



**UNIVERSITI TEKNOLOGI MARA SARAWAK
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DIPLOMA IN PUBLIC ADMINISTRATION**

**A STUDY ON THE LEVEL OF ORGANISATIONAL CITIZENSHIP
BEHAVIOUR IN THE HEADQUARTERS OF JABATAN
KEMAJUAN MASYARAKAT (KEMAS), KUCHING**

DAYANG ANNUR HIDAYAH BINTI ABANG ISMAWI	2008263694
NUR AISHAH HANIM BINTI KIPRAWI	2008211206
WILLIE ANAK WATSON AWAN	2008293822

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Diploma in Public Administration,
Faculty of Administrative Science and Policy Studies,
University Teknologi Mara,
Kampus Kota Samarahan,
Jalan Meranek,
94300 Kota Samarahan,
Sarawak.

Leftenant Colonel Saiful Anwar bin Md Ali (R),
Lecturer of PAD340: Practical Training/ Project Paper
Faculty of Administrative Science and Policy Studies,
Universiti Teknologi MARA,
Kampus Kota Samarahan,
Jalan Meranek,
94300 Kota Samarahan,
Sarawak.

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Sir,

REPORT ON THE LEVEL OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN THE HEADQUARTERS OF JABATAN KEMAJUAN MASYARAKAT (KEMAS), KUCHING.

We would like to present our report based on the title stated above for your references and evaluation as well as to fulfill the syllabus requirements of the course.

2. While preparing this report, we had been able to gain a lot of useful knowledge and experiences from the lectures, our supervisor, respondents as well as from the other external factors. Besides that, we are also able to interact and deal with the other party particularly our respondents. Moreover, we are hoping that this research may give impact on the education system to be more effective in the future.

3. Lastly, we would like to thank you for your support, guidance and by providing us with the knowledge upon completing this task. We are hoping for your consideration in evaluating our research.

Thank you.

ACKNOWLEDGEMENT

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Other than that, we also would like to express our appreciation to all the respondents encompasses the staff in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS) Kuching. They had spent their time, give relevant feedback and also give full cooperation to fulfill our questionnaire wisely. Their cooperation had helped us in getting all the required information for our research paper.

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CHAPTER 1

INTRODUCTION

CHAPTER 1

INTRODUCTION

1.0. BACKGROUND OF STUDY

This research had been conducted by three student of Diploma of Public Administration from the Faculty of Administrative Science and Policies Studies under the supervision of Miss Noni Harianti binti Junaidi, and the lecturer of PAD340: Practical Training/Project Paper Sir Leftenant Colonel Saiful Anwar bin Md Ali. We are given the authority to complete this research with full of commitment and qualities.

This research proposal is mainly about the level of Organisational Citizenship Behaviour in Community Development Department or also known as Jabatan Kemajuan Masyarakat (KEMAS) Kuching. This research generally to cover the aspect of the awareness of the KEMAS department regarding on the level of OCB and the working culture that relate with the level of OCB. Before we go to the study of the respondent survey, we must make a research from various books, articles, and any material resources of information to be used as our main sources to identify which factors are relevant as a guideline for our survey. There will be having various types of research methodologies that are being used in order to have a systematic process of researching.

Malaysia is looking forward to high performance organizations, which would provide high job satisfaction to their employees and would also cherish excellence and effectiveness. This could be achieved if we could develop OCB in the office or the workplace. Hence, by doing this research, we hope that every public sector department is able to understand that the level of OCB within the department is one of the important aspect that can lead to the work efficiency among the staff. It is because we as public administrative students that study about the social science behaviour among the people.

By that, we take the responsibilities to conduct this research as our research subject and for the benefit of others.

1.1. PROBLEM STATEMENT

The performance of the department generally can be determined by the certain aspects that need to fulfil by the leadership pattern of the department itself. The research that we made is tried to identify of main element that may influence the organization behaviour of the organisation that may relate to the performance and department efficiency.

The lack of knowledge on Organisation Citizenship Behaviour (OCB) among the employee of the public sector organisation refers to the level of the awareness among the employee that work at the organisation. The lack of knowledge on the OCB will shows that the employee will unable to understand their work condition properly. These situations can create the unproductive working environment because the employees itself never understand their own working culture, the purpose of their duties, their role and also their own responsibility toward their job and the department.

Second problem statement is the lack of the disclosure provided by the department of OCB to the employees. The important role that played by the upper management is to ensure that the welfare of the employee must be put in the first place because the success and failure of once organisation is depend on manpower competency. The employee competency can be nurtured through the great concern from the manager in term of having a good communication between manager and the low level management.

The problem that may become a source is the less effort that done by the department to improve the operational efficiency which can lead to the job satisfaction problem.

The operational efficiency refers to how the task given to the employee is to be operated by the right person with the right skill, qualification and enough facilities provided by the department. The failure to allocate of this aspect may create to the stress working environment.

In addition, the cause of the inefficient management in the organisation is due to the lack of the effective corrective action done by the department toward the customer compliant. Every unsatisfactory condition that exist in the department need to be deal with wise solution, an example such as the customer complaint about the service have to address immediately and need to be correct properly to avoid the repeated error. The transformation need to be done to improve the inappropriate condition.

Therefore, the head of department and the member of the department itself need to work together and take a positive changes that can shows the qualities and the credibility by understand the level of OCB at the organisation that may create the harmony working environment.

1.2. OBJECTIVES OF THE STUDY

- 1.2.1. To give awareness to the staff in the department on the importance of the Organisational Citizenship Behaviour.
- 1.2.2. To determine the operational efficiency of the department based on the Organisational Citizenship Behaviour.
- 1.2.3. To study about the factor that can influence the level Organisational Citizenship Behaviour in the department.
- 1.2.4. To get the respond from the respondent regarding on the level of the Organisational Citizenship Behaviour within the department.

1.3. SCOPE OF STUDY

The focus of the research was to determine about what is the working culture of the department that lead to the level of the Organizational Citizenship Behaviour in the KEMAS department.

This study is aim to find out what is the influencing factor that may determine to the high or low level of OCB. This factor may relate to the satisfaction aspects that need to fulfil in order to create the excellent performance of the department.

The research made also to study on the relationship between the levels of OCB with department operational efficiency. The level of OCB within the department may give the working pattern that may show the management effectiveness that produce by the employee after consider on the environment factor within the department.

This research made to cover about the employee job satisfaction and the motivation element that relate with the OCB and the customer respond toward the impact of the level of OCB in the department. The employee that committed toward their job then would be able to serve better to the customer.

1.4. HYPHOTHESES

HYPHOTHESIS 1: The high level of Organisational Citizenship Behaviour in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS), Kuching can increase the organisational ability to attract and keep efficient employees.

HYPHOTHESIS 2: The high level of Organisational Citizenship Behaviour in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS), Kuching can assist the department to meet the customer (applicant) problem effectively.

HYPHOTHESIS 3: The high level of Organisational Citizenship Behaviour in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS), Kuching understand and aware about the level of OCB in the department itself.

1.5. THE SIGNIFICANT OF THE STUDY

This research pointed out that Organizational Citizenship Behaviour (OCB) is important in any organisation. OCB can be extremely valuable to the organisations where the culture can contribute to the performance and competitive advantage of the organisation. This research is important for any businesses which want to create competence and organizational effectiveness. To improve OCB is lowest cost and best way for businesses to reach organizational effectiveness.

Successful organisations need employees who will do more than their usual job duties and provide performance that is beyond expectations. Organisational Citizenship Behaviours (OCB) describes actions in which employees are willing to go above and beyond their prescribed role requirements. Prior theory suggests and some research supports the belief that these behaviours are correlated with indicators of organisational effectiveness.

This study is also to promote the awareness among the administrative student that study about the organisational behaviour as their future references. These studies may help them to understand about the concept of the OCB in order to give the clear pictures about the working cultural environment, so that from this study we hope that we be able to produce the efficient employee in the future time.

1.6. DEFINITION OF TERMS AND CONCEPTS

1.6.1 Jabatan Kemajuan Masyarakat (KEMAS)

One of the government agency that is an extension of the Adult Education Division established in 1961, through a cabinet paper Bil.385/25/60 with main focus on the "eradication of illiteracy. By the year 1977, the movement to eradicate illiteracy has been enhanced with the introduction of the concept of 'Functional Literacy' by UNESCO as an effort to make the movement to eradicate poverty as a strategy to develop rural communities.

1.6.2 Organisational Citizenship Behaviour (OCB)

Organisational Citizenship Behaviour is the discretionary behavior that is not part of an employee's formal job requirements that will promote the effective functioning of the organisation. (J. Greenberg and Robert A. Baron)

Individual behavior that is discretionary, not directly or explicitly recognised by the formal reward system and that in the aggregate promotes the effective functioning of the organisation (Organ, 1988)

1.6.3. Organisational Citizenship Behaviour- Individual (OCB-I)

OCB culture acted directly to individuals (colleague).

1.6.4. Organisational Citizenship Behaviour (OCB-0)

OCB culture acted directly to the department /organisation (workplace).

1.6.5. Statistical Package for Social Studies (SPSS)

Widely used of computer software for the analysis of quantitative data for social scientist.

CHAPTER 2

LITERATURE REVIEW

2.0. INTRODUCTION

The intent of this chapter is to review on the previous researches' studies about the Organisational Citizenship Behaviour and its relation with the level of job satisfaction of the organisational members. Our literature review will look into the content of the previous studies, the methods used and the related ideas conferred by the researches.

The literature review also will identify the knowledge gaps which mean to identify what are the aspect of the studies that have not been found yet by them in their studies. The related ideas of the research then will be synthesised to be critique, reviews or analysed and we will try to connect them to our research studies. Last but not least, this chapter will also provide on the Conceptual Framework and the Theoretical Framework of our study.

2.1. ORGANISATIONAL CITIZENSHIP BEHAVIOUR

The biggest challenge for employers in managing human resources is to get their employees to work beyond the job description voluntarily. It is important to sustain competitive advantage, keeping abreast with changes and also to promote innovation to be the successful organisation (Organ, 1997) and this indicate the significance of OCB to be practiced among the organisational members.

Organisational Citizenship Behaviour (OCB) can be defined as behaviours that positively impact the organisation and its members (Poncheri, 2006)¹. OCB also means defending the organisation when it is criticised or urging peers to invest in the organisation (Turnipseed and Rassuli, 2005)². It is the behaviour that exceeds routine expectations (Joireman et al, 2006)³. OCB is defined as ‘discretionary behaviours on the part of an employee that directly promote the effective functioning of an organisation, independent of an employee’s objective productivity’ (MacKenzie et al, 1998)⁴. Besides that, OCB is basically described as the extra role behaviour (Van Dyne and Cummings, 1990)⁵, organisational spontaneity (George and Brief, 1992)⁶, and support for collective interests over individual interests (Graham, 1991)⁷. OCB as defined by Organ is as ‘represents individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and in the aggregate promotes the

¹Zirgham ullah Bukhari, *Key Antecedents of Organizational Citizenship Behavior (OCB) in the Banking Sector of Pakistan*, International Journal of Business and Management, 2008

²Zirgham ullah Bukhari, *Key Antecedents of Organizational Citizenship Behavior (OCB) in the Banking Sector of Pakistan*, International Journal of Business and Management, 2008

³ Ibid.

⁴www.emeraldinsight.com/0265-671X.htm, Retrieved August 4,2010.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

efficient and effective functioning of the organisation' (Organ, 1988)⁸. Another definition as given by Dennis Organ was Organisational Citizenship Behaviour (OCB) is defined as **discretionary behaviours which benefit the organisation and not formally rewarded is equally too broad, as few "in-role" behaviours actually guarantee a formal reward.**⁹

As written by J.Greenberg and Robert A. Baron in their book title Behavior in Organization, they defined OCB as **'an informal form of behavior in which people go beyond what is formally expected of them to contribute to the well being of their organization and those in it'**¹⁰. OCB was also means the **'worker's attitude that goes beyond the basic requirements of the job, large extent of discretionary and is benefit to the organization'** (Lambert, S.J., 2006)¹¹. **'OCBs are employee behaviors that, although not critical to the task or job, serve to facilitate organizational functioning'** (Lee and Allen, 2002)¹². Organisational Citizenship Behaviour is **discretionary behavior that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization.** (Robbins, 1996). Successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations. In short, in order to reach that goal, by fulfilling the employees' job satisfaction,

⁸ Min-Huei, Chien, *A Study to Improve Organizational Citizenship Behaviors*, The Overseas Chinese Institute of Technology
⁹www.questia.com/PM.qst?a=o&se=ggls&d=5000324445, Retrieved August 4,2010.

¹⁰ Greenberg, J, Behavior in Organizations, Prentice Hall, 2008, p.433

¹¹wfnetwork.bc.edu/glossary_entry.php...Organizational%20Citizenship%20Behavior,%20Definition, Retrieved August 4,2010.

¹² Ibid.

understand their motivation and create suitable work environments are most important thing in management reality.¹³

In other words, **OCB concerns with the positive behavioral aspects that are neither stated in job description nor enforced by employment contract.**¹⁴

Organisational Citizenship Behavior also can be viewed as a **work demand that may in some settings detract from task performance** (Bergeron, 2007), **work-family balance** (Bolino & Turnley, 2005), and **well-being** (Locke & Kenner, 2009).¹⁵

Organisational Citizenship Behaviour can be **acted directly to the other individuals in the organisation that is also known as OCB-I**. The example of OCB-I is helping co-workers in their personal problems. OCB also can be **acted directly to the organisation itself known as OCB-O**. The example of OCB-O is speaking favourably about the organization to the external customers.¹⁶

¹³ Min-Huei, Chien, *A Study to Improve Organizational Citizenship Behaviors*, The Overseas Chinese Institute of Technology

¹⁴ Johari, Johanim, *Construct Validation of the Job Performance Measurement: A Case of the Malaysian Public Service Agency*, Universiti Utara Malaysia.

¹⁵ <http://jom.sagepub.com/content/early/2009/10/26/0149206309350085>, Retrieved August 4, 2010.

