

UNIVERSITI TEKNOLOGI MARA

**THE INFLUENCE OF
ORGANISATIONAL CULTURE ON
ORGANISATIONAL CITIZENSHIP
BEHAVIOUR: A MEDIATING ROLE
OF ORGANISATIONAL CYNICISM**

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AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of University Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any other degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

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ABSTRACT

The current study investigated the relationships between organisational culture, organisational citizenship behaviour and organisational cynicism among academicians in a selected local university. Specifically, the study explored the relationships between organisational culture and five components of organisational citizenship behaviour: altruism, courtesy, civic virtue, conscientiousness and sportsmanship. The study also investigated the mediating role of organisational cynicism on the relationship between organisational culture and organisational citizenship behaviour. The current study used two phases of sampling. The first phase involved using stratified random sampling and the second phase involved convenience sampling. 361 cases were tested in this study out of 743 questionnaires distributed. The data collected were further analysed on the measurement model and structural model by applying the Structural Equation Modelling using Partial Least Square (PLS). The results showed that organisational culture has a significant relationship with organisational cynicism and the three dimensions involved were affective cynicism, cognitive cynicism and behavioural cynicism. Meanwhile, organisational cynicism also has a positive relationship with OCB but there are mixed results for dimensional relationships, as not all hypotheses were supported. Meanwhile, the effect of organisational cynical mediation does not mediate the relationship between organisational culture and OCB. It can be concluded that organisational culture and organisational cynicism are important predictors of OCB lecturers on campus. This finding is important because it closes gaps in the literature and provides practitioners a reasonable framework for improving organisational citizenship behaviours and, in turn, achieving unique capabilities within organisations. In practice and theory, it will increase performance and commitment among the staff themselves.

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