

**THE RELATIONSHIPS BETWEEN EMPLOYEES' ORGANISATIONAL
COMMITMENT, ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND
PERCEIVED JOB PERFORMANCE AMONG EXECUTIVES:
A CASE STUDY OF SEGI UNIVERSITY COLLEGE**

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ABSTRACT

This research investigates the relationships between employees' Organisational Commitment (OC), Organisational Citizenship Behaviour (OCB) and their immediate superior's perceived Job Performance (JP). It is also done to examine if OC mediates between OCB and JP. The respondents include 115 executives with job grade 7 and above who worked for SEGi University College (SEGi UC). The instruments used were the Meyer and Allen's (1997) OC Questionnaire (OCQ), Podsakoff's (1990) OCB Questionnaire (OCBQ) and Annual Performance Appraisal 2008. The results indicated that there was a positive relationship between OC and OCB. However, there was no relationship found between OC and JP. The OC was found to be positively related to the JP. Lastly, it is evident that the OC did not act as the mediator between OCB and JP in this context. Other contributing factors to the participants' JP gathered from the focus group discussion were highlighted.

1.0 INTRODUCTION

Running a private higher education institution effectively is the responsibility of the Management and this can be a challenging experience. This is because the institution has to cater for the increasing demands and directives from the central administration or the policy makers, putting aside the highly aggressive competition from other public and private higher education institutions. One of such demands is to provide world-class quality education that is flexible and innovative enough to cater for the changes in the workforce in response to the advancement of globalisation, liberalisation and technological expansion. As a result of these changes, the roles and responsibilities of the workforce in education have undergone major transformations in recent years. It is unlike in the past, whereby, traditionally, academics' roles and responsibilities were confined to delivering of lectures in an easy and straightforward manner. It was merely a direct transfer of pedagogical knowledge and experience from the academics to the students, which was considered to be sufficient to meet the education demand at that time. Hence, being an employee of a private college, one has to assume roles and responsibilities that go beyond traditional roles. In order to effectively carry out these added roles and responsibilities, it requires a lot of commitment on the part of the administrators and academics to foster a positive emotional or affective attachment to their job and workplace.

The issues surrounding employees' OC, OCB and JP should be of utmost importance to the Management. Very often they have little understanding of these work attitudes practiced in their institution. However, by increasing their understanding of employees' OC, OCB and perceived JP, the Management is able to retain talented human capital that are committed to the goals of the institution. SEGi UC, which strives for passion in the education industry, can be viewed as an appealing place to explore the employees' OC, OCB and JP especially in the executive level of its employees. SEGi UC's executive level employees represent an approximate 53 per cent of its total population of employees. Their OC can be explored in order to examine its relationship with OCB and subsequently their relationship towards perceived JP. The data for the present study comes from a sample of SEGi UC's executive level employees employed at the Kota Damansara campus.

1.1 Statement of Problem

With mounting roles and responsibilities that administrators and academics at or above the executive level at SEGi UC have to play today, it is not uncommon to find them airing their grievances among themselves. Based on unrecorded conversations and observations, their grievances include heavy teaching workload, unreasonable demands from the central administration or policy makers, working without adequate resources, unreachable deadlines, excessive paper work, high quality demand, uncooperative supporting staff, taking long tea breaks, countless meetings to attend and holding many other responsibilities not related to the core areas of an administrator or an academic. The sought-after JP of both the administrators and academics at SEGi UC is the focal concern of the Management at present. With these as indicators of administrators' and academics' work attitudes towards their jobs, their senses of OC and OCB with their JP become questionable. However, instead of relying on the perception of these three variables based on one's own interpretation and intuition, there is a pressing need to investigate further into these variables by means of a well designed survey.

In view of the high expectation of these executives to perform, the issues surrounding employees' OC, OCB and JP cannot be ignored. Ideally, complete loyalty to the institution with the employees predicted OCB; complete loyalty to the institution with the employees performing highly in their jobs, are warranted but the underlying questions are "Are these executives committed to SEGi UC?" "Are these committed executives also associated with OCB?" "Do they perform highly in their jobs as perceived?" It is important to address these pertinent issues among the executives in SEGi UC. As stated earlier, much of the perceptions of these executives of SEGi UC have been taken from unrecorded conversations and observations. The levels of their OC, OCB and JP have yet to be determined. SEGi UC Management comprehends that in today's highly competitive environments, just performing well or being aligned with the organisation's strategies is not enough. From SEGi UC Management's perspective, given that these executives will continue to play an important role in its education institution, it is critical that the variables of its employees' OC, OCB and JP be investigated.

