

**UNIVERSITI TEKNOLOGI MARA**

**THE MEDIATING ROLE OF LEADER-  
MEMBER EXCHANGE ON THE  
RELATIONSHIP BETWEEN  
EMPLOYEE MOTIVATION AND  
INTERPERSONAL CITIZENSHIP  
BEHAVIOUR AMONG  
ADMINISTRATIVE OFFICERS IN  
MALAYSIAN PUBLIC UNIVERSITIES**

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## ABSTRACT

Interpersonal citizenship behaviour is a discretionary behaviour, beyond employee job requirements, that supports coworkers and/or supervisors. It requires a relationship between an interpersonal citizenship performer and a receiver in which the performer voluntarily provides benefits to the receiver as an ingredient of the behaviour. Employees who perform interpersonal citizenship behaviour are not only prosocially-motivated but also are motivated by impression management. The level of the behaviour may vary based on the relationship with their supervisors. This study examines the mediating effect of leader-member exchange relationship towards the relationship between prosocial motivation and impression-management motivation. The public university administrative officers. Sets of questionnaires were used to collect data about employee interpersonal citizenship behaviour, employee motivation, and leader-member exchange relationship. The respondents were 210-dyads, which comprised of subordinates and immediate supervisors, from 20 public universities in Malaysia. The result shows that prosocial and impression-management motivation were related to self-rating leader-member exchange, while prosocial motivation had a negative effect on supervisor-rating leader-member exchange quality relationship. The key finding revealed that supervisor-rating leader-member exchange quality relationship was fully mediated the negative effect of prosocial motivation on interpersonal citizenship behaviour. It can be concluded that having high level of leader-member exchange relationship did not matter much on a subordinates' prosocial motivation. Even though subordinates performed higher interpersonal citizenship behaviour, supervisors believed that these subordinates would have lower leader-member exchange relationship quality. Meanwhile, subordinates who were impression management-oriented might waste their time trying to impress their supervisors when performing interpersonal citizenship behaviour. Employees are advised to be more prosocial toward their supervisors to enhance interpersonal citizenship behaviour. More of interpersonal citizenship behaviour means better inter-relationship supervisor and coworkers, work quality, work-life balance, employee satisfaction, employee and organizational productivity.

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# **CHAPTER ONE**

## **INTRODUCTION**

This study focuses on the influence of employee motivation on interpersonal citizenship behaviour (ICB) which is mediated by leader-member exchange (LMX) in organizations. It is crucial that employees are motivated in order to maintain positive ICB and consider the role of LMX quality relationship in employee motivation and employee ICB. This chapter explains several topics related to the study, beginning with the background of the study and statement of the problem. Several research objectives and research questions identified. This is followed by the significance of the study, its limitations and finally, the definition of terms used in the study.

### **1.1 BACKGROUND OF THE STUDY**

Organizations regularly rely upon helping behaviour to manage non-routine parts of work. Helping behaviour is an extra-role behavioural dimension that focuses specifically on how and why people employ such behaviours that go beyond normal job duties (Northington, 2014). Helping behaviour is a powerful indicator of group and organizational performance (Podsakoff, MacKenzie, Paine, & Bachrach, 2000) and has become increasingly important in light of the development towards greater employee involvement (Mossholder, Richardson, & Settoon, 2011; Boxall & Macky, 2009). In general, helping behaviour is related to organizational citizenship behaviour (Deckop, Cirka, & Andersson, 2003).

Organizational citizenship behaviour (OCB) represents the foundation of positive psychology development that seeks to apprehend the great capacities of human characteristics, competencies, and behaviours. These abilities lead employees to build relationships and also help others, subsequently enabling employees to enhance personal status, develop organizational status, and perform more productively (Bolino, Harvey, &