



THE RELATIONSHIP BETWEEN ORGANISATIONAL SILENCE AND ORGANISATIONAL
CITIZENSHIP BEHAVIOUR AMONG EMPLOYEES AT SARAWAK ENERGY BERHAD.

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ABSTRACT

A study conducted by Gambarotto (2010), organisational silence is a choice of behaviour that can deteriorate or improved decision-making and performance in organisations. Employees' silence had become a fundamental issue in personnel management because of its pervasiveness in modern organisation. The aim of this study was to determine the relationship between organisational silence and organisational citizenship behaviour among employees at *Sarawak Energy Berhad*. 120 questionnaires were distributed to 120 respondents and only 109 questionnaires returned. The data was analysed using IBM SPSS Statistics version 2.0. Correlational research design was used to identify variables on the relationship between organisational silence and organisational citizenship behavior among the employees in *Sarawak Energy Berhad*. The correlation analysis revealed that Acquiescent Silence, Defensive Silence and Prosocial Silence have a significant positive relationship towards Organisational Citizenship Behaviour. The findings of this study provide a reference of the organisational citizenship behaviour. It is recommended for future researcher to select a larger sample of respondents.

TABLE OF CONTENTS

	Page
AUTHOR’S DECLARATION.....	
ABSTRACT.....	i
ACKNOWLEDGEMENT.....	ii
TABLE OF CONTENTS.....	v
LIST OF TABLES.....	vi
LIST OF FIGURES.....	vii
LIST OF APPENDICES.....	viii
CHAPTER 1	
INTRODUCTION.....	1
Background of study.....	1
Statement of Problem.....	3
Research Objectives.....	3
Research Questions.....	3
Significance of Study.....	4
Limitation of Study.....	5
Definition of Terms.....	6

CHAPTER 1

INTRODUCTION

Background of the Study

In the present era, listening to employees' speech has significant importance for an organisation because employees' ideas can be useful to solve an organisation's problems. In addition, many organisations had found that most employees acknowledge organisation problems, but they withhold their opinion and thoughts. According to (Gambarotto, et al., 2010) organisational silence is a choice of behaviour that can deteriorate or improved decision-making and performance in organisations. Employees' silence had become a fundamental issue in personnel management because of its pervasiveness in modern organisation. According to a studied conducted by (Tangirala & Ramanujam, 2008) organisational silence is defined as not sharing opinion and information with other co-workers.

Nonetheless, organisational silence was an important organisational behaviour issue that arises due to lack of relationship under organisational citizenship behaviour (Acaray & Akturan, 2015). According to (Clapham & Cooper, 2005) although employees who were the most reliable source of data and information in the organisation, they tended not to express their ideas, views or feedback consciously.