1.2 Purpose and Significance of The Research

Many studies have documented that the pattern of relationships between OC and OCB is appealing. Numerous researchers agreed affirmatively that it leads to increased JP. For instance, the theorised pattern of relationships between OC and OCB is supported, specifically the positive linkage of OCB components to affective and normative commitment and lack of relationship of continuance commitment, and in particular the enhanced influence of normative commitment in the Nepalese context (Thanswor Gautam *et al.*, 2004). The finding may imply that the concept is applicable for the study of an individual's attitudes and behaviours in a very different cultural context using a large sample across a variety of industries.

To the best of my knowledge, there is as yet no study that has researched this phenomenon in sufficient depth in Malaysia's private higher education institutions context. It is the intention of this study to fill in the blanks and to contribute to a better understanding of the problems surrounding the development of Malaysia's private higher education institutions, an issue that is widely debated but scarcely researched. As such, this study contributes to the OC literature by providing information on the relationships between different types of *employees' OC* and different dimensions of *OCB* and *JP*. In addition, this study can also be replicated by other interested researchers to compare and contrast with the difficulties experienced by their education institution of a similar scope of study which is somewhat lacking in Malaysia. It is also hoped that the knowledge and the insights gained from this study can be used by SEGi UC Management as a basis to come out with a more effective human resources policy on ways to develop and sustain individuals and to provide impetus for the relevant continuing research of Malaysia's private higher education institutions.

1.3 Research Questions and Hypotheses

Referring to the purpose and significance of the research stated earlier, the following questions are to be addressed:

- What is the relationship between SEGi UC executives' OC and OCB?
- What is the relationship between the effect of SEGi UC executives' OC and OCB towards JP?
- What is the relationship between SEGi UC executives' OC and JP?
- What is the relationship between SEGi UC executives' OCB and JP?
- Which type(s) of employees' OC i.e. affective, continuance and normative commitment is the most significant factor influencing OCB?
- Which factor of employees' OC i.e. affective, continuance and normative commitment is the most significant factor influencing JP?

Hence, within the framework of the research, the research objectives are to answer the above questions through the following hypotheses:

Hypothesis 1 (H_{01}): There is a positive relationship between *OC* and *OCB*.

Hypothesis 2 (H_{02}): There is a positive relationship between *OC* and *JP*.

Hypothesis 3 (H_{03}): There is a positive relationship between *OCB* and *JP*.

Hypothesis 4 (H_{04}): *OC* is the mediator between *OCB* and *JP*.

2.0 LITERATURE REVIEW

2.1 Relationships between Organisational Commitment, Organisational Citizenship Behaviour and Job Performance

In general, the literature assumes that OC is a very desirable behaviour in many different kinds of industries. Hence, some studies treat OC *as a consequence* of other factors. For example, OC has been studied as a consequence of leadership behaviours (Harrison and Hubbard, 1998; Kent and Chelladurai, 2001; Perryer and Jordan, 2005; Walumbwa *et al*, 2005), job satisfaction, challenge or stress (Dixon *et al*, 2005; Harrison and Hubbard, 1998; Iverson and Buttigieg, 1999; Lee and Gao, 2005; Rayton, 2006; Rifai, 2005), demographics characteristics (Cetin, 2006; Harrison and Hubbard, 1998; Iverson and Buttigieg, 1999), justice (Clay-Warner *et al*, 2005; Loi *et al*, 2006; Rifai, 2005), supervisor support (Dixon *et al*, 2005), pay satisfaction, social support, and autonomy (Rayton, 2006), need of satisfaction factors (Khan and Mishra, 2004), employee stock ownership (Culpepper *et al*, 2004), collegiate membership (Chelladurai and Ogasawara, 2003), and personal values and perceived organisational values (Abbott *et al*, 2005).