¹⁶ Greenberg, J, *Behavior in Organizations*, Prentice Hall, 2008, p.433

2.2. REVIEWS OF PREVIOUS STUDIES

Katz and Kahn (1978) pointed out that **organizational citizenship is important in organizations**¹⁷. Organizational citizenship behaviour can be **extremely valuable to organizations and can contribute to performance and competitive advantage** (Nemeth and Staw 1989)¹⁸. Any particular organization should make an effort to increase the level of Organisational Citizenship Behaviour as it is the **best way for business to reach organizational goal and besides, it is low in cost.**

There is the **positive relationship between the OCB and individual level of performance** (MacKenzie, Podsakoff, & Fetter, 1991, 1993; Werner, 1994), **OCB with the aggregated individual), group-level measures of performance** (Karambayya, 1990; Podsakoff, Ahearne, & MacKenzie, 1997), and **organisational-level measures of performance** (Walz & Niehoff, 2000).¹⁹

The concept of Organisational Citizenship Behaviour was once introduced by Dennis Organ in 1980s and this theory has been expanded by the other scholars on the following years. Dennis organ in his studies on Organisational Citizenship Behaviour suggest that **high levels of OCB should lead to a more efficient organization and help bring new resources into the organization.** New resources as explained by Dennis Organ are not only the attraction of new members and or raw materials, but also the intangible resources such as company good will or external image as well as the

¹⁷ Min-Huei, Chien, *A Study to Improve Organizational Citizenship Behaviors*, The Overseas Chinese Institute of Technology

¹⁸ Ibid.

¹⁹ Moorman, Robert H., *New Frontiers for OCB Research: An Examination of Four New Research Directions*, 2003

reputation of the organisation.²⁰ In his study, Dennis Organ also identify **five categories of OCB** that were first, **altruism** i.e. help the individual co worker on their task, secondly is **courtesy** i.e. alerting the other members of organization that any changes may affect their work. Thirdly is **conscientiousness** i.e. carrying out one's duties that are beyond the minimum requirements. The forth category is **sportsmanship** i.e. refraining from complaining about trivial matters and lastly is **civic virtue** that is participating in the administration or governing the organisation.

There is different rationale for every category of Organisational Citizenship Behaviour as **altruism** makes the **operation system to be more productive as that particular worker will be able to utilize his slack time to assist another worker on more urgent matters**. **Civic virtues** then will **directly influencing efficiency because it include offering suggestions to low the operational cost**. Each dimension of OCB offers a different rationale for this relationship. Acts of civic virtue may include offering suggestions for cost improvement or other resource saving ideas, which may directly influencing efficiency. **Conscientiousness employees** and those who avoid on the negative behaviours **will increase the reliability of the services rendered by the organisation**. Due to the reliability in the services, it will reduce the cost of rework and thus the unit will be more efficient (Berry & Parasuraman, 1991).²¹ As a conclusion, **Organisational Citizenship Behaviour according to Dennis Organ can influence operational efficiency**.

²⁰Min-Huei, Chien, *A Study to Improve Organizational Citizenship Behaviors*, The Overseas Chinese Institute of Technology

²¹Min-Huei, Chien, *A Study to Improve Organizational Citizenship Behaviors*, The Overseas Chinese Institute of Technology

The first research on Organisational Citizenship Behaviour as carried out by Smith (1983) and Bateman and Organ (1983) find that **OCB is likely to be high in the organisation if the employees are satisfied with their term of services in the organisation.** The journal article title 'Encouraging Organizational Citizenship: The Effects of Job Satisfaction, Perceived Equity and Leadership' by Mel Schnake, Dan Cochran and Mike Dumler (1995) point that job satisfaction was expected to be related to **OCB due to two primary reasons.** First reason is due to the **reciprocity factor** where people tend to reciprocate others who help or beneficial to them. The organisation or manager who create the harmonious working condition that cause the employees to experience job satisfaction will cause the employees want to reciprocate the favour and they will use the extra role behaviours as OCB to 'pay back' their manager or organization (Organ, 1990)²². Secondly, the psychological research found out that the individual who experienced the **positive environment** will tend to engage in the pro-social behaviours (Clark and Isen, 1982).

In the research conduct by the group of researchers from Islamic Azad University title "Fostering Organizational Citizenship Behavior (OCB) through Human Resources Empowerment (HRE)"²³ also conclude that the **level of OCB can be increased** through the **effort of empowerment of the Human Resources.** This means, the Human Resources department plays the vital role in determining the level of OCB among the workers and the Human Resource department will usually related to the employer's

²²www.questia.com/PM.qst?a=o&se=gglsc&d=5000324445, Retrieved August 4, 2010.

²³www.emeraldinsight.com, Retrieved August 4, 2010.

role. Hossien et al suggest that to foster OCB level among the member, it can be done through these techniques;

- (a) Implementing suggestion system in organization
- (b) Establishing quality centers
- (c) Creating the work group where this is essential in the organization as both managers and employees should cooperate and participate in the team work that will encourage respect, obedience, control, decision making, responsibility and skills.
- (d) Create and utilized the appropriate performance evaluation system and selection of top employees for a designated period.
- (e) Create the motivating environment i.e. any strategy that leads to extended
- (f) Rights to define work activities and increased self-adequacy among the employees.
- (g) Job enrichment as it is necessary to have adequate information about jobs in order to enrich them through job analysis.

The occurrence of OCB culture also can be promoted through the employer's role by;²⁴

(a) Be a model of helpful behavior

Managers can be helpful in assisting the employees during the work groups as the helping will appear to be contagious once it is started especially by the influence party. In this way, the manager can be the helpful model to promote the occurrence of OCB.

(b) Make voluntary function worth attending

Voluntary function such as meeting should be organized in more fun and interesting manner instead of making it boring and dull. This can encourage the employees due to the relaxing condition where the employees will be more comfortable in expressing their ideas, complain or critics.

(c) Demonstrate courtesy

Courtesy, as being helpful also can be contagious. The managers should show respect and politeness to the employees as it will eventually become the norms or culture if practiced regularly.

(d) Do not complain

If the manager complains a lot, there will be no difference between the managers and the employees. If the contradictions happen, the manager must be able to manage it wisely and avoid from complaining.

²⁴Greenberg, J, Behavior in Organizations, Prentice Hall, 2008, p.435

(e) Demonstrate Conscientiousness

Be the good role model to the employees such as come in early, stay late and go beyond the formal requirements to show the real effort of the managers to achieve the organizational target. Thus then will encourage the subordinates to do the same.

(f) Treat Employees Fairly

When the employees perceived that they are being treated fairly, their willingness to engage in OCB would be higher. This is because, they will feel there is no discrimination towards themselves caused they are treated fairly.

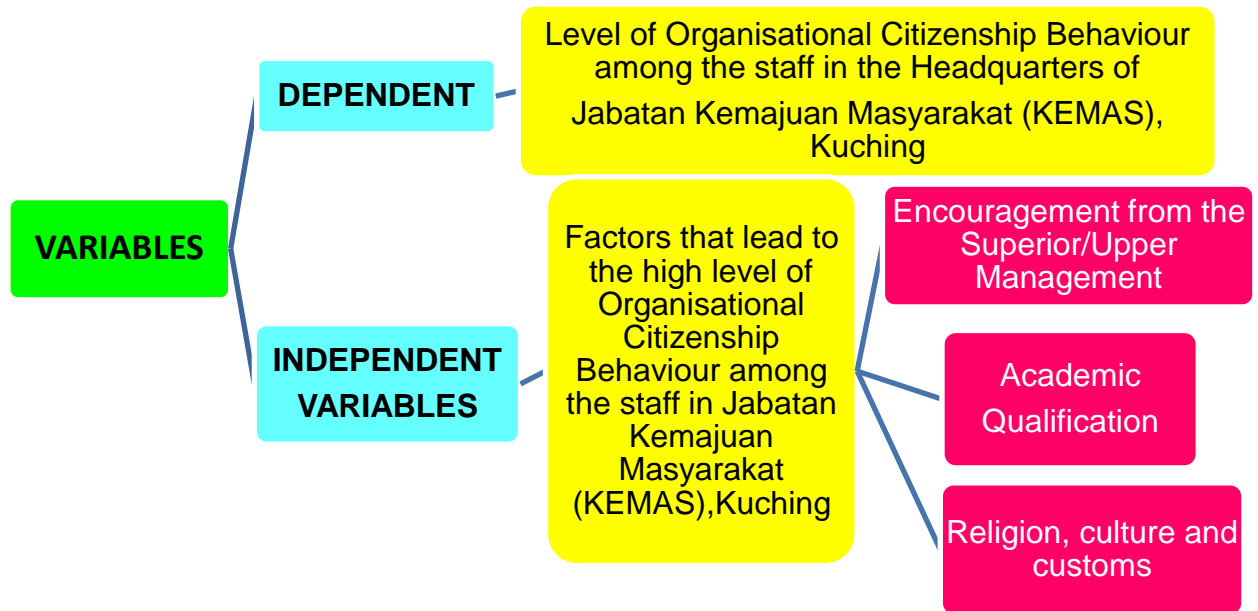
Some researchers conclude in their studies that **Social capital and team commitment is the moderator of OCB in the organization.**²⁵ Such studies that found out such relations was by Adler and Kwon, 2002 that point out '**Social capital in organisations derives from social relations, a dimension of social structure in which favors and gifts are exchanged among organizational members**'. 'The cognitive aspect of social capital is a precursor ... of organisational citizenship behaviour' (Bolino et al, 2002). Thomas (1996) said that, **the favors and gift is associated with the social capital which can promote development for the collective whole that refers to OCB.**

²⁵<http://www.emeraldinsight.com/journals.htm?articleid=1728456&show=html>, Retrieved August 4, 2010.

2.3. CONCEPTUAL FRAMEWORK

The existing literature that we reviewed often point out on the organisation's role in practicing Organisational Citizenship Behaviour (OCB) will lead to the productive and high performance of the organisation. Due to this fact, the community, particularly the employees of any organisation are not aware that their attitude is also the factor that will contribute to the organisation's standard of performance. This particular study was conducted to specifically explore the attitude of the workers in the workplace that will indicate the level of OCB of that organisation. Therefore, the study then will be able to conclude whether the employees are also the factor that lead to the organisational's productive performance besides the organisational's role.

2.4. VARIABLES



CHAPTER 3

RESEARCH METHODOLOGY

3.0. INTRODUCTION

Methodology is defined as an organised, documented set of procedures and guidelines for one or more phases of the software life cycle, such as analysis or design. Thus, Research Methodology is the means in which the data are collected for the research project. It also encompasses all the techniques, methods and procedures adopted in terminology work to carry out terminology research.

3.1. RESEARCH DESIGN

Research design can be explain as the research strategy where this chapter's intent is to describe our strategy in conducting this study. Research strategy is defined as a 'general orientation to the conduct of social research'. (Bryman, 2004)

The study on the level of Organisational Citizenship Behaviour (OCB) among the staff in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS), Kuching is one of the examples of Phenomenological Study. Phenomenological study is to investigate various reactions to, or perceptions of a particular phenomenon. Therefore, the phenomenon to be studied in our research is the Organisational Citizenship Behaviour (OCB) culture among the staff in the public sector.

The research design is useful to describe and answer questions about the participants and contexts. The participants in our study refer to the staff in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS), Kuching and the context to be described is the degree or level of the OCB among them in the department.

Our research design for this study is **Quantitative Research**. Quantitative method will be used after the questionnaires are being collected. This quantitative method is to see whether there is a correlation between the independent variable with dependent variable so as to see whether the hypothesis that have been made which tell that there is an influence between the independent variable with the dependent variable could be proven. This method of quantitative method is important to this research because it will show the relationship among variable.

The research design for our study is **to determine the practice of Organisational Citizenship Behaviour (OCB) among the staff in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS), Kuching**. In order to collect an accurate data, we will obtain the responses from the staff by distributing the questionnaires to all the staff in the office.

3.2. SAMPLE AND SAMPLING TECHNIQUE

Our sampling method for this study is **Non-probability Sampling**. Theoretically, there are 5 categories of Non-probability sampling; Convenience Sampling, Purposive Sampling, Quota Sampling, Incidental Sampling and Snowball Sampling. The sampling method for this study is Convenience Sampling.

Convenience Sampling is the use of sample whoever happens to be available. In our study, our sample are all the staff who are working in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS) at Bangunan Sultan Iskandar, Kuching.

3.3. RESEARCH INSTRUMENT

One of the main instruments for gathering data using a social survey design is by **distributing the questionnaires** that are completed by the respondents themselves.

There are 2 types of questionnaires which are Self-completion questionnaire or Postal Questionnaire. Our method is Self-completion questionnaire where we will distribute the questionnaires to all the staff in the office and collect them back after they have been completed.

The selection of Self-Completion Questionnaire as our data collection method is due to some reasons;

- (i) Cheaper to administer.
- (ii) Quicker to administer.
- (iii) All the respondents will answer the same questions with no interviewer invariability. The method can avoid problem of interviewers asking question in different order or in different ways.
- (iv) Convenience for respondents as they can complete a questionnaire when they want and at the speed that they want to go.

3.4. QUESTIONNAIRE DESIGN (MEASUREMENT OF QUESTION)

Our questionnaire is formatted using 'Likert Scale'. Likert Scale is used to measure the strength of an attitude or an opinion. The example of Likert Format as being used in our questionnaire is as below;

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	2	3	4	5

The following are the measurement of question in each section of our questionnaire;

3.4.1. SECTION A

SECTION A: PERSONAL BACKGROUND of our questionnaire is intended to collect the data on the basic personal information of our respondents that are their age and academic qualification. Through the basic information, we will able to identify the opinion and views of the respondents that are of the different age and academic qualification. Besides that, from the question given, the similarities in their answer can help us to complete this study.

3.4.2. SECTION B

SECTION B: THE CULTURE OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN THE WORKPLACE of our questionnaire is for the respondents who are already familiar with the concept of Organisational Citizenship Behaviour (OCB). Section B is consists of 13 questions that are asked to determine how far is OCB is being practiced in that particular department and also to ask the relationship between the level of OCB with the management's roles.

3.4.3. SECTION C

SECTION C: ATTITUDE IN THE WORKPLACE of our questionnaire consists of 9 questions that intend to ask the respondent generally about the culture of helping each other in the organisation and to determine whether Organisational Citizenship Behaviour (OCB) are really being practiced and what are the factors that can lead to the high OCB in the organisation.

3.4.4. SECTION D

SECTION D: RESPONDENT'S FEEDBACK of our questionnaire is an open ended question where the respondents are required to give on their view or perspectives while practicing Organisational Citizenship Behaviour as well as giving out their opinion to encourage the harmonious relation among the workers.

