

THE RELATIONSHIP BETWEEN ORGANISATIONAL SILENCE
AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR AMONG
EMPLOYEES OF DEWAN BANDARAYA KUCHING UTARA
(DBKU), KUCHING SARAWAK

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“DECLARATION OF ORIGINAL WORK”

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- This work has not previously been accepted in substance for any degree, locally or overseas and is not being concurrently submitted for this degree or any other degrees.
- This project-paper is the result of my independent work and investigation, except where otherwise stated.
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ABSTRACT

This study was conducted to study the relationship between organisational silence and organisational citizenship behaviour among employees at *Dewan Bandaraya Kuching Utara (DBKU)*, Kuching Sarawak. Three dependent variables namely Acquiescence Silence, Defensive Silence, and Prosocial Silence was used in this study. Convenient sampling technique was used in this study. The survey instrument was adopted from Dyne, Ang and Botero (2003) for Organisational Silence and Spector, P.E. and Fox, S. (2010) for Organisational Citizenship Behavior. 100 questionnaires were distributed to the employees at *Dewan Bandaraya Kuching Utara (DBKU)* but only 90 questionnaires were returned and usable. For the result, Acquiescence silence has a negative, medium and significant relationship. This variable has the strongest relationship with Organisational Citizenship Behaviour. Meanwhile, Defensive silence has a negative and small relationship with Organisational Citizenship Behaviour. Prosocial silence has a positive, small and significant relationship. Therefore, the findings of the study suggest that the employees share ideas and suggestions with the organisation for the betterment of the organisation. Silence can be dangerous to both employees and organisation.

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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 have 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 improve decision making and performance in organisations. Employees' silence has become a fundamental issue in personnel management because of its pervasiveness in modern organisation. According to a study conducted by (Tangirala and Ramanujam, 2008) organisational silence is defined as not sharing opinion and information with other co-workers.

Nonetheless, organisational silence is an important organisational behaviour issue that arises due to lack of relationship under organisational citizenship behaviour (Acaray and Akturan, 2015). According to (Clapham and Cooper, 2005) although employees who are the most reliable source of data and information in the organisation, they tend not to express their ideas, views or feedback consciously. Accordingly, the employees who shows organisational silence also have lower tendency to possess organisational citizenship behaviour.