Nonetheless, some studies treat OC *as a cause* of other important factors, such as turnover (Abbott *et al*, 2005; Bentein *et al*, 2005; Iverson and Buttigieg, 1999), absenteeism (Iverson and Buttigieg, 1999), JP (Lee and Gao, 2005; Sinclair *et al*, 2005; Turner and Chelladurai, 2005), citizenship behaviours (Rifai, 2005; Sinclair *et al*, 2005), acceptance of change (Iverson and Buttigieg, 1999), and training motivation (Cunningham and Mahoney, 2004).

The literature has also reported OC *as a mediator* between two other variables. For example, Chen (2004) examined OC as a mediator between transformational leadership behaviours and JP. Bishop *et al* (2000) also investigated OC as a mediator between perceived team or organisational support and outcome variables, such as intention to quit, JP and citizenship behaviours.

Past studies have also reported a marginally significant positive interaction of commitment in the prediction of overall JP (Richards and O'Brien, 2002; Baugh and Roberts, 1994; Ayree and Tan, 1992; Mathieu and Zajac 1990). The greater the commitment level, the greater the performance level. These studies implied that individuals who are committed to the organisation tend to perform at the higher level. High commitment as opposed to low commitment also entails a caring attentiveness, stewardship and conscientiousness towards the relationship that the employee is in. In the education profession, lecturers who portray such behaviour and orientations generally resulted in positive outcomes such as higher students' academic achievements. There are evidences from past studies on this association. A study conducted by Kushman (1992) found a significant association between commitment and academic achievements. When teachers were committed to their work, the academic achievements of students tend to be higher. Related to commitment, Ostroff (1992) also found a positive relationship between commitment and student quality.

According to Kimball and Nink (2006), employees who are committed tend to strive harder for excellence in their job than those who are not committed. Hence, a committed workforce will be an added asset to an institution which focuses on quality and world-class

performance. Recent studies have also found that employees' commitment can be influenced by the extent of job satisfaction they experience in their job. It was reported that commitment of lecturers could be elevated when they experienced higher job satisfaction (Shin and Reyes, 1995, Kimball and Nink, 2006; Whiteacre, 2006).

Although it is unclear whether there are any intervening factors, past studies as mentioned above, concluded that there was a positive link between commitment and JP, students' academic achievement and student quality. Therefore, having a committed education workforce is a worthwhile goal to pursue due to its potential impact on student performance. Based on the findings of past studies, the importance of commitment cannot be further denied. It is something worth developing in employees as the consequences to an organisation or profession with employees displaying low commitment can be extensively and financially costly. Therefore, it is an issue that deserves serious attention from the Management of SEGi UC.

In the education profession regardless of public or private sector, the importance of commitment is equally important. According to Hartmann (2000), the study of commitment is important in the field of education as it receives large amounts of public funding and has an important role in developing the skills and knowledge of the community. Therefore, lecturers' attitudes towards their work and profession are important. Lowly committed teaching workforce can result in a devastating deterrent to the successful performance of the pedagogical duties of the lecturers. Worse, it further affects the efficiency and effectiveness of the institution in totality in the accomplishment of predetermined educational and organisational goals.

OCB, or extra-role behaviour, has been studied in regards to OC. Nevertheless, the research is inconclusive with regards to the relationship between OCB and OC due to contradicting findings. For example, Meyer (1993) found a positive relationship between commitment and extra-role behaviour, while Van Dyne and Ang (1998) found no significance between the relationships. Other studies have found that there was a negative relationship between commitment and citizenship behaviour (Shore and Wayne, 1993). An initial study of normative commitment did find a relationship, albeit weaker than affective commitment (Meyer, 1993). Shore and Wayne's study found that perceived organisational support was the best predictor of citizenship behaviour. This finding suggests that feelings of obligation, rather than emotional attachment, may be the basis for citizenship behaviour in the case of SEGi UC.

In Vandewalle's (1995) study, he found that commitment fully mediated the relationship between psychological ownership and extra-role behaviour. The Davy (1997) study revealed that commitment played a partial role in mediating the relationships between job security and satisfaction and withdrawal cognitions. Tompson and Werner (1997) examined commitment's role in mediating the relationship between inter-role conflict and OCB. They found that commitment fully mediated the relationship between role conflict and one of the OCB dimensions. Allen and Rush (1998) investigated the role of commitment in mediating the relationship between OCB and performance judgments. They found that '...perceived affective commitment mediated the relationship between OCB and overall evaluation' (Allen and Rush, 1998, p. 247).