3.5. DATA COLLECTION METHOD

3.5.1. PRIMARY DATA

Data collection method means an integral part of research design to collect data from different sources. For this project paper, we will **distribute the questionnaires in order to collect the information that we desire**. Our respondents are all the staff from the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS) at Bangunan Sultan Iskandar, Kuching.

3.5.2. SECONDARY DATA

Secondary data refers to the **data that have been collected, gathered, published and are available for the study**. The secondary data are usually **in the form of documents that cover a wide range of different kind of sources**. Example of secondary data is personal documents (diaries and letters), mass media outputs (newspapers) and virtual outputs (Internet Resources). Other examples are like reference books, journals and the previous researchers' works.

In our research, our secondary data are mostly obtained from the journals, books and other researchers' works. The data were sourced from the library and downloaded from the websites especially the journal from www.emeraldinsight.com.

3.6. DATA ANALYSIS

3.6.1. INTRODUCTION

The analysis is done based on the questionnaires distributed that have been fulfilled by 16 respondents which whom are the staff in the headquarters of Jabatan Kemajuan Masyarakat (KEMAS), Sarawak. For this research, we had distributed 35 questionnaires where one each for every staff in the department. For the figure of our research, we manage to get back 40% out of 35 questionnaires that are considered valid for the research findings purpose.

3.6.2. ANALYSIS OF SECTION A: PERSONAL BACKGROUND

QUESTION 1

Table 1: Age

AGE	NUMBER OF RESPONDENTS
18 -27	1
28 – 37	8
38 – 47	6
48 – 57	1
TOTAL NUMBER OF RESPONDENTS	16

ANALYSIS:

Table 1 show that the majority of our respondents are aged of between 28 to 37 years old which make up of 8 out of 16 respondents. The respondents which aged of between 38 to 47 are 6 respondents. Respectively, 1 respondent is aged of between 48 to 57 years old and 18 to 27 years old.

QUESTION 2

Table 2: Academic Qualification

ACADEMIC QUALIFICATION	NUMBER OF RESPONDENTS
SPM	10
STPM	2
DIPLOMA	2
DEGREE	2
TOTAL NUMBER OF RESPONDENTS	16

ANALYSIS:

Table 2 shows the distribution of respondents according to their Academic Qualification. The academic qualifications for majority of our respondents are at SPM level which make up of 10 respondents. Respectively, STPM, Diploma and Degree holders are 2 respondents respectively.

QUESTION 3

Do you ever heard of Organisational Citizenship Behaviour (OCB)? (If YES, please ANSWER ALL THE QUESTIONS in ALL SECTIONS. If NO, please proceed by answering the questions in SECTION C and SECTION D only).

Table 3

CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
Yes	4
No	12
TOTAL NUMBER OF RESPONDENTS	16

ANALYSIS:

Table 3 shows the number of respondents who are familiar with the concept of our research which is Organisational Citizenship Behaviour (OCB). From the graph, only 4 respondents are familiar with the concept and the remaining 12 are answering 'NO' as to indicate their unfamiliarity on the concept of OCB.

3.6.3. ANALYSIS OF SECTION B: THE CULTURE OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN THE WORKPLACE

Section B of our questionnaire is specially designed to be answered by the respondents who are already familiar with the concept of OCB that is related to our study. Through the answer given by them, we will be able to determine whether OCB is being practiced by them in the organisation as asked in Question 4 until Question 10 as well as to determine their perception on the superior or Upper Management role in encouraging the culture of OCB in the organisation as being asked in Question 11 until Question 16.

The analysis of each question is as follows;

QUESTION 4

You are practicing Organisational Citizenship Behaviour (OCB).

Table 4

QUESTION 4	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	STRONGLY DISAGREE	1
	NEUTRAL	2
	AGREE	1
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Table 4 shows that 2 respondents are answering 'NEUTRAL' as their response which means they maybe practice OCB without they even realize themselves. Respectively, 1 respondent is surely not practicing OCB from his answer of 'STRONGLY DISAGREE'

and one other respondent is surely practicing OCB when he answer 'AGREE' to the question asked.

QUESTION 5

The other staff are practicing OCB.

Table 5

QUESTION 5	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	STRONGLY DISAGREE	1
	NEUTRAL	2
	AGREE	1
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Table 5 indicate the opinion of the respondents on the other staff either they are practicing OCB or not where 2 respondents are 'NEUTRAL' in answer that means they are not sure with the other staff behaviour. Respectively, 1 respondent is 'STRONGLY DISAGREE' where this indicates his opinion that the staff in the department is not practicing OCB at all and 1 respondent feel that there is the culture of OCB in the department from his answers 'AGREE'.

QUESTION 6

You will practice OCB eventhough you are not familiar with it.

Table 6

QUESTION 6	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	NEUTRAL	1
	AGREE	3
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Table 6 shows that 3 respondents were answering 'AGREE' which means they will practice OCB eventhough they were not familiar with OCB. Meanwhile, the remaining 1 respondent was answering 'NEUTRAL' that shows his practice on OCB.

QUESTION 7

You are consistently practicing OCB when necessary or when you are able to do so.

Table 7

QUESTION 7	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	DISAGREE	2
	AGREE	2
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Table 7 shows that 2 respondents were answering 'AGREE' which indicate that they will always practice OCB anytime during their working hour. Meanwhile, from the 'DISAGREE' answer given by the other 2 respondents, this means they will only practice OCB when necessary and not all the time.

QUESTION 8

OCB is appropriate to be practiced all the time.

Table 8

QUESTION 8	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	NEUTRAL	1
	AGREE	1
	STRONGLY AGREE	2
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Table 8 shows that respectively 2 respondents were answering 'AGREE' and 'STRONGLY AGREE'. Basically, the respondents believe that the culture of OCB should be practiced at anytime in the department.

QUESTION 9

You are happy to practice OCB.

Table 9

QUESTION 9	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	NEUTRAL	1
	AGREE	3
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Table 9 shows that majority of the respondents which make up 3 out of 4 respondents were happy to practice OCB. Their 'AGREE' answer on the statement means that they were voluntarily practice the good ethics and values with the other staff as well as while serving for the department. Meanwhile, 1 respondent is 'NEUTRAL' in answer which indicates his level of OCB is average.

QUESTION 10

OCB should be practiced by all the staff for the success of the organisation.

Table 10

QUESTION 10	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	NEUTRAL	1
	AGREE	3
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Graph 10 shows that majority of the respondents which make up 3 out of 4 respondents believe that OCB is necessary to give success to the organisation while serving for the people through their 'AGREE' answer on the statement. Meanwhile, 1 respondent is 'NEUTRAL' in answer which indicates he believe that there are the other factors that can lead to the success of the organisation.

QUESTION 11

The awareness to practice OCB is naturally born to be practiced by the staff towards one another.

Table 11

QUESTION 11	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	AGREE	4
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Table 11 shows that 100% of the respondents believe that the value of OCB is naturally born and exist in every staff through their life norms, culture, customs and religion values which continually being practiced while at work.

QUESTION 12

The awareness to practice OCB is through the encouragement of the Upper Management.

Table 12

QUESTION 12	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	DISAGREE	2
	AGREE	1
	STRONGLY AGREE	1
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Table 12 shows that 2 respondents were 'DISAGREE' that to practice OCB, there must be the encouragement from the superior or Upper Management. Meanwhile, respectively 1 respondent was 'AGREE' and 'STRONGLY AGREE' with the statement. The respondent who answers 'AGREE' indicates that, he thinks that the role of superior is not the only factor that can give awareness to the staff in practicing OCB. The respondent who gives the answer of 'STRONGLY AGREE' means they believe that the

only factor that can encourage OCB in the department is through the encouragement from the superior.

QUESTION 13

The superior (Upper Management) is encouraging the staff in practicing OCB.

Table 13

QUESTION 13	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	NEUTRAL	1
	AGREE	2
	STRONGLY AGREE	1
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Table 13 shows that 2 respondents which make up the majority answer 'AGREE' to the statement. This means, they believe that the superior in the department wants the staff to practice OCB. Meanwhile, 1 respondent is 'STRONGLY AGREE' with the statement. Thus, basically, the superior in the department wants all the staff to practice OCB and encourage it. There is only 1 respondent is 'NEUTRAL' which indicate he is not sure with the statement.

QUESTION 14

The superior (Upper Management) provide the plan or proactive actions to encourage OCB among the staff.

Table 14

QUESTION 14	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	DISAGREE	1
	NEUTRAL	1
	AGREE	1
	STRONGLY AGREE	1
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Table 14 shows that respectively 1 respondent is answering 'DISAGREE', 'NEUTRAL', 'AGREE' and 'STRONGLY AGREE'. The respondent who gave 'STRONGLY DISAGREE' as the answer feel that the superior is not providing proactive actions or plan at all to give awareness to the staff in practicing OCB. The staff who give respond 'NEUTRAL' to the statement means that he is not sure with the availability of the plan provide by the superior. For the respondent who 'AGREE' and 'STRONGLY AGREE' with the statement indicates their opinion on the superior where they feel that the superior provide along plan and proactive actions to encourage OCB besides oral encouragement.

QUESTION 15

The superior (Upper Management) plays the vital role in promoting OCB among the staff.

Table 15

QUESTION 15	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	DISAGREE	1
	NEUTRAL	1
	AGREE	1
	STRONGLY AGREE	1
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Table 15 shows that respectively 1 respondent is answering 'DISAGREE', 'NEUTRAL', 'AGREE' and 'STRONGLY AGREE'. The respondent who gave 'STRONGLY DISAGREE' as the answer believe that there is the other factors that can promote OCB culture in department besides the role of department alone. The respond of 'NEUTRAL' means that the superior's role is necessary to encourage OCB along with the other factor. Meanwhile, the respond of 'AGREE' and 'STRONGLY AGREE' means they respondents are agree that the upper management plays the vital role in promoting OCB.

QUESTION 16

The superior (Upper Management) provide the plan or proactive actions to encourage OCB among the staff.

Table 16

QUESTION 16	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	DISAGREE	1
	NEUTRAL	1
	AGREE	1
	STRONGLY AGREE	1
TOTAL NUMBER OF RESPONDENTS		4

ANALYSIS:

Table 16 shows that majority of the respondent 'AGREE' that the value of OCB will still being practiced eventhough without the encouragement of the superior. There is only 1 respondent respond 'NEUTRAL' to the statement which indicate his opinion of there is the need of both the superior and staff's willingness for the OCB to be practiced.

3.6.4. ANALYSIS OF SECTION C: ATTITUDE IN THE WORKPLACE

QUESTION 17

You will help your colleague to finish his/her task eventhough it is not yours.

Table 17

QUESTION 17	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	DISAGREE	1
	NEUTRAL	4
	AGREE	10
	STRONGLY AGREE	1
TOTAL NUMBER OF RESPONDENTS		16

ANALYSIS:

Table 17 shows that respectively, 1 respondent respond with 'DISAGREE' and 'STRONGLY AGREE' with the statement. Majority of the staff which make up of 10 respondents out of 16 respondents are 'AGREE' with the statement. While, the remaining 4 respondents are responded 'NEUTRAL'. Basically, most of the respondents are agree with the statement where helping the colleague to finish his or her own task is one of the example of OCB culture.

QUESTION 18

You will assist your friend in his personal task (E.g. fetch his/her kids from school while he/she is still on duty).

Table 18

QUESTION 18	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	STRONGLY DISAGREE	5
	DISAGREE	6
	NEUTRAL	2
	AGREE	3
TOTAL NUMBER OF RESPONDENTS		16

ANALYSIS:

Table 18 shows that majority of the respondents which make up 6 respondents were 'DISAGREE' to the statement. The number of respondents who gave the respond 'STRONGLY DISAGREE' were 5 respondents. There are 2 respondents respond 'NEUTRAL' and 3 respondents 'AGREE' to the statement. Assist friend in his personal task is one of the examples of OCB's value. Therefore, the staff in the department mostly will not help their colleague in their personal task while they are on duty.

QUESTION 19

You are not happy to see your colleague is not able to finish his/her task yet.

Table 19

QUESTION 19	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	DISAGREE	1
	NEUTRAL	6
	AGREE	9
TOTAL NUMBER OF RESPONDENTS		16

ANALYSIS:

Table 19 shows that majority of the staff which make up of 9 out of 16 are not happy to see their colleague is not able to finish his task through their respond of 'AGREE'. There is also 1 respondent who is really not happy when seeing his colleague is not able to finish his task by answering 'DISAGREE'. Meanwhile, 6 respondents were responded with 'NEUTRAL'. Unhappy with the colleague hard situation shows the attitude of caring of the staff towards the other. Thus, agree with the statement shows the value of OCB.

QUESTION 20

You are concern with your colleague problem.

Table 20

QUESTION 20	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	DISAGREE	2
	NEUTRAL	5
	AGREE	8
	STRONGLY AGREE	1
TOTAL NUMBER OF RESPONDENTS		16

ANALYSIS:

Table 20 shows that majority of the respondents which make up of 8 out of 16 respondents were 'AGREE' as the respond towards the statement given. The other 5 respondents were 'NEUTRAL' and 1 respondent gave 'STRONGLY AGREE' respond to the statement. Being agree to the statement means that particular staff is really care and concern to any problem face by his/her colleague while being neutral about the statement means that the staff will only concern on the certain matters only and not necessarily on all the problems faced by the staff. That particular problems may include the problem that really distract and hard to that staff which require support from the surround people. Meanwhile, 2 respondents who disagree with the statement show the low level of caring value in them.

QUESTION 21

You are proud to represent and talk favourably about the department that you represent to the outsiders.

Table 21

QUESTION 21	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	DISAGREE	2
	NEUTRAL	9
	AGREE	5
TOTAL NUMBER OF RESPONDENTS		16

ANALYSIS:

Table 21 shows that majority of the respondent which make up of 9 out of 16 respondents were responded 'NEUTRAL'. There are 2 respondents were 'DISAGREE' on the statement meanwhile 5 respondents were 'AGREE' to the statement. Being proud to be the member of department shows the value of OCB.

QUESTION 22

You are welcoming any new ideas in the organisation.

Table 22

QUESTION 22	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	DISAGREE	5
	NEUTRAL	5
	AGREE	6
TOTAL NUMBER OF RESPONDENTS		16

ANALYSIS:

Table 22 shows that majority of the respondents which make up of 6 out of 16 responded 'AGREE' to the statement of their readiness in welcoming any new ideas to the department. Respectively, the respondents who gave the respond 'DISAGREE' and 'NEUTRAL' were 5 respondents. Welcoming any new ideas to the organisation is the value of OCB thus being agree to the statement shows the attitude of OCB. None of respondents were disagreed to the statement, and therefore there is the sign of OCB among them.

