

THE RELATIONSHIP BETWEEN ORGANISATIONAL SILENCE  
AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR AMONG  
EMPLOYEES OF *LEMBAGA AMANAH KEBAJIKAN MASJID NEGERI*  
*SARAWAK (LAKMNS) KUCHING, SARAWAK*

Prepared for:  
PUAN SITI FATIMAH BINTI ABDUL LATIFF (SUPERVISOR)  
PUAN ROSELIND WEE (CO-SUPERVISOR)

Prepared by:  
SAKINAH BINTI KAMEL  
BACHELOR IN OFFICE SYSTEMS MANAGEMENT (HONS.)

UNIVERSITI TEKNOLOGI MARA (UiTM)  
FACULTY OF BUSINESS AND MANAGEMENT

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## **AUTHOR DECLARATION**



### **BACHELOR IN OFFICE SYSTEMS MANAGEMENT (Hons.)**

#### **FACULTY OF BUSINESS MANAGEMENT**

##### **“DECLARATION OF ORIGINAL WORK”**

I am Sakinah Binti Kamel, (I/C: 960511-13-5432)

Hereby, declare that:

- 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.
- All verbatim extracts have been distinguished by quotation marks and sources of my information have been specifically acknowledged.

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## ABSTRACT

This study was conducted to find out the relationship between Organisational Silence and Organisational Citizenship Behavior at *Lembaga Amanah Kebajikan Masjid Negeri Sarawak (LAKMNS)* Kuching, Sarawak. Three independent variables of Organisational Silence namely Acquiescent Silence, Defensive Silence and Prosocial Silence were used for this study. Convenience Sampling Technique was used for this study. The survey instrument was adopted from Dyne, Ang and Botero (2003) for Organisational Silence and from Spector, P.E. and Fox, S. (2010) for Organisational Citizenship Behavior. 110 questionnaires were distributed at *Lembaga Amanah Kebajikan Masjid Negeri Sarawak (LAKMNS)* Kuching, Sarawak. However only 97 questionnaires were returned. The results showed that the Acquiescent Silence had a low, negative and significant relationship, while Defensive Silence had a low, negative and no significant relationship and lastly, Prosocial Silence had a moderate, positive and significant relationship with Organisational Citizenship Behavior. Prosocial Silence had the strongest correlation and higher impact on Organisational Citizenship Behavior. Therefore, the findings of the study suggested that the organisation needs to encourage their employees to voice out their opinions and share ideas and knowledge' by providing training that will help to improve their communication skills in the organisation.

## TABLE OF CONTENT

AUTHOR DECLARATION .....	i
ABSTRACT.....	ii
ACKNOWLEDGEMENT .....	iii
TABLE OF CONTENT .....	iv
LIST OF TABLES .....	vii
LIST OF FIGURES .....	viii
LIST OF APPENDICES .....	ix
CHAPTER 1 .....	1
INTRODUCTION.....	1
Background of the Study .....	1
Statement of Problem .....	2
Research Objective .....	3
Research Questions .....	3
Significance of the Study.....	4
Limitations of the Study .....	5
Definitions of Terms.....	5
CHAPTER 2 .....	7
LITERATURE REVIEW.....	7
Organisational Silence.....	7
Acquiescence Silence .....	7
Defensive Silence .....	9

## **CHAPTER 1**

### **INTRODUCTION**

#### **Background of the Study**

In the present era, listening to employees' speech had significant importance for an organisation because employees' ideas can be useful to solve an organisation's problems. In addition, many organisation had found that most employees acknowledged organisation problems, but they withhold their opinion and thoughts. According to (Gambarotto et al., 2010) organisational silence was a choice of behaviour that can deteriorate or improve 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 study conducted by (Tangirala and Ramanujam, 2008) organisational silence was 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 and Akturan, 2015). According to (Clapham and Cooper, 2005) although employees who were 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 had lower tendency to possess organisational citizenship behaviour.