepuasan kerja. Walaupun bagaimanapun, keputusan menyatakan bahawa tiada hubungan yang wujud di antara amalan pengiktirafan dan OCB. Kajian ini bertujuan untuk memberi sumbangan kepada organisasi yang berhasrat untuk menggunakan OCB sebagai instrumen untuk meningkatkan tahap kepuasan pekerja serta untuk menambah sorotan karya tentang amalan pengurusan sumber manusia, gelagat kewarganegaraan organisasi dan kepuasan kerja.

Kata kunci: Amalan pengurusan sumber manusia, gelagat kewarganegaraan organisasi, kepuasan kerja

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LIST OF ABBREVIATIONS

Short Form	Explanation
DV	Dependent Variable
HRM	Human Resources Management
JKDM	Jabatan Kastam Diraja Malaysia
IV	Independent Variable
OCB	Organizational Citizenship Behavior
RMCD	Royal Malaysia Customs Department
SPSS	Statistical Package for the Social Sciences
SST	Sales and Services Tax
UUM	Universiti Utara Malaysia



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CHAPTER ONE

INTRODUCTION

1.0 Background of the study

A job can be defined as a position of doing work thus receiving regular payment. A job is able to motivate a person whereby when a person is highly satisfied with their job, they are able to perform their job with a high degree of quality, having low rates of absenteeism and less likely to leave the organization (Brown and Peterson, 1993; Hackman and Oldham, 1974; Singh, 1998). Imagine, one-third of our daily routine is attach to our job, either a permanent job in a specific organization, work from home or self working. Therefore it is important to ensure our job is able to provide us with high satisfaction thus ensuring our long-lasting and belonging in a certain job position. According to Crespi Vallbona and Mascarilla Miro (2018), employee dissatisfaction has a lot of impact to an organization such as turnover, absenteeism, job stress, sick leave, humiliation, burnout, unproductiveness, and lack of commitment.

According to Crespi Vallbona et al. (2018), dissatisfaction among employees has a direct effect on the profitability and productivity of an organization in which affects the performance of an organization in long-run. Therefore, there is no doubt that companies have to spend more resources and pay more attention to the subject on how to improve the satisfaction of employee. This scenario is also relevant to the customs department whereby productivity and performance is very important in such enforcement agency since such agency is representing the government and serve the public so when the employee in such agency feel

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APPENDIX





**Pusat Pengajian
Pengurusan Perniagaan**
SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

Dear Respondent,

I am a Master of Science in Management student from University Utara Malaysia. I am conducting a research on **“High involvement of human resources management practices, organizational citizenship behavior and job satisfaction in Royal Malaysia Customs Department Perak.”** I request you to participate in this study by answering the attached questionnaire that will hardly take about 10 minutes.

The questionnaire is anonymous, and your response will be used for the academic research purpose only. If you have any questions or concerns about the questionnaire or about participating in this study, you may contact me at vivian196131@gmail.com. You can also request for research findings through same email address.

Thanks for your cooperation.

Sincerely,

SECTION A:

Demographic information

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.

Please read the following statements and **TICK** (✓) in the box.

1. Position:

.....

2. Department / Unit

.....

3. Gender

- a. Male () b. Female ()

4. Marital status

- a. Married () b. Single ()

5. Age group

- a. 20 - 30 () b. 31 - 40 ()
c. 41 - 50 () d. Above 50 ()

6. Level of education

- a. SPM /STPM () b. Diploma ()
c. Matric () d. Bachelor of degree ()
e. Master () f. PhD ()

7. Years of service

- | | | | |
|----------------------|-----|------------------|-----|
| a. Less than 5 years | () | b. 5 – 10 years | () |
| c. 10 – 15 years | () | d. 15 – 20 years | () |
| e. Above 20 years | () | | |

8. Monthly Income

- | | | | |
|----------------------|-----|----------------------|-----|
| a. Less than RM2,000 | () | b. RM2,000 – RM3,000 | () |
| c. RM3,001 – RM4,000 | () | d. RM4,001 – RM5,000 | () |
| e. Above RM5,000 | () | | |



SECTION B: Human Resources Management Practices

Please read the following statements and **TICK (√)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly Disagree ←————→ Strongly Agree

		1	2	3	4	5	6	7
<u>Recognition practices</u>								
1.	When I do good quality work, my colleagues regularly show me their appreciation.							
2.	In my work unit, supervisors tangibly recognize my efforts							
3.	In my work unit, supervisors regularly congratulate me in recognition of my efforts							
<u>Empowerment practices</u>								
1.	We are given great latitude for the organization of our work.							
2.	In my work unit, we have considerable freedom regarding the way we carry out our work.							
<u>Competence development practices</u>								
1.	We can develop our skills in order to increase our chances of being promoted.							
2.	We can rotate our jobs to develop our skills.							
3.	Several professional development activities (e.g. coaching, training and course) are offered to us to improve our skills and knowledge.							