QUESTION 23

You can tolerate in temporary inconvenience without complaining (E.g. Air-cond is not functioning).

Table 23

QUESTION 23	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	DISAGREE	3
	NEUTRAL	6
	AGREE	7
TOTAL NUMBER OF RESPONDENTS		16

ANALYSIS:

Table 23 shows that majority of the respondents which are 7 out of 16 respondents can tolerate in temporary inconvenience that occur in the organisation. However, there are 3 respondents were not happy with the inconvenience and the remaining 6 were responded 'NEUTRAL'. One of the OCB's values is to be patient and tolerate in any temporary inconvenience. Thus, agree to the statement shows the high spirit of OCB and 'NEUTRAL' respond means that respondent might only tolerate in certain inconvenience. While, being disagree means the low level of OCB.

QUESTION 24

You always try to give or offer the new ideas for the success and good of the department.

Table 24

QUESTION 24	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	NEUTRAL	2
	AGREE	12
	STRONGLY AGREE	2
TOTAL NUMBER OF RESPONDENTS		16

ANALYSIS:

Table 24 shows that majority of the respondents which are 12 out of 16 respondents were 'AGREE' on the statement which means they will always try to give and offer the new ideas for the success of their organisation. There were 2 respondents were 'NEUTRAL' in respond which means they will offer for the ideas and suggestion when necessary. While, 2 other respondents were 'STRONGLY AGREE'. Disagree respond means the low level of OCB as the effort to make improvement in the organisation is the value of OCB.

QUESTION 25

You are satisfied with the working environment of your department.

Table 25

QUESTION 25	CATEGORY OF ANSWER	NUMBER OF RESPONDENTS
	DISAGREE	2
	NEUTRAL	6
	AGREE	7
	STRONGLY AGREE	1
TOTAL NUMBER OF RESPONDENTS		16

ANALYSIS:

Table 25 shows that majority which are 7 out of 16 respondents were 'AGREE' in their respond to the statement and 1 'STRONGLY AGREE' statement. There are 2 respondents were 'DISAGREE' which basically means he/she is not happy with his/her working environment and the remaining 6 of the respondents were responded 'NEUTRAL' on the statement. Meanwhile, 6 responds are 'NEUTRAL'.

CHAPTER 4

RESEARCH FINDINGS

4.0. INTRODUCTION

Our questionnaire is divided into four sections. The Sections are SECTION A: PERSONAL BACKGROUND, SECTION B: THE CULTURE OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR AT THE WORKPLACE, SECTION C: ATTITUDE AT THE WORKPLACE as well as SECTION D: RESPONDENT'S FEEDBACK.

Section A is consists of 3 items which is to determine the Personal Background of our respondents which acquire the respondents' age and Academic Qualification. Meanwhile, question 3 is to determine the number of respondents who are familiar with the Organisational Citizenship Behaviour (OCB). The respondents who are familiar with OCB will be acquired to answer all the questions in all sections. Meanwhile, the respondents who are not familiar with OCB will be acquired to answer questions in SECTION C only.

Section B is consists of **Question 4 until Question 10** which is to **determine the respondents' awareness to practice OCB in the workplace**. The agree respond to the statement thus means that they had practiced OCB and aware about the OCB's importance for the success of organisation. The statements asked from Question 4 until Question 10 are to be responded with positive respond which are 'AGREE' or 'STRONGLY AGREE' which will indicate the high level of OCB. However, the negative

respond which is 'DISAGREE' or 'STRONGLY DISAGREE' then shows the low level of OCB.

On the other hand, **Question 11 until Question 16** is to **determine the respondents' perspective about the role and importance of the superior in encouraging the culture of OCB** among the staff and also towards the department itself. The statements asked from Question 11 until Question 16 are to be responded with positive respond which are 'AGREE' or 'STRONGLY AGREE' which will indicate the high degree of importance of superior in encouraging the culture of OCB in the department. However, the negative respond which is 'DISAGREE' or 'STRONGLY DISAGREE' then shows the low degree of importance of superior in encouraging the culture of OCB in the department.

Section C of the Questionnaire is to determine the attitude of the staff in the department where the attitude that they reflect is actually the values of Organisational Citizenship Behaviour. This section is to be answered by both the staff that is familiar and unfamiliar with the concept of OCB. Therefore, the findings from this section are actually based on the responds of all the staff or respondents. There are 16 respondents altogether that had fulfilled the questionnaire.

Section C is consists of **Question 17 until Question 20** which are to **determine the staff attitude with the other colleague (OCB-I)**. The respondents' positive respond which is either 'AGREE' or 'STRONGLY AGREE' indicate that the staff are having the good relation among each other. However, the negative respond which is

'DISAGREE' or 'STRONGLY DISAGREE' then shows the positive relation between the staff is low.

On the other hand, **Question 21 until Question 25** is to **determine the staff attitude towards of the staff towards the department itself (OCB-O)**. The respondents' positive respond which is either 'AGREE' or 'STRONGLY AGREE' indicate that the staff are having the positive attitude while serving for the department. However, the negative respond which is 'DISAGREE' or 'STRONGLY DISAGREE' then shows that the staff is having the negative attitude while serving for the department.

The mean/average value is to indicate the overall answers of all the respondents in the questionnaire distributed to them. From the average, the value of '3' denotes the **AVERAGE** level. Meanwhile, the value of average for more than 3 is **HIGH** level and the value of average below than 3 is to denote **LOW** level.

4.1. FINDINGS OF OBJECTIVE

From the overall analysis of respondents' responds in Section B (Question 4 to Question 10), we can conclude that the **level of awareness to practice Organisational Citizenship Behaviour in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS) Kuching** is at the **AVERAGE** level. The analysis is done based on the compute of Statistical Package for Social Studies (SPSS) below;

Table 4.1.1: Analysis of Question 4 until Question 10

STATISTICS	VALUE
MEAN	3.4286
MODE	3.4286
MEDIAN	3.00

The mean value which is 3.43 (rounded-off) indicate that the **level of awareness of the staff in practicing Organisational Citizenship Behaviour (OCB)** is at the **AVERAGE** level. This means, only half of the staff are aware on the importance of practicing and not the entirely staff.

From the overall analysis of respondents' respond in Section B (Question 11 to Question 16), we can conclude that the **staff in Headquarters of Jabatan Kemajuan Masyarakat (KEMAS) Kuching believe on the superior (Upper Management) role in encouraging the culture of Organisational Citizenship Behaviour (OCB)** is at the

HIGH level. The analysis is done based on the compute of Statistical Package for Social Studies (SPSS) on the following page;

Table 4.1.2: Analysis of Question 11 until Question 16

STATISTICS	VALUE
MEAN	3.6667
MEDIAN	3.5000
MODE	3.00

Table 4.1.2 shows that the mean value is 4 (rounded-off) indicate that the **level of staff believe on the importance of superior role in encouraging OCB** is at the **HIGH** level. This means, the superior role is very vital in encouraging OCB in the department so that the practice of OCB among the staff would be at the high level.

On the other hand, from the overall analysis of respondents' responds for Question 17 to Question 20, we can conclude that the **level of positive attitude among the staff in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS) Kuching** is at the **AVERAGE** level. The analysis is done based on the compute of Statistical Package for Social Studies (SPSS) in the following page;

Table 4.1.3: Analysis of Question 17 until Question 20

STATISTICS	VALUE
MEAN	3.0208
MODE	3.1250
MEDIAN	3.25

The mean value which is 3 (rounded-off) indicate that the **level of OCB practice among the staff themselves** is at the **AVERAGE** level. This means, the positive relationship between the staff of the department is mostly on the professional aspect and not the personal aspect.

From the overall analysis of respondents' responds for Question 21 to Question 25, we can conclude that the level of positive attitude of the staff towards the department of Headquarters of Jabatan Kemajuan Masyarakat (KEMAS) Kuching is at the **AVERAGE** level. The analysis is done based on the compute of Statistical Package for Social Studies (SPSS) below;

Table 4.1.4: Analysis of Question 21 until Question 25

STATISTICS	VALUE
MEAN	3.3500
MODE	3.2000
MEDIAN	3.20

The mean value which is 3 (rounded-off) indicate that the **level of OCB practice among the staff towards the department** is at the **AVERAGE** level. This means only half of the staff is having the OCB-O spirit towards the department.

4.5. SUMMARY

There are 4 objectives to be realised in this analysis which are;

4.3.1. SECTION B

- i. To determine the respondents' awareness to practice OCB in the workplace.*
- ii. To determine the respondents' perspective about the role and importance of the superior in encouraging the culture of OCB in the department.*

From the analysis, we have success to achieve the objectives of **SECTION B** which is to determine the awareness to practice OCB in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS), Kuching and to determine their perspective on the importance of superior (Upper Management) in encouraging OCB in the department where;

SECTION	OBJECTIVE	LEVEL
	To determine the respondents' awareness to practice OCB in the workplace.	AVERAGE level of awareness in the department to practice OCB.
	To determine the respondents' perspective about the role and importance of the superior in encouraging the culture of OCB in the department.	HIGH level of staff believes on the role of superior in encouraging OCB in the department.

4.3.2. SECTION C

- i. To determine the attitude among the staff in the department (OCB-I).
- ii. To determine the staff attitude towards the department itself (OCB-O).

Besides that, from the analysis, we have success to achieve the objectives of **SECTION C** which is to determine the attitude among the staff (OCB-I) in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS), Kuching and also to determine the staff attitude towards the department itself (OCB-O) where;

SECTION C	OBJECTIVE	LEVEL
	To determine the attitude among the staff in the department (OCB-I)	AVERAGE level of positive attitude/ culture of OCB among the staff.
	To determine the staff attitude towards the department itself (OCB-O).	AVERAGE level of positive attitude/ OCB spirit towards the department.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.0. INTRODUCTION

This chapter is to explain on the main findings of our study. The main findings of this study is to determine the level of Organisational Citizenship Behaviour (OCB) in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS), Kuching.

The finding for this research was acquired through the data analysis from the questionnaire distributed to our respondents at the department. The data analysis is done through the compute of Statistical Package for Social Studies (SPSS). From the compute of SPSS, we were managed to obtain the average value or specifically the mean value of all the answers given by the respondents.

The mean/average value is to indicate the overall answers of all the respondents in the questionnaire distributed to them. From the average, the value of '3' denotes the AVERAGE level. Meanwhile, the value of average for more than 3 is HIGH level and the value of average below than 3 is to denote LOW level.

5.1. MAIN FINDINGS

From the analysis on our study title 'The Level of Organisational Citizenship Behaviour in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS), Kuching', we are able to find out that the level of Organisational Citizenship Behaviour (OCB) in the department is at the **AVERAGE** level.

The analysis is done based on the compute of data in SECTION C of the questionnaire using Statistical Package for Social Studies (SPSS). SECTION C is to be fulfilled by all the respondents. This means it will reflect the population's views (all the staff). The overall analysis of the study is as follows;

STATISTICS	VALUE
Mean	3.3056
Mode	3.2222
Median	3.22

From the table, the mean value is as compute by SPSS is 3 (rounded-off) which indicate the **AVERAGE** level of OCB in the department. The analysis is done base on SECTION C of the questionnaire in which the objectives of the section are;

1. To determine the attitude among the staff in the department (OCB-I)
2. To determine the staff attitude towards the department itself (OCB-O)

Thus, the objectives are generally cover on the concept of culture of OCB which are Organisational Citizenship Behaviour – Individual (OCB-I) and Organisational

Citizenship Behaviour – Organisation (OCB-O). OCB-I) is the acted of OCB to the other individuals in the organisation. Meanwhile, OCB-O is acted of OCB directly to the organization.

The average level of OCB must be improved into the higher level of OCB. This is because, OCB is very important in the organization. OCB culture in the organization reflects the success of the organization in managing its human capital and its administration. The high level of OCB for example is when the staff in the department are concern towards the other colleague either personal or professional work. When there is the other colleagues face with the work or personal problems, they will offer help and support which actually indicate OCB-I.

Then, OCB-O is when the staff is welcoming of any new ideas in the department for the success of the department. On the other hand, the staff are also trying to give or offer the new ideas so that the department will always improve in terms of performance as well as its efficiency. When there is any inconvenience in the department, the staff is able to tolerate as they believe that their department has already make an effort to provide the best facilities as well as their high satisfaction to department's environment.

5.2. RECOMMENDATIONS

From the study conducted, we are able to come out with several recommendations to nurture the culture of Organisational Citizenship Behaviour (OCB) in the workplace. The recommendations were made based on the analysis of respondent's answer in **SECTION D: RESPONDENTS' FEEDBACK**.

The section is an 'Open Ended' question which is to seek for the recommendation or suggestion of the respondents. The question asked in the section is;

'In your opinion, what is the best way to encourage harmonious relation among the staff?'

The respondents' suggestion was mostly stress on the **importance of good relation among the staff** in order to create the harmonious working environment. Besides that, the respondents also suggest that all the staff should involve in the activities organized by the department where the activity's objective is to strengthen the staff's relations. Some respondents also recommended for the attitude of cooperation in resolving the office or workplace conflict regardless of religion, race and background. Professionalism also become the emphasis for the harmonious working environment as well as to solve the personal problem between the staff or face by the staff themselves. Among the example of social activities to be conducted to nurture the worker's relations are such as 'Family Day', 'Dinner Gathering' and sports activities.

Besides that, or recommendation is to be based on the **role of Superior/Upper Management to encourage OCB**. As the superior, particularly the Head of Department, all the subordinates are under his/her responsibility. The superior should be of the person who is charismatic, has a strong leadership, fair and able to become the good role model. The superior can be the influencing factor to promote the occurrence of OCB. This is because, assisting the employees during the work group for example will contagious to other staff especially when started by the influence party. The superior must also demonstrate conscientiousness such as come in early, stay late and go beyond the formal requirements to show the real effort of the managers to achieve the organisational target. Therefore, it will encourage the subordinates to do the same.

Moreover, to encourage OCB, the department should be able to **established the worth - attending function**. When there are any functions organised by the department, the content, approaches as well as the objectives should be clear, useful and relevant for the staff who attend the function. Voluntary function such as meeting should be organized in more fun and interesting manner instead of making it boring and dull. This can encourage the employees due to the relaxing condition where the employees will be more comfortable in expressing their ideas, complain or critics.