A meta-analysis has shown that OCB correlated with job satisfaction, perceived fairness, OC, and leader supportiveness (Organ and Ryan, 1995). Organisations become more dependent on individuals who are willing to go beyond their formal tasks (Meyer and Allen, 1991; Organ, 1988). OC and OCB are two constructs that illustrate what “to go beyond formal tasks” means (McGee and Ford, 1987; Podsakoff and Mackenzie, 1994). Some authors present OC and OCB as extra-role behaviours (e.g., Settoon *et al*, 1996; Shanock and Eisenberger, 2006), making a distinction between these and the in-role behaviours. Both behaviours can contribute to or detract from organisational effectiveness (Borman and Motowidlo, in press), so that understanding how commitment relates to these two types of behaviours would be a valuable contribution to the literature. Furthermore, commitment may be particularly important in predicting non-role behaviours (Scholl, 1981; Wiener, 1982), such as organisational citizenship which has been viewed as enhancing organisational functioning (Organ, 1990) that might create bias in performance ratings (Wayne and Ferris, 1990).

Several empirical studies have suggested that the relationship between OC and OCB depends on the type of commitment examined. O’Reilly and Chatman (1986) found that identification and internalisation, which are conceptually similar to affective commitment, were positively related to OCB. However, Williams and Anderson (1991) failed to replicate these findings; they found that internalisation and identification were not significantly associated with OCB. This inconsistency of results may be because O’Reilly and Chatman used self reports of OCB whereas Williams and Anderson gathered OCB information from managers. Basically, these studies suggest that affective commitment will be positively, but perhaps weakly, related to OCB. Affective commitment may increase OCB because it is the right and moral way to behave (Wiener, 1982), whereas continuance commitment reflects feelings of being stuck (Shore and Barksdale, 1991), leading to lower OCB. Affective commitment, in particular, has been associated with positive organisational outcomes such as improved retention, attendance, and citizen behaviours, self reports of performance, and objective measures of supervisor ratings of employees’ performance as well as indicators of improved operational costs and sales (Meyer and Allen, 1997).

Because prior empirical research has not examined the relationship between continuance commitment and non-role behaviours, a question arises about whether or not this type of commitment should be linked with OCB. Lynn and Sandy (1993) expected a relationship between continuance commitment and OCB for two reasons. First, as suggested by Meyer and Allen (1991), “Employees who want to belong to the organisation (affective commitment) might be more likely than those who need to belong (continuance commitment)... to exert effort on behalf of the organisation” (pp. 73-74). Second, because in-role behaviours tend to correlate with OCB (Williams and Anderson, 1991) and continuance commitment has been found to result in lower JP (Meyer *et al*, 1989), Lynn and Sandy therefore expected that there would be a negative relationship between continuance commitment and OCB. Higher continuance commitment often is assumed to be undesirable, because studies frequently show that it is negatively or unrelated to JP and citizenship behaviour (Meyer *et al*, 2002; Organ and Ryan, 1995). The important issue is not whether the commitment process begins with either attitude or behaviour. Rather, it is important to recognise the development of commitment may involve the subtle interplay of

attitudes and behaviours over a period of time. The process through which commitment is developed may involve self-reinforcing cycles of attitudes and behaviours that evolve on the job, and over time, strengthen employee commitment to the organisation.

In regards to employee performance, the research is mixed on finding relationships between employee performance and level of commitment. Meyer *et al* (1993) and Baugh and Roberts, (1994) both find that committed employees had high expectations of their performance and therefore performed better. Baugh and Roberts (1994) also concluded that those employees who were committed to both their organisation and their profession had high levels of JP.

Research results of affective commitment's relationship to performance are inconclusive. In some cases, employees with strong affective commitment report high work effort (Leong *et al*, 1994) and strong JP effort (Baugh and Roberts, 1994; Meyer *et al*, 1993). Studies have also found affective commitment to be associated with positive supervisors' ratings of promotion potential (Meyer *et al*, 1993) and positive supervisors' rating of JP (Mayer and Schoorman, 1992; Meyer *et al*, 1989). In the meantime, other research does not support a relationship between affective commitment and performance indicators (Ganster and Dwyer, 1995; Williams and Anderson, 1991). Normative commitment was positively correlated with self-report measures of overall performance (Ashforth and Saks, 1996), yet Hackett (1994) found no relationship with independently rated performance indicators.