SECTION B: Human Resources Management Practices

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly Disagree
←
→
 Strongly Agree

		1	2	3	4	5	6	7
--	--	---	---	---	---	---	---	---

Fair rewards practices

1.	I estimate my salary as being fair internally.							
2.	My salary is fair in comparison with what is offered for a similar job elsewhere.							
3.	In my work unit, we consider that our compensation level adequately reflects our level of responsibility in the organization.							

Information sharing practices

1.	We are regularly informed of our KPI							
2.	We are regularly informed of our work unit's performance.							

SECTION C: Organizational Citizenship Behavior

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly Disagree ←————→ Strongly Agree

		1	2	3	4	5	6	7
--	--	---	---	---	---	---	---	---

Altruism

1.	I help Others who have heavy workloads.							
2.	I am always ready to lend a helping hand to those around me.							
3.	I help orient new people through it is not required.							
4.	I willingly help others who have work related problems.							
5.	I always look for other work to do when I finished with those assigned work.							
6.	I always do more work than required.							

Civic Virtue

1.	I attend functions that are not required, but help the company image.							
2.	I keep abreast of changes in the Organization.							
3.	I read and keep up with organization announcements, memos and so on.							
4.	I always offer suggestion for ways to improve the operation for the organization.							
5.	I concerned with standard of performance.							
6.	I initiates activities related to my job responsibilities.							

SECTION C: Organizational Citizenship Behavior

Please read the following statements and **TICK (√)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly Disagree ←————→ Strongly Agree

		1	2	3	4	5	6	7
--	--	---	---	---	---	---	---	---

Courtesy

1.	I consider the impact of my actions to my co-workers.							
2.	I am mindful of how my behavior affects other people's job.							
3.	I take steps to try to prevent problems with other workers.							
4.	I try to avoid creating problems to others.							
5.	I respect the right and privilege of others.							
6.	Management will inform me before taking any important actions.							

Sportsmanship

1.	I consume a lot of time complaining about trivial matters.							
2.	I tend to make "mountain out of molehills" where I will over-reactive and having histrionic behavior when a person makes too many of minor issue.							
3.	I always focus on what is wrong rather than the positive side.							
4.	I don't express resentment with any changes that introduces by the management.							
5.	I don't always find the fault with what the organization is doing.							
6.	I always treat institute's property with care.							

SECTION C: Organizational Citizenship Behavior

Please read the following statements and **TICK (✓)** the response that closely represents your opinion.
The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly
Disagree ←————→ Strongly
Agree

		1	2	3	4	5	6	7
<u>Conscientious</u>								
1.	I gives advance notice when I enable to come to work.							
2.	I maintain a clean workplace.							
3.	I always on time for work.							
4.	I get a great deal done within a set of time frame.							
5.	I assists superior with his/ her work.							
6.	I maintain good communication with my superior.							

SECTION D: Job Satisfaction

Please read the following statements and **TICK(✓)** the response that closely represents your opinion.
The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly Disagree ←————→ Strongly Agree

		1	2	3	4	5	6	7
--	--	---	---	---	---	---	---	---

Satisfaction with supervisor, promotion and corporate policies.

1.	Top management really knows its job.							
2.	Management is progressive.							
3.	My superior has always been fair in dealings with me.							
4.	My opportunities for advancement are not limited.							
5.	My superior gives us credit and praise for work well done.							
6.	This company operates efficiently and smoothly.							
7.	Person in this company receive good support from the headquarter.							
8.	There are plenty of good job here for those who want to get ahead.							
9.	The company has a fair promotion policy.							
10.	My superior really tries to get our ideas about things.							

Satisfaction with job it self.

1.	Overall my job is satisfying.							
2.	My work gives me sense of accomplishment.							
3.	I am really doing something worthwhile in my job.							

SECTION D: Job Satisfaction

Please read the following statements and **TICK (√)** the response that closely represents your opinion.
The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly Disagree ←————→ Strongly Agree

		1	2	3	4	5	6	7
<u>Satisfaction with fellow workers.</u>								
1.	My fellow workers are pleasant.							
2.	The people I work with are very friendly.							
<u>Satisfaction with pay.</u>								
1.	My pay is high in comparison with what others get for similar work in other companies.							
2.	In my opinion, the pay here is higher than in other companies.							

THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT, IT IS GREATLY APPRECIATED