5.3. CONCLUSION

The analysis of the staff's respond to the questionnaire has helped us in achieving our main objective of the study which is **'to determine the level of Organisational Citizenship Behaviour among the staff in the Headquarters of Jabatan Kemajuan Masyarakat (KEMAS), Kuching'**.

From the study, we can conclude that the overall level of the Organisational Citizenship Behaviour practice in the department is **AVERAGE**. Besides that, the objectives for each Section in the questionnaire can be realised as being summarised in the following table;

SECTION	OBJECTIVES	FINDINGS
SECTION B	To determine the respondents' awareness to practice OCB in the workplace	AVERAGE level of awareness.
	To determine the respondents' perspective about the role and importance of the superior in encouraging the culture of OCB in the department	The staff has the HIGH (strong) believe that the superior plays and importance role.
SECTION C	To determine the level of positive attitude among the staff in the department (OCB-I)	AVERAGE level of positive attitude among the staff.
	To determine the staff positive attitude towards the department itself (OCB-O)	AVERAGE level of positive attitude to the department.

Based on our study we are able identify that the superior plays an important role in encouraging Organisational Citizenship Behaviour (OCB) culture in the department. In addition, the superior in the department is aware on the fact. Therefore, from the analysis, majority of the staff **AGREE** that their department has made an effort for such encouragement through various of plans and proactive actions.

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**UNIVERSITI TEKNOLOGI MARA
FAKULTI SAINS PENTADBIRAN DAN PENGAJIAN POLISI
DIPLOMA PENTADBIRAN AWAM**

**Borang Soal Selidik Mengenai Tahap
Gelagat Kewarganegaraan Organisasi/
Organisational Citizenship Behaviour (OCB) di
Ibupejabat Jabatan Kemajuan Masyarakat (KEMAS), Kuching.**

Responden yang dihormati,

Anda dipelawa untuk mengisi borang soal selidik ini secara sukarela. Soal selidik ini diedarkan untuk mengenalpasti tahap pengamalan Gelagat Kewarganegaraan Organisasi di kalangan pekerja di Jabatan ini. Kerjasama anda amatlah kami hargai bagi membantu kami mencapai objektif kajian kami. Segala maklumat yang diberi adalah sulit dan hanya untuk tujuan akademik. Kerjasama dan kesabaran anda amatlah kami hargai. Terima kasih. 😊

PREPARED BY:

DAYANG ANNUR HIDAYAH BINTI ABANG ISMAWI	(0146810213)
NUR AISHAH HANIM BINTI KIPRAWI	(0109688044)
WILLIE ANAK WATSON AWAN	(0135793182)

SECTION A: PERSONAL BACKGROUND

Please tick (/) on the box that indicates yours.

Sila tandakan (/) pada kotak yang berkenaan dengan diri anda.

1	AGE UMUR	18 – 27	
		28 – 37	
		38 – 47	
		48 – 57	
		Others (Please Specify) Lain-lain (SilaNyatakan)	
2	ACADEMIC QUALIFICATION TAHAP AKADEMIK	SPM	
		STPM	
		Diploma	
		Degree /IjazahSarjanaMuda	
		Master /Ijazah	
		PHD /DoktorFalsafah	
		Others (Please Specify) Lain-lain (SilaNyatakan)	

Organisational Citizenship Behaviour is the discretionary behavior that is not part of an employee's formal job requirements that will promote the effective functioning of the organisation. For instance, offer to buy lunch for the co-worker who is busy in completing their task or concern with their personal problem. (Greenberg J. Baron)

Gelagat Kewarganegaraan Organisasi adalah sikap budi bicara yang diamalkan oleh para pekerja sesama mereka sendiri yang berupaya mewujudkan satu organisasi yang berjaya dan efektif. Sebagai contoh, menawarkan diri untuk membeli makanan tengahari kepada rakan sekerja yang belum makan kerana sibuk menyiapkan tugas atau mengambil berat dengan masalah yang dialami oleh rakan sekerja. (Greenberg J. Baron)

Please indicate your answer by tick (/) on Y (Yes) or N (No) box.

Sila nyatakan jawapan anda dengan menanda (/) pada Y (Ya) atau T (Tidak) pada kotak yang berkenaan.

NO	QUESTION/SOALAN	YA/YES	TIDAK/NO
3	<p>Do you ever heard of Organisational Citizenship Behaviour? (If YES, please ANSWER ALL THE QUESTIONS in ALL SECTIONS. If NO, please proceed by answering the question in SECTION C and SECTION D only)</p> <p>Adakah anda pernah mendengar dengan apa yang dimaksudkan sebagai Gelagat Kewarganegaraan Organisasi? (Jika YA, sila teruskan dengan menjawab SEMUA SOALAN di SEMUA BAHAGIAN. Jika TIDAK, anda boleh terus menjawab soalan di BAHAGIAN C dan BAHAGIAN D sahaja)</p>		

SECTION B: THE CULTURE OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN THE WORKPLACE

BAHAGIAN B: BUDAYA MENGAMALKAN GELAGAT KEWARGANEGARAAN ORGANISASI DI TEMPAT KERJA

Please indicate your answer by circling the appropriate answer according to the scale given below.

Sila bulatkan jawapan anda berdasarkan kepada petunjuk yang disediakan di bawah.

STRONGLY DISAGREE SANGAT TIDAK BERSETUJU	DISAGREE TIDAK SETUJU	NEUTRAL SEDERHANA	AGREE SETUJU	STRONGLY AGREE SANGAT BERSETUJU
1	2	3	4	5

4	You are practicing Organisational Citizenship Behaviour (OCB). Anda mengamalkan Gelagat Kewarganegaraan Organisasi (OCB).	1	2	3	4	5
5	The other staff are practicing OCB. Rakan sekerja anda juga mengamalkan OCB.	1	2	3	4	5
6	You will practice OCB eventhough you are not familiar with it. Anda akan mengamalkan OCB walaupun anda tidak pernah dengar mengenainya.	1	2	3	4	5
7	You are consistently practicing OCB when necessary or when you are able to do so. Anda mengamalkan OCB apabila perlu dan bila anda mampu untuk melaksanakannya.	1	2	3	4	5
8	OCB is appropriate to be practiced all the time. OCB sesuai untuk diamalkan pada setiap masa.	1	2	3	4	5

9	You are happy to practice OCB. Anda tidak berat hati untuk sentiasa mengamalkan OCB.	1	2	3	4	5
10	OCB should be practiced by all the staff for the success of the organisation. OCB harus diamalkan oleh para pekerja untuk memajukan sesebuah organisasi.	1	2	3	4	5
11	The awareness to practice OCB is naturally born to be practiced by the staff towards one another. Kesedaran untuk mengamalkan OCB datang dengan sendirinya dalam diri setiap pekerja.	1	2	3	4	5
12	The awareness to practice OCB is through the encouragement of the Upper Management. Kesedaran untuk mengamalkan OCB adalah disebabkan galakan dari pihak atasan.	1	2	3	4	5
13	The superior (Upper Management) is encouraging the staff in practicing OCB. Pihak atasan sangat menggalakkan agar OCB ini sentiasa diamalkan oleh para pekerja.	1	2	3	4	5
14	The superior (Upper Management) provide the plan or proactive actions to encourage OCB among the staff. Pihak atasan ada menyediakan pelan rancangan ataupun melakukan pelaksanaan proaktif untuk menggalakkan budaya OCB dalam kalangan pekerja.	1	2	3	4	5
15	The Upper Management plays the vital role in promoting OCB among the staff. Pihak atasan memainkan peranan yang penting dalam menggalakkan budaya OCB dalam kalangan pekerja.	1	2	3	4	5
16	The staff will still able to practice OCB eventhough there is no encouragement from the organisation itself. OCB sentiasa diamalkan oleh para pekerja walaupun tiada galakan daripada pihak atasan.	1	2	3	4	5

SECTION C: *ATTITUDE IN THE WORKPLACE*

BAHAGIAN C: *SIKAP DI TEMPAT KERJA*

Please indicate your answer by circling the appropriate answer according to the scale given below.

Sila bulatkan jawapan anda berdasarkan kepada petunjuk yang disediakan di bawah.

STRONGLY DISAGREE SANGAT TIDAK BERSETUJU	DISAGREE TIDAK SETUJU	NEUTRAL SEDERHANA	AGREE SETUJU	STRONGLY AGREE SANGAT BERSETUJU
1	2	3	4	5

17	You will help your colleague to finish his/her task eventhough it is not yours. Anda akan membantu rakan sekerja anda menyiapkan tugas mereka walaupun tugas itu bukanlah tanggungjawab anda.	1	2	3	4	5
18	You will assist your friend in his personal task (E.g. fetch his/her kids from school) while he/she is still on duty. Anda akan membantu rakan sekerja Anda dalam menyelesaikan tugas peribadi Mereka apabila mereka sibuk dengan Tugas rasmi mereka di pejabat. (Contoh: mengambil anak mereka dari sekolah)	1	2	3	4	5
19	You are not happy to see your colleague is not able to finish his/her task. Anda bimbang jika rakan sekerja anda belum lagi dapat menyiapkan tugas mereka.	1	2	3	4	5

20	You are concern with your colleague problem. Anda mengambil berat mengenai permasalahan peribadi rakan sekerja anda.	1	2	3	4	5
21	You are proud to represent and talk favourably about the department that you represent to the outsiders. Anda suka menyatakan rasa bangga anda kepada orang luar kerana dapat bekerja dan berbakti di Jabatan tempat anda bekerja.	1	2	3	4	5
22	You are welcoming any new ideas in the organisation. Anda suka menerima sebarang idea baru yang berguna untuk kebaikan Jabatan yang anda wakili.	1	2	3	4	5
23	You can tolerate in temporary inconvenience without complaining. (E.g.Air-cond is not functioning) Anda tidak merungut apabila Jabatan anda mengalami sebarang gangguan sementara. (Contoh: Penghawa dingin tidak berfungsi)	1	2	3	4	5
24	You always try to give or offer the new ideas for the success and good of the department. Anda sentiasa memberikan idea yang dirasakan mampu memajukan Jabatan anda.	1	2	3	4	5
25	You are satisfied with the working environment of your department. Anda berpuas hati dengan suasana di tempat kerja anda.	1	2	3	4	5

SECTION D: RESPONDENT'S FEEDBACK

BAHAGIAN D: MAKLUM BALAS RESPONDEN

This section is an Open Ended Section to seek for your recommendation / suggestion. Please write down your answer below.

Bahagian ini adalah untuk mengenalpasti cadangan anda. Sila tulis di ruangan yang disediakan.

In your opinion, what is the best way to encourage harmonious relation among the staff?

Pada pandangan anda, apakah cara terbaik untuk menggalakkan perhubungan yang harmoni dalam kalangan para pekerja?

Thank You

GANTT CHART

The Gantt chart shows the progress and the activities that we shall be done and involve for the purpose of completing the research proposal. This chart will shows the flow of our work study starting from the identification of study until the submission of our final report.

ACTIVITIES	2010						2011		
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Title of Study									
Identification of Study									
Objective of Study									
Theoretical Framework									
Hypothesis Design									
Research Design									
Questionnaires Design									
Interview Session									
Questionnaires Distribution									
Analyse Questionnaires									
Interpretation of Data									
Final Report Submission									

RESEARCH BUDGET

ALLOCATION	QUANTITY	PRICE (RM)	AMOUNT (RM)
QUESTIONNAIRES	40 copies	40 × RM 0.20	8.00
DRAFT OF REPORT PRINTING	-	25.00	25.00
FINAL REPORT PRINTING	2 copies	2 × RM 25.00	50.00
HARD COVER	2 unit	2 × RM 50.00	100.00
CAR RENTAL	-	150.00	150.00
TOTAL AMOUNT (RM)			333.00