On another note, Meyer (1993) contended that despite the moderately high correlations between affective commitment and normative commitment, the correlations that these two scales have with other outcome variables (e.g. performance, satisfaction) are sufficiently different to warrant retaining both scales. However, Meyer and Allen (1997), continued to describe reasons why performance and commitment may not be related. Meyer and Allen (1997) buttressed their support for the importance of affective commitment by explaining that employees with strong affective commitment would be motivated to higher levels of performance and make more meaningful contributions than employees who expressed continuance or normative commitment. Some of the factors include the seriousness with which supervisors value the appraisal process, the value of JP by an organisation, the extent to which the performance indicator reflects employee motivation (e.g., initiative) versus non-motivational factors (e.g., ability) and the amount of employee control over the outcomes.

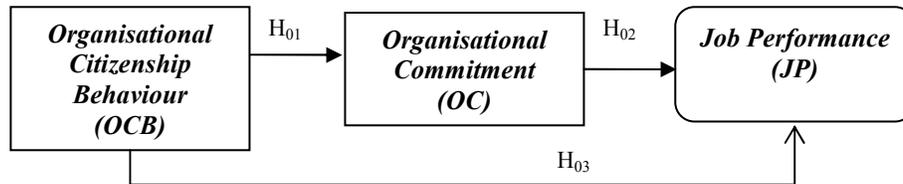
All in all, there is, however, scant written material on how OCB affects JP in the Malaysian context, even more so for Malaysian private higher education institutions. This could make the theories unsuitable to developing the human side of Malaysian private higher education institutions as they could not be judged in isolation of the environment. The above findings elevated the question if OC could possibly act as the mediator between OCB and JP in Malaysian private higher education institutions particularly in SEGi UC, which is one of the reasons for this research.

It is glaring to note that conceptual theories on OC, OCB and JP have been contributed mainly by scholars from the western developed countries. Consequently, the review of the

literature exhibits that there is still room for penetrating the development of the human side of Malaysian private higher education institutions. With the pointer of the literature, it suggests that consensus and constructive feedback on the issues can be addressed. This research also reveals that objective and in-depth studies about issues surrounding SEGi UC are scarce and lacking. It is the intention of this research to fill in these gaps, at least partly, and to contribute to a better understanding of the employees' grievances and grudges alongside the materialisation of SEGi UC's vision and business mission.

3.0 THEORETICAL FRAMEWORK

Figure 1 – Proposed Framework of the Research



4.0 RESEARCH METHODOLOGY

4.1 Sampling Design

In conducting this study, data was collected from the employees of SEGi UC. It has been in operation since 1977. With the help of company officials, data were collected from 115 employees across administration offices, the managers' offices and departments (Grade 7 and above) using a three-part questionnaire. The majority of the respondents were females. These employees were also asked to rate their own level of OC and their own level of OCB. Demographic data of the respondents were collected as well. These data included gender, race, age, education and department. Data on whether respondents supervised other employees, length of time working for SEGi UC and length of time working for their current immediate supervisor were collected.

4.2 Data Analysis

SPSS Version 16.0 was used to analyse the data and test the afore-mentioned hypotheses. The overall Cronbach alpha coefficient for Meyer and Allen's (1997) OCQ of the study was 0.800 whereby the coefficient alpha values for affective commitment scale, continuance commitment scale and normative commitment scale were 0.741, 0.534 and 0.690 respectively. The lower alpha value of continuance commitment scale came as no surprise as it is consistent with the earlier researchers' observations who adopted an identical questionnaire. According to Sekaran (1992, p.287), 'reliabilities less than 0.600 are generally considered to be poor'. In order to comply with it, items 1 and 14 were removed from the less reliable or weak continuance commitment scale. Thus, after removing the items, the new Cronbach alpha coefficient of continuance commitment scale has been maximised to be 0.605. It can be suggested that the continuance commitment scale is now reliable. The new overall Cronbach alpha coefficient for the OCQ after the

deletion of continuance commitment scale items has become slightly better i.e. 0.807. In the interim, according to Podsakoff (1990), all of the organisational citizenship behaviour scales have demonstrated adequate internal consistency reliabilities that exceed $r = 0.700$. All the Cronbach alpha coefficients are summarised in Table 1.

