

**ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN PRIVATE
INSTITUTIONS OF HIGHER EDUCATION IN MALAYSIA**

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ABSTRACT

Organisational Citizenship Behaviour in Private Institutions of Higher Education in Malaysia

The increasingly important role played by private higher education institutions in Malaysia in realising Malaysia's goal to be the regional hub for educational excellence has warranted the study of organisational citizenship behaviour of academic staff in this industry. The extra role behaviours of employees beyond the formal role requirements are known as the organisational citizenship behaviour and this helps to promote the effective functioning of an organisation. Organisational citizenship behaviour is said to contribute to individual success in organisation. However, it was observed that the organisational citizenship behaviour of academic staff in private higher education institutions in Malaysia is low.

The main purpose of this study is to explore how academic staff engagement of organisational citizenship behaviour is affected by organisational factors. The current researcher has sought the answers to this question by examining the dimensions of organisational culture, performance appraisal and leader-member exchange in private institutions of higher learning in Selangor and Federal Territory of Kuala Lumpur, Malaysia. In addition, the role of leader-member exchange (superior-subordinates interaction) as a moderator to the relationship between organisational culture and organisational citizenship behaviour is also explored.

The social exchange theory laid the foundation for this research. The instrument used in this study is a self-administered questionnaire involving 531 academic staff

members in eight private institutions of higher education. The data have been analysed using the Statistical Package for the Social Science (SPSS version 16) where analyses such as reliability, correlation, regression and hierarchical regression have been performed.

The results of the study have revealed that organisational culture can predict the organisational citizenship behaviour both directed towards individuals and the organisation. The results have indicated that employees' decision to display citizenship behaviour can be conditioned by the nature of work done by the respondents. The findings that leader-member exchange moderates the relationship between organisational culture and OCB directed towards the organisation has shown that social exchange theory originated from Western country is found to be valid when tested empirically in the Asian context. The research outcomes have shown that the performance appraisal has an effect on organisational citizenship behaviour of academics both towards individuals and the organisation.

The study has bridged the literature gap by offering empirical evidence and new insights on the significant moderating effects of leader-member exchange in the relationship between organisational culture and organisational citizenship behaviour in the Malaysian context, particularly in the private higher education industry. The findings of this study may enable human resources practitioners to take into consideration the importance of interrelationship of organisational culture and performance appraisal process in designing an effective appraisal system. The results of the research are discussed in terms of the relevance of these findings in theory, research and practice.

ABSTRAK

Gelagat Kewarganegaraan Organisasi di Institusi Pengajian Tinggi Swasta Di Malaysia

Kepentingan peranan yang semakin dimainkan oleh institusi pengajian tinggi swasta di Malaysia dalam merealisasikan matlamat Malaysia untuk menjadi hab serantau bagi kecemerlangan pendidikan mewajarkan kajian gelagat kewarganegaraan organisasi bagi kakitangan akademik dalam industri ini. Tingkahlaku peranan tambahan pekerja melebihi keperluan peranan kerja rasmi dikenali sebagai konsep gelagat kewarganegaraan organisasi untuk menggalakkan sesebuah organisasi berfungsi dengan berkesan. Gelagat Kewarganegaraan Organisasi dikatakan menyumbang kepada kejayaan individu dalam sesebuah organisasi. Walau bagaimanapun, ia telah diperhatikan bahawa gelagat kewarganegaraan organisasi staf akademik di institusi pengajian tinggi swasta di Malaysia adalah rendah.

Teori “Social Exchange” menjadi asas kepada kajian ini. Tujuan utama kajian ini adalah untuk meneroka bagaimana penglibatan staf akademik gelagat kewarganegaraan organisasi dipengaruhi oleh faktor organisasi. Penyelidik dalam kajian ini mencari jawapan kepada persoalan ini dengan mengkaji dimensi budaya organisasi, penilaian prestasi dan interaksi di antara pemimpin-ahli di institusi pengajian tinggi swasta di Lembah Klang, Malaysia. Di samping itu, peranan interaksi di antara pemimpin-ahli (interaksi di antara orang atasan-orang bawahan) sebagai moderator kepada hubungan di antara budaya organisasi dan gelagat kewarganegaraan organisasi juga diterokai.

Instrumen yang digunakan dalam kajian ini adalah soal selidik yang ditadbir sendiri yang melibatkan 531 kakitangan akademik di lapan institusi-institusi pengajian tinggi swasta di Malaysia. Data dianalisis menggunakan perisian Pakej Statistik untuk Sains Sosial (SPSS versi 16) di mana analisis seperti kebolehpercayaan, regresi, korelasi dan regresi hierarki telah dijalankan.

Keputusan kajian menunjukkan bahawa budaya organisasi boleh meramalkan gelagat kewarganegaraan organisasi yang kedua-duanya diarahkan ke arah individu dan organisasi. Keputusan menunjukkan bahawa keputusan kakitangan untuk memaparkan kelakuan kewarganegaraan boleh dipengaruhi oleh jenis kerja yang dilakukan oleh responden. Penemuan yang menunjukkan interaksi di antara pemimpin-ahli sebagai moderator di antara hubungan budaya organisasi dan Gelagat Kewarganegaraan Organisasi yang ditujukan ke arah organisasi menunjukkan bahawa teori “Social Exchange” yang berasal dari negara Barat didapati sah apabila diuji secara empirikal dalam konteks Asia. Hasil kajian menunjukkan bahawa penilaian prestasi mempunyai kesan ke atas gelagat kewarganegaraan organisasi ahli akademik terhadap individu dan organisasi.

Kajian ini menghubungkan jurang literatur dengan menawarkan bukti empirik dan pandangan baru mengenai kesan signifikasi moderator interaksi di antara pemimpin-ahli dalam hubungan antara budaya organisasi dan gelagat kewarganegaraan organisasi dalam konteks Malaysia, khususnya dalam industri pengajian tinggi swasta. Hasil kajian ini membolehkan pengamal sumber manusia mengambil kira kepentingan hubungkait budaya organisasi dan proses penilaian prestasi dalam merekabentuk sistem penilaian yang berkesan. Keputusan kajian dibincangkan dari segi kaitannya terhadap penemuan dalam teori, penyelidikan dan amalan.

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