APPENDICES

QUESTION 1

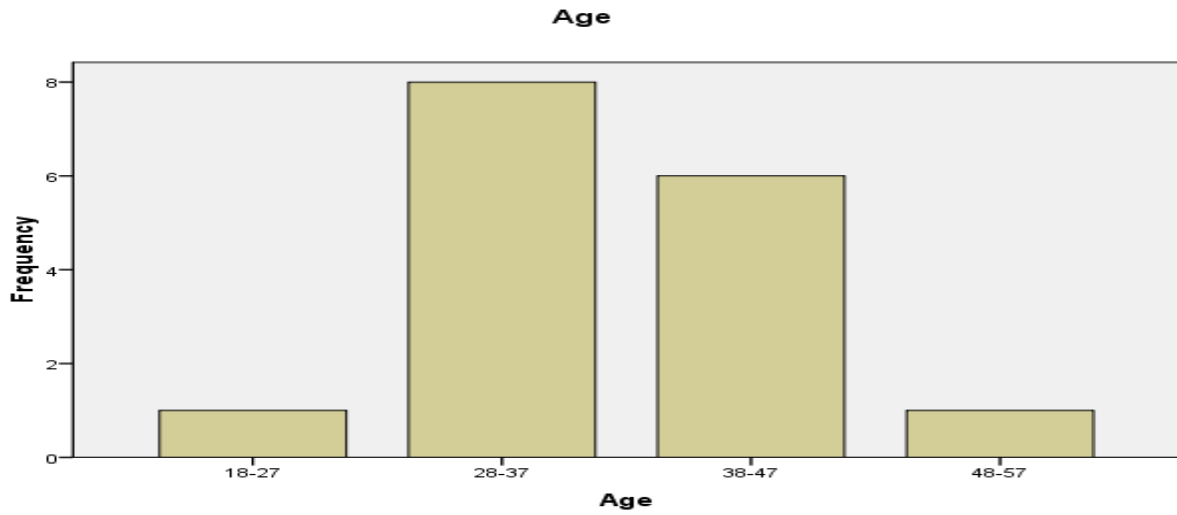


Table1: Distribution of respondents according to age

QUESTION 2

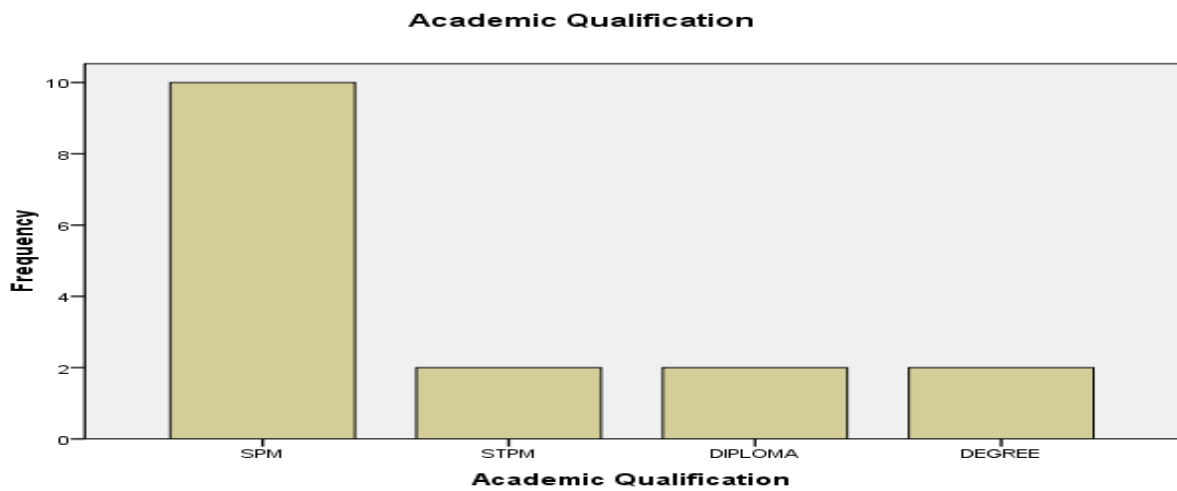
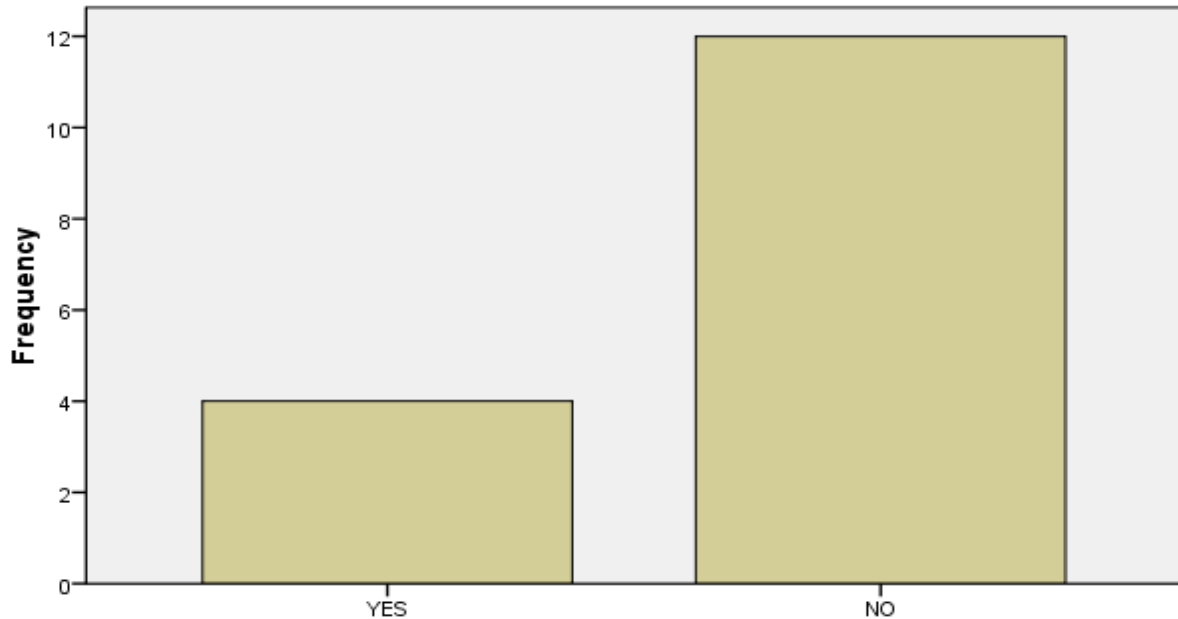


Table 2: Distribution of respondents according to Academic Qualification

QUESTION 3

Do you ever heard of Organisational Citizenship Behaviour? (If YES, please ANSWER ALL THE QUESTIONS in ALL SECTIONS. If NO, please proceed by answering the question in SECTION C and SECTION D only)



Do you ever heard of Organisational Citizenship Behaviour? (If YES, please ANSWER ALL THE QUESTIONS in ALL SECTIONS. If NO, please proceed by answering the question in SECTION C and SECTION D only)

Table 3: Distribution of respondents according to their familiarity on OCB.

QUESTION 4



Table 4

QUESTION 5

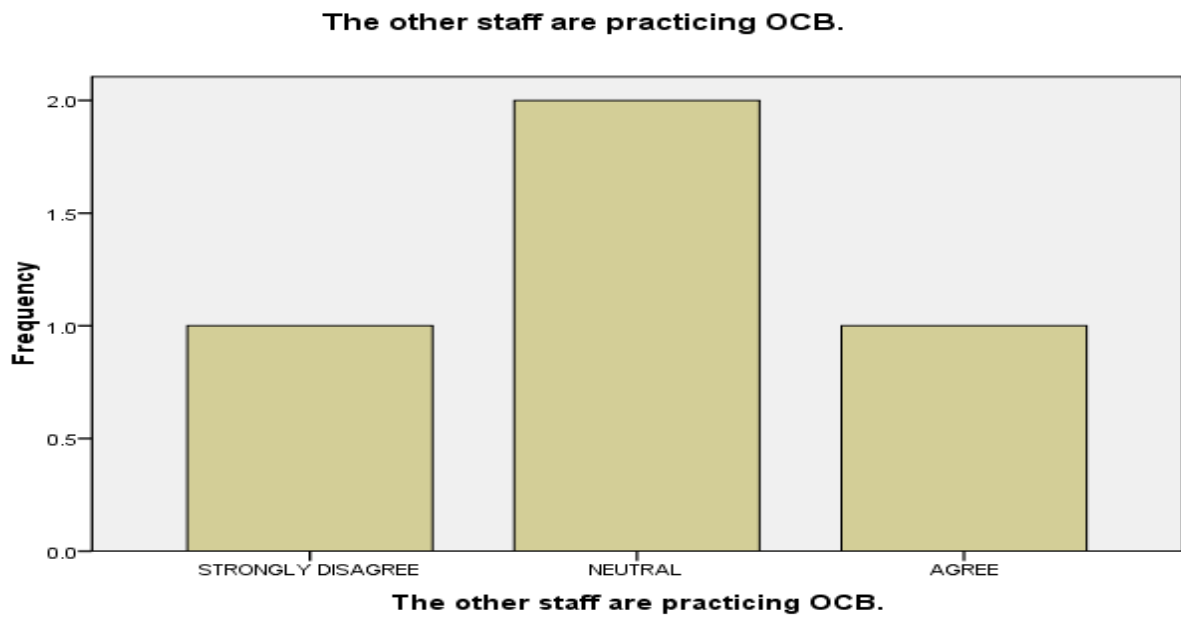


Table 5

QUESTION 6

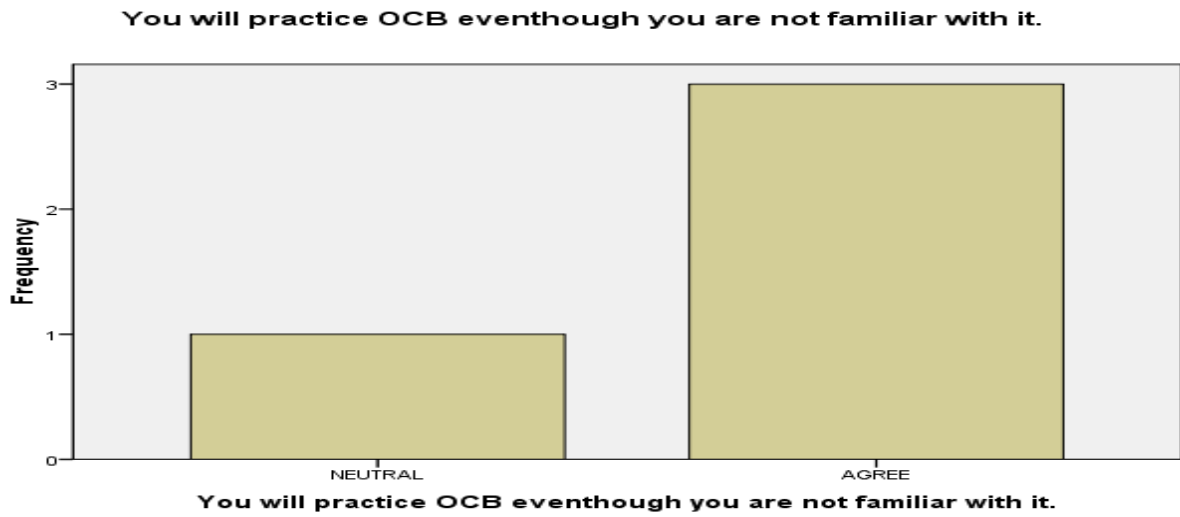


Table 6

QUESTION 7

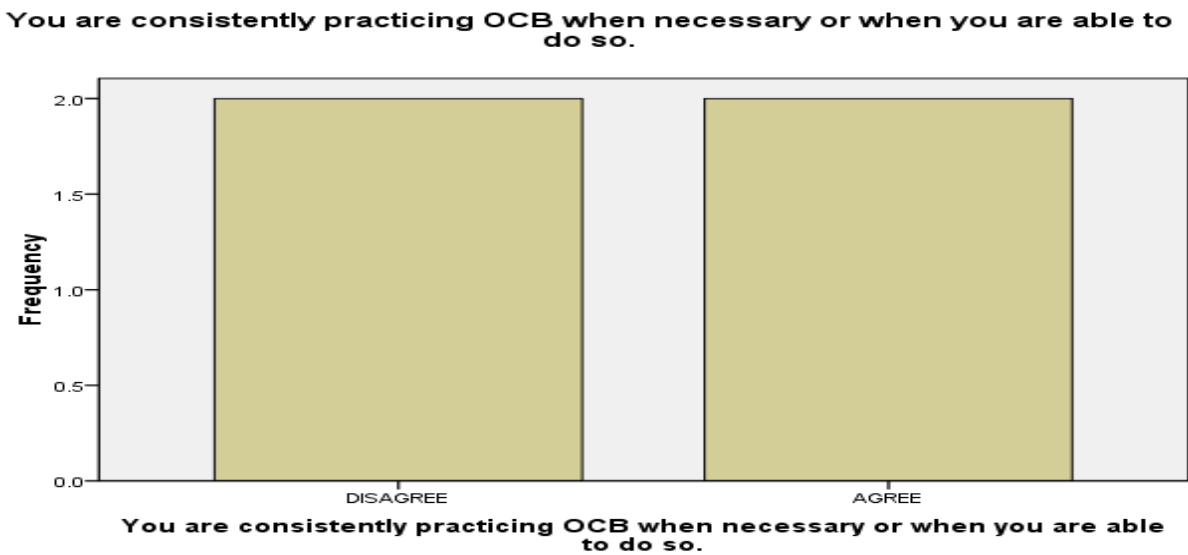


Table 7

QUESTION 8

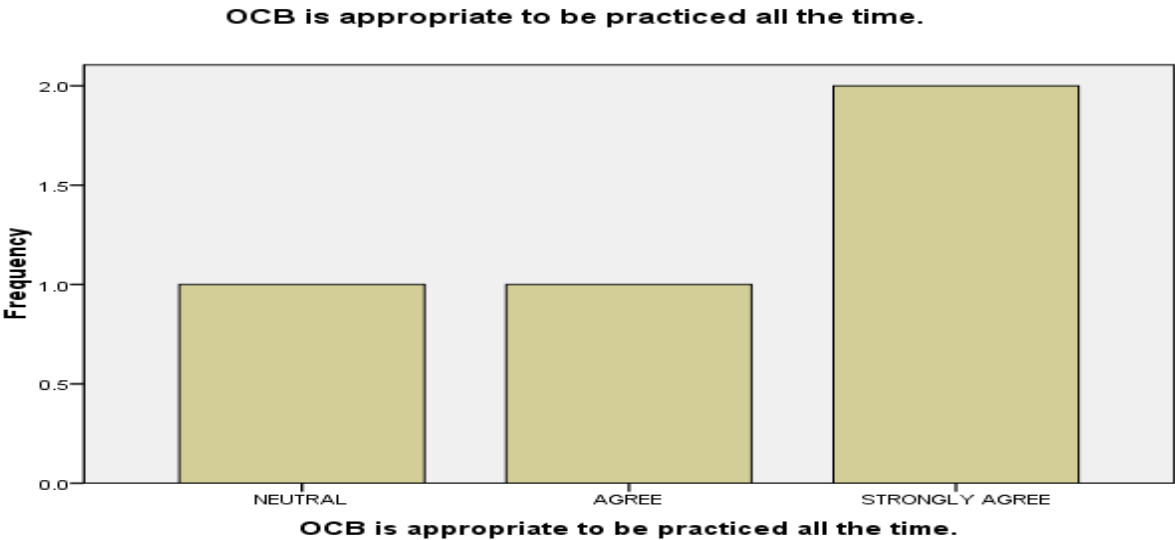


Table 8

QUESTION 9

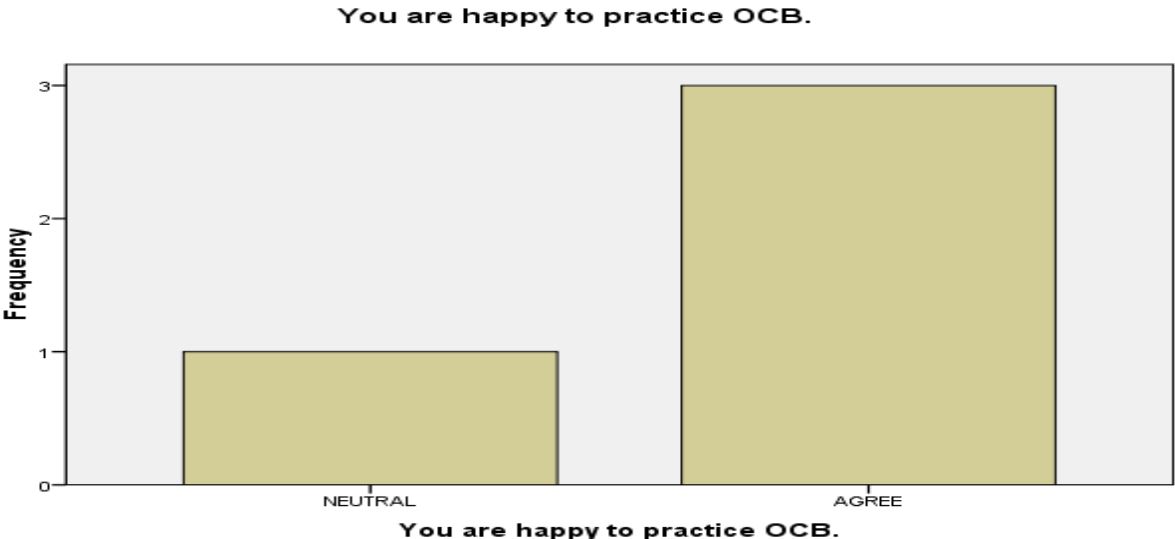


Table 9

QUESTION 10

OCB should be practiced by all the staff for the success of the organisation.