Table 1 – Summary of Cronbach Alpha Coefficients

| Scale | Number of Items | Cronbach Alpha Coefficient |
|------------------------|-----------------|----------------------------|
| OC | 16 | 0.807 |
| Affective Commitment | 6 | 0.741 |
| Continuance Commitment | 4 | 0.605 |
| Normative Commitment | 6 | 0.690 |
| OCB | 20 | 0.884 |
| Altruism | 5 | 0.637 |
| Loyalty | 5 | 0.828 |
| Team Building | 5 | 0.804 |
| Conscientiousness | 5 | 0.808 |

According to Brown (1996), normal distributions produce a skewness statistic of about zero. The skewness of the scores in the sample is presented in Table 2. They are within the acceptable range of skewness i.e. +1.0 to -1.0. Therefore, assumptions were made that the underlying distribution of scores in the sample drawn from the population did not have any serious departure from normality as not to invalidate acutely the findings of the research.

Table 2 – Skewness of the Scores in the Sample

| | N | Mean | Standard | Skewness |
|------------------------------|-----------|-----------|---------------------|--------------|
| | Statistic | Statistic | Deviation Statistic | Statistic |
| JP | 115 | 4.61 | 1.455 | -.176 |
| Continuance Commitment Scale | | 3.2152 | .88039 | -.499 |
| Normative Commitment Scale | | 3.7812 | .85423 | -.451 |
| Affective Commitment Scale | | 3.9333 | .73971 | -.272 |
| Altruism | | 4.4504 | .70728 | .122 |
| Loyalty | | 4.0122 | 1.00185 | -.109 |
| Team Building | | 4.4609 | .73086 | .002 |
| Conscientiousness | | 5.0504 | .72733 | -.567 |

5.0 RESEARCH RESULTS

5.1 Summary Statistics

65.2 per cent of the respondents were females as depicted in Table 3. Most of the respondents were Malays. It was then discovered that the majority of the respondents were between 25 to 30 years of age. It is also suggested that most of the executives of SEGi UC were of the younger generation with an education level of a bachelor or higher degree. This is likely due to the nature as an institution which accentuates heavily on education. It is worthwhile to note that about 48.7 per cent of the respondents had been under the employment of SEGi UC (which was upgraded from a college to university college status

in August 2008) for between 6 months to 2 years and only 13.9 per cent of the respondents was of above 5 years tenure.

Table 3 – Data of the Respondents by Gender, Age, Race, Education Level and Tenure with SEGi UC

| Data of the Respondents | | Frequency | Percent |
|----------------------------|----------------------|-----------|-------------|
| Gender | Male | 40 | 34.8 |
| | Female | 75 | 65.2 |
| Age | <25 | 11 | 9.6 |
| | 25-30 | 66 | 57.4 |
| | 36-45 | 23 | 20.0 |
| | 46-55 | 9 | 7.8 |
| | >55 | 6 | 5.2 |
| Race | Malay | 46 | 40.0 |
| | Chinese | 41 | 35.7 |
| | Indian | 24 | 20.9 |
| | Others | 4 | 3.5 |
| Education Level | SPM/MCE | 5 | 4.3 |
| | Certificate/Diploma | 23 | 20.0 |
| | Bachelor Degree | 41 | 35.7 |
| | Post-graduate Degree | 46 | 40.0 |
| Tenure with SEGi UC | <6 months | 23 | 20.0 |
| | 6 months-2 years | 56 | 48.7 |
| | 2-5 years | 20 | 17.4 |
| | 5-10 years | 5 | 4.3 |
| | >10 years | 11 | 9.6 |

5.2 Testing of Hypotheses

Hypothesis 1

The null hypothesis states that there is no significant relationship between OC and OCB. The hypothesis was tested using the simple bivariate correlation analysis. The following figure summarises the resulting outcome for the above-mentioned test.