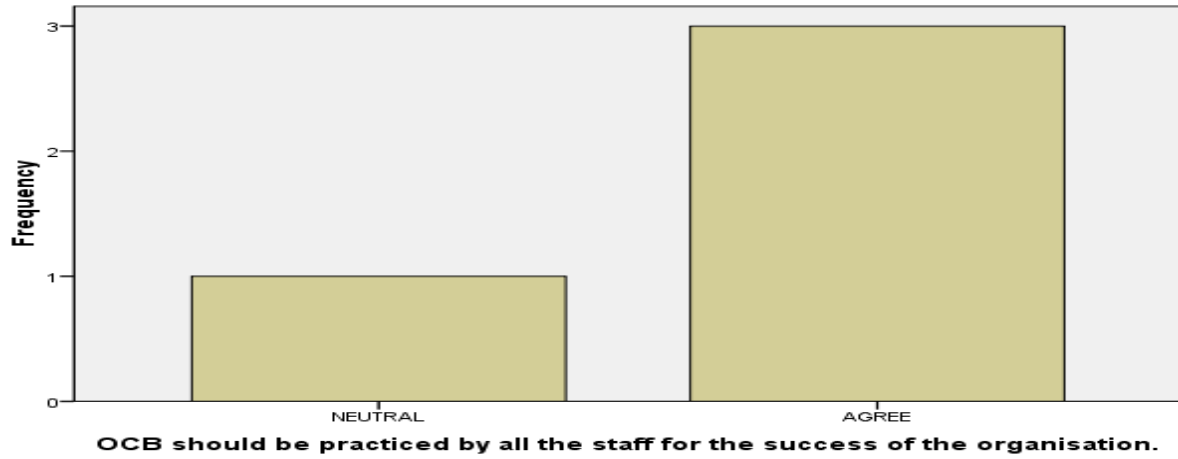


Table 10

QUESTION 11

The awareness to practice OCB is naturally born to be practiced by the staff towards one another.

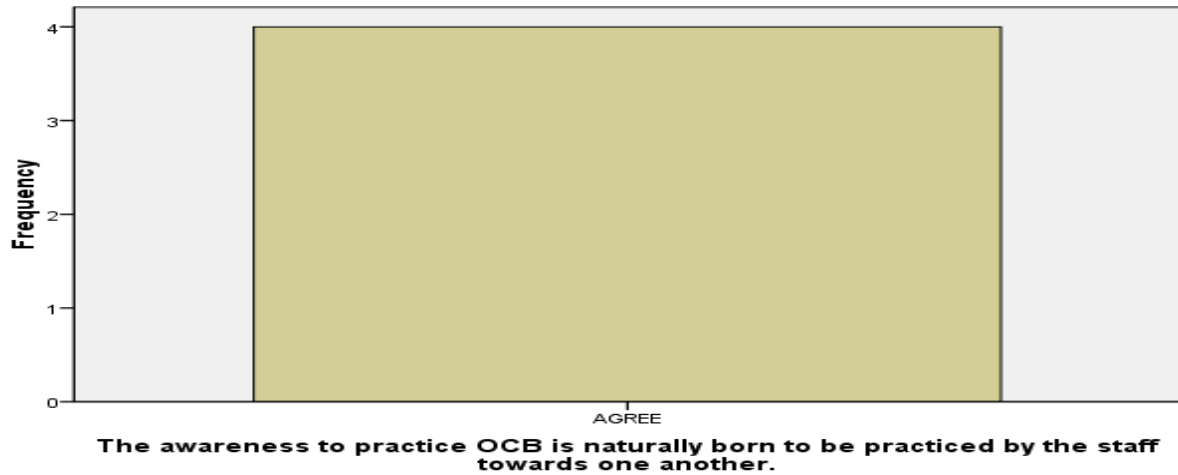


Table 11

QUESTION 12

The awareness to practice OCB is through the encouragement of the Upper Management.

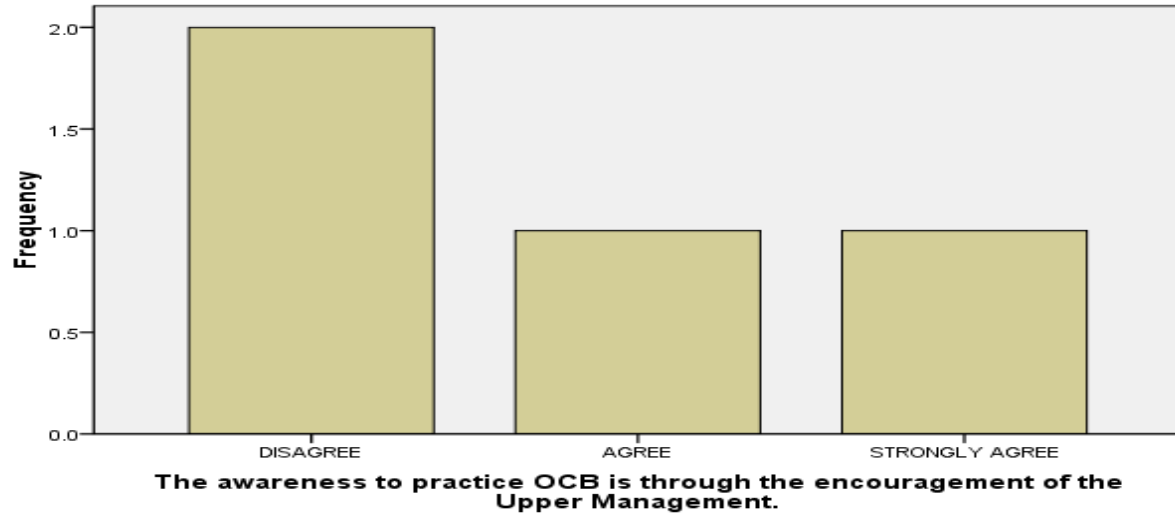


Table 12

QUESTION 13

The superior (Upper Management) is encouraging the staff in practicing OCB.

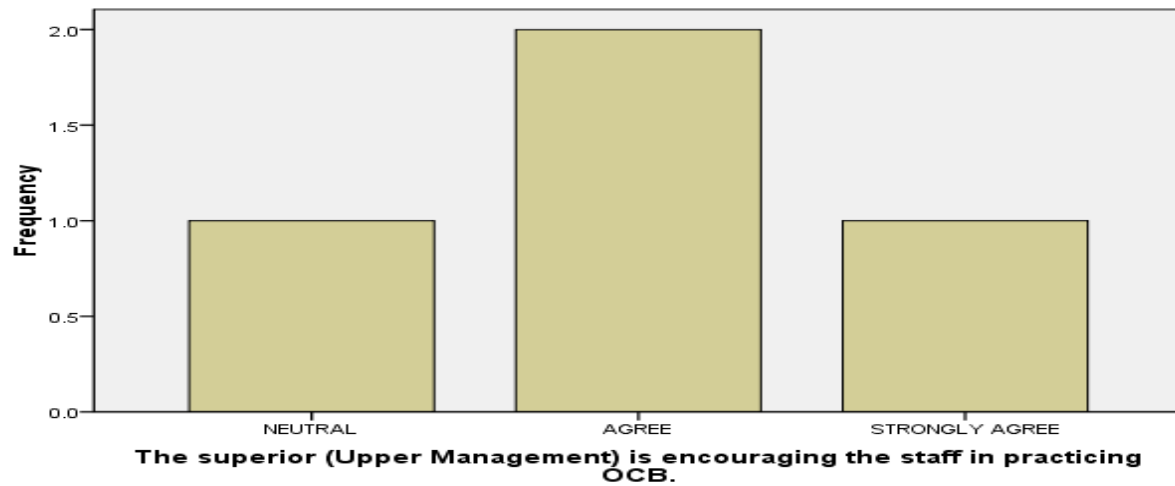
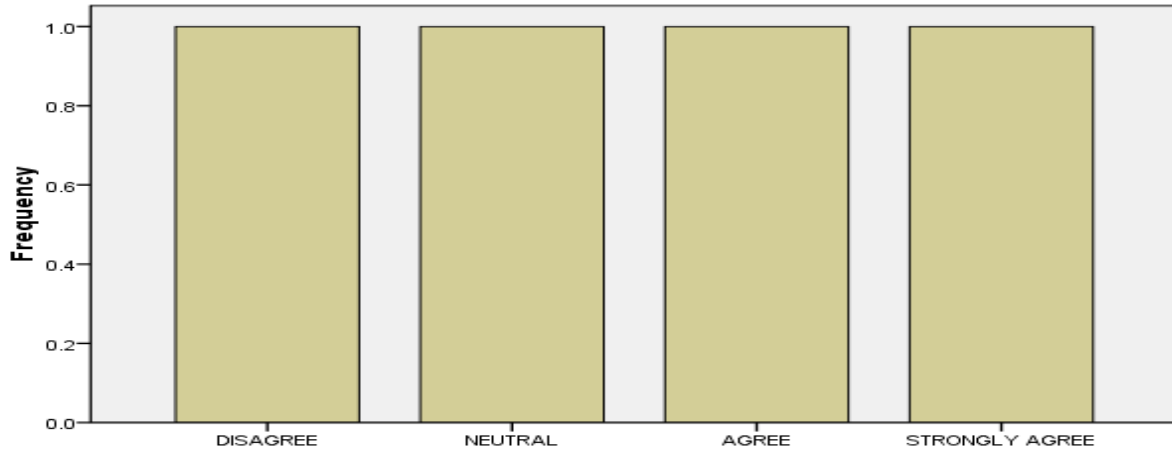


Table 13

QUESTION 14

The superior (Upper Management) provide the plan or proactive actions to encourage OCB among the staff.

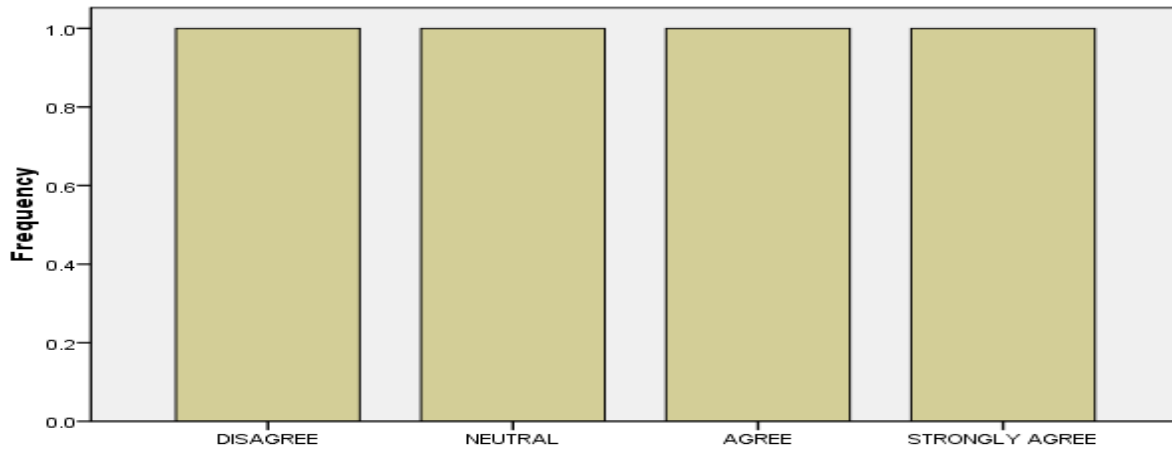


The superior (Upper Management) provide the plan or proactive actions to encourage OCB among the staff.

Table 14

QUESTION 15

The Upper Management plays the vital role in promoting OCB among the staff.



The Upper Management plays the vital role in promoting OCB among the staff.

Table 15

QUESTION 16

The staff will still able to practice OCB eventhough there is no encouragement from the organisation itself.

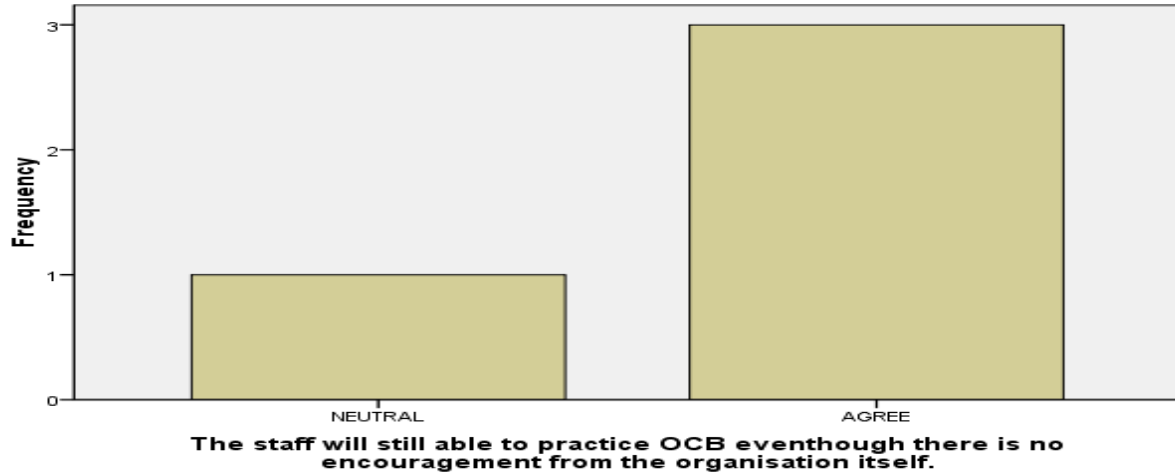


Table 16

QUESTION 17

You will help your colleague to finish his/her task eventhough it is not yours.

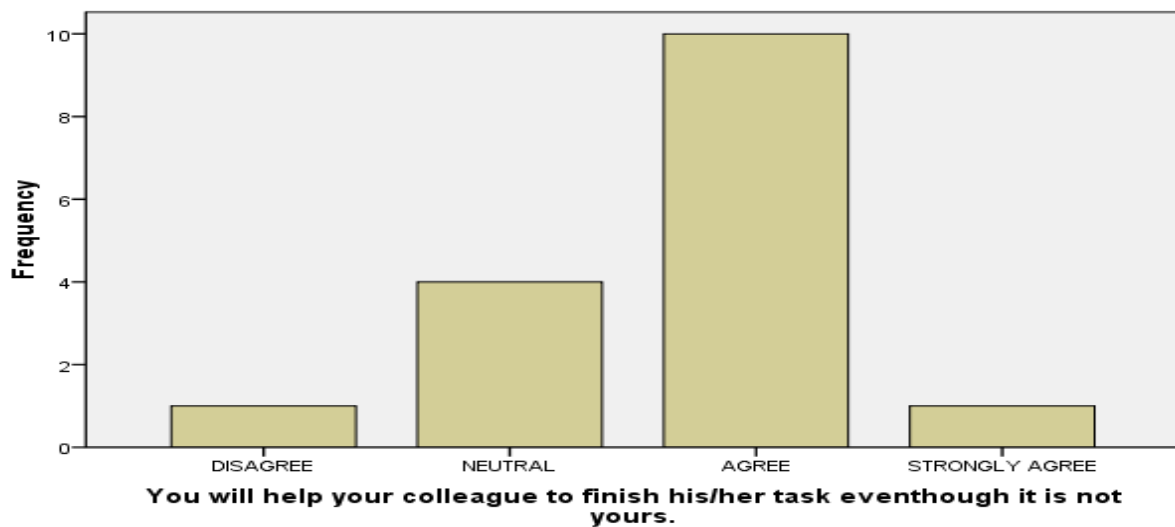


Table 17

QUESTION 18

You will assist your friend in his personal task (E.g. fetch his/her kids from school) while he/she is still on duty.



Table 18

QUESTION 19

You are not happy to see your colleague is not able to finish his/her task.



Table 19

QUESTION 20

You are concern with your colleague problem.

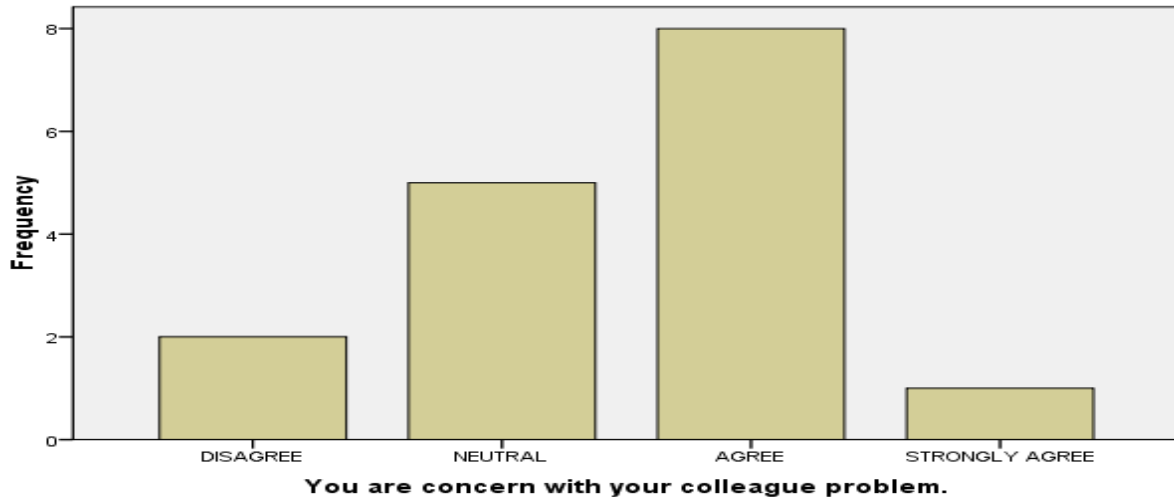


Table 20

QUESTION 21

You are proud to represent and talk favourably about the department that you represent to the outsiders.

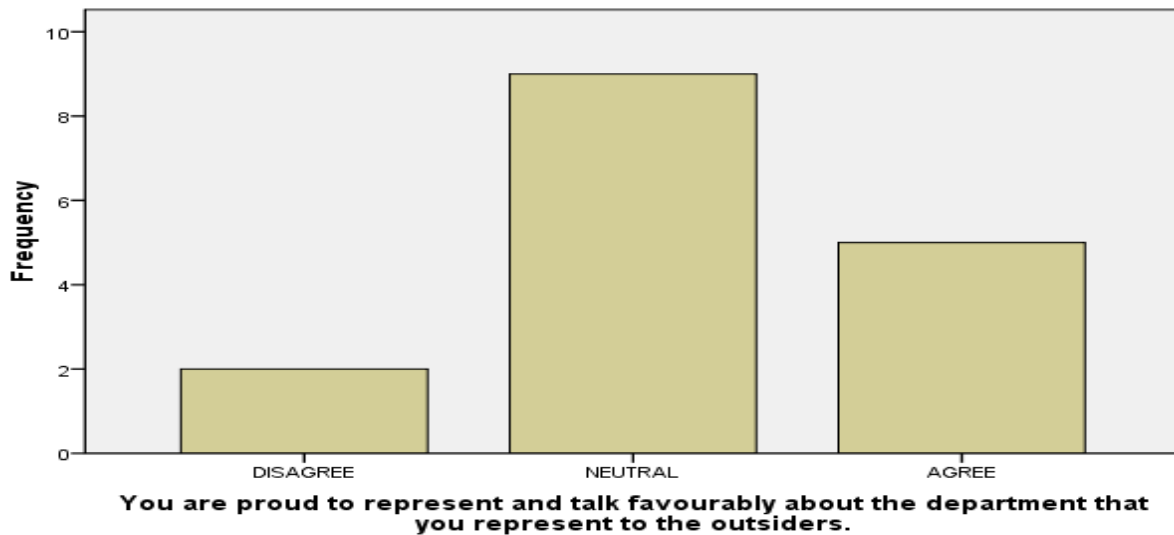


Table 21

QUESTION 22

You are welcoming any new ideas in the organisation.

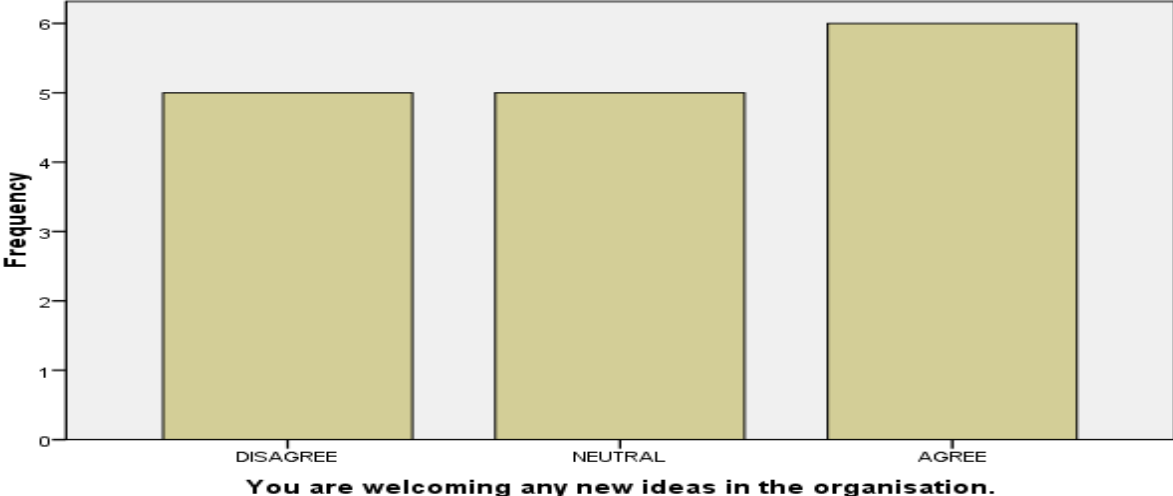


Table 22

QUESTION 23

You can tolerate in temporary inconvenience without complaining (E.g.Air-cond is not functioning).

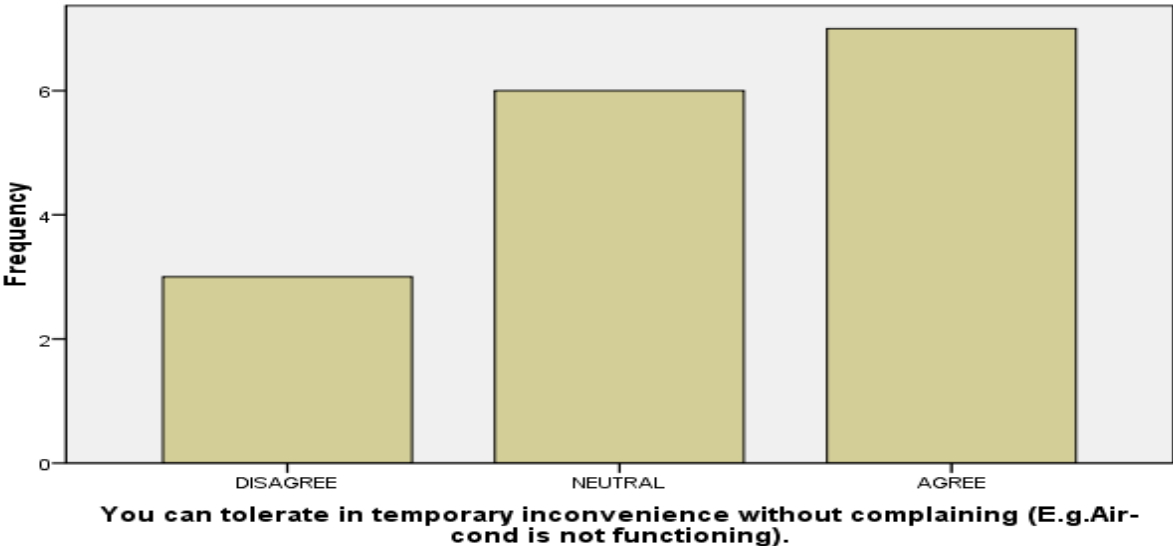


Table 23

QUESTION 24

You always try to give or offer the new ideas for the success and good of the department.

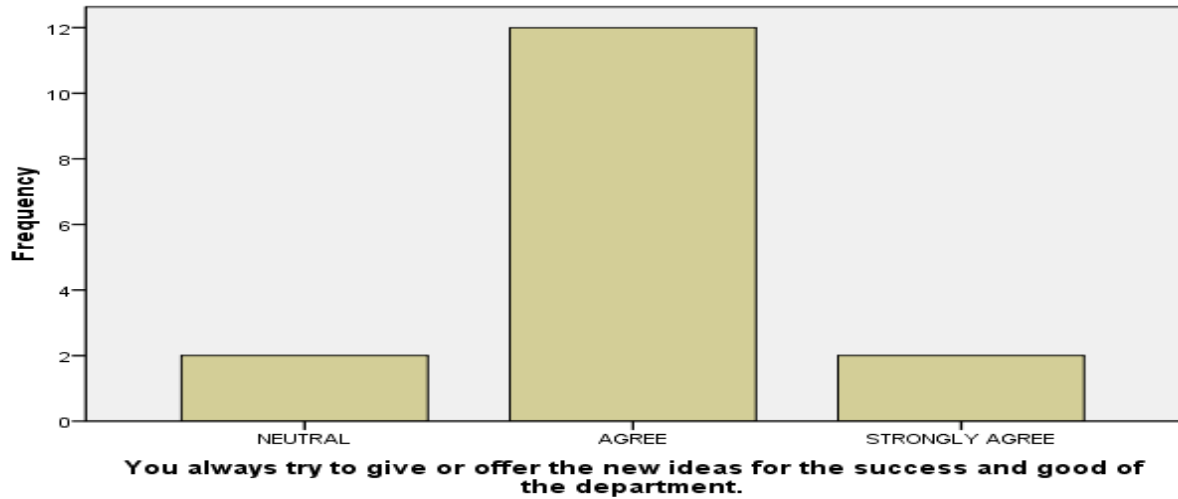


Table 24

QUESTION 25

You are satisfied with the working environment of your department.

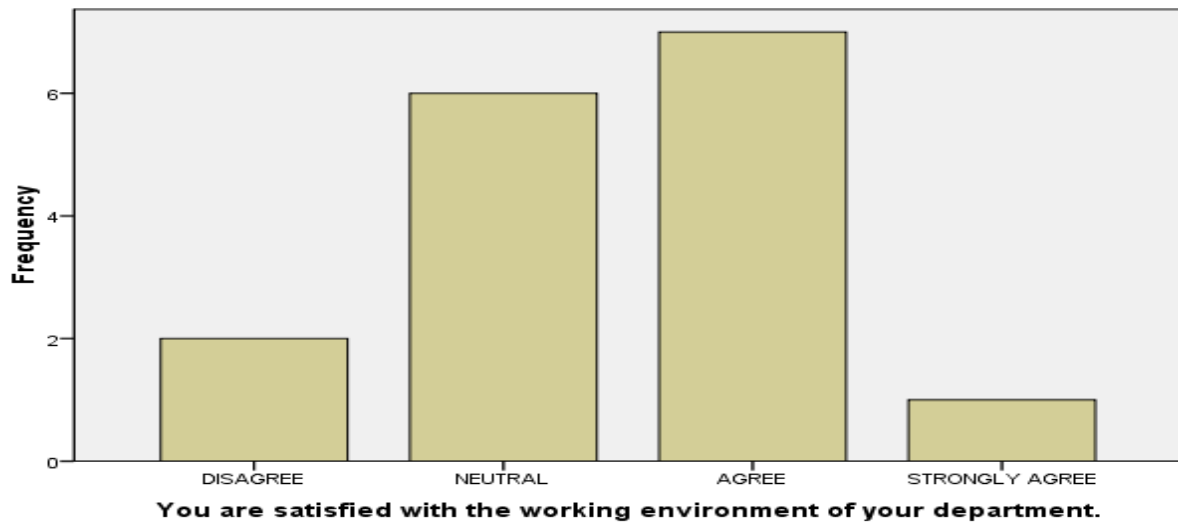


Table 25