From Table 4, it is observed that the resulting alpha value was at only .002, indicating that we could reject the null hypothesis and conclude that there existed a significant relationship between OC and OCB. Furthermore, from the Pearson's correlation coefficient, which is observed to be at +.284, it is further concluded that the relationship between the two variables was positive. In other words, the more OC that SEGi UC's employees have, the more OCB that SEGi UC's employees exhibit. However, due to the concern of the small value of the Pearson's correlation coefficient i.e. .284, it could be argued that the strength of the relationship between the two variables was weak (Cohen, 1988).

Table 4 – Correlation between Organisational Commitment and Organisational Citizenship Behaviour

| Correlation between OC and OCB | | OCB |
|--------------------------------|---------------------|-----------------|
| OC | Pearson Correlation | .284(**) |
| | Sig. (2-tailed) | .002 |
| | N | 115 |

Hypothesis 2

The null hypothesis states that there is no significant relationship between OC and JP. The hypothesis was concluded based on the resulting outcomes of a multiple regression. The regression model is as stated below:

$$JP = \alpha + \beta_1 \text{Affective Commitment} + \beta_2 \text{Continuance Commitment} + \beta_3 \text{Normative Commitment} + \varepsilon$$

From Table 5, it is observed that the R Square is .010, indicating that the model explains a 1.0 per cent of the independent variables. Meanwhile, from Table 6, it is revealed that the significant value was above .05, at .780, suggesting not to reject the null hypothesis and to conclude that there was no significant relationship between the two variables. Finally, based upon the standardised coefficients in Table 7, none of the constants of OC is observed to be related towards JP as each producing alpha values of above .05.

Table 5 – Model Summary of Organisational Commitment and Job Performance

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate |
|-------|---------|-------------|-------------------|--------------------------------|
| 1 | .099(a) | .010 | -.017 | 7.840 |

a Predictors: (Constant), Continuance Commitment Scale, Affective Commitment Scale, Normative Commitment Scale

Table 6 – ANOVA of Organisational Commitment and Job Performance

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|------|----------------|
| 1 | Regression | 66.998 | 3 | 22.333 | .363 | .780(a) |
| | Residual | 6822.737 | 111 | 61.466 | | |
| | Total | 6889.735 | 114 | | | |

a Predictors: (Constant), Continuance Commitment Scale, Affective Commitment Scale, Normative Commitment Scale; b Dependent Variable: JP

Table 7 – Coefficients of Organisational Commitment and Job Performance

| Model | | Unstandardised Coefficients | | Standardised Coefficients | t | Sig. |
|-------|------------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 85.460 | 4.427 | | 19.304 | .000 |
| | Continuance Commitment Scale | -.256 | .896 | -.029 | -.285 | .776 |
| | Normative Commitment Scale | -.662 | 1.066 | -.073 | -.621 | .536 |
| | Affective Commitment Scale | -.194 | 1.190 | -.018 | -.163 | .871 |

a Dependent Variable: JP

Hypothesis 3

The null hypothesis states that there is no significant relationship between OCB and JP. The hypothesis was concluded based on the resulting outcomes of a multiple regression. The regression model is as stated below:

$$JP = \alpha + \beta_1\text{Altruism} + \beta_2\text{Loyalty} + \beta_3\text{Team Building} + \beta_4\text{Conscientiousness} + \epsilon$$

From the Model Summary, as depicted in Table 8, it is observed that the R Square is .091, indicating that the model explains a 9.1 per cent of the independent variables. However, the ANOVA in Table 9 revealed that the significant value was below .05, at .031, suggesting the rejection of the null hypothesis and concluded that there was a significant relationship between the two variables. Finally, based upon the standardised coefficients in Table 10, only team building of OCB is observed to be related towards JP, producing an alpha value of .025.

Based on the above outcome, the regression model can be concluded as follows:

$$JP = 72.984 + (2.820) \text{ Team building} + 6.063$$

Table 8 – Model Summary of Organisational Citizenship Behaviour and Job Performance

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|---------|-------------|-------------------|----------------------------|
| 1 | .302(a) | .091 | .058 | 7.544 |

a Predictors: (Constant), Conscientiousness, Altruism, Team Building, Loyalty

Table 9 – ANOVA of Organisational Citizenship Behaviour and Job Performance

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|----------------|
| 1 | Regression | 629.111 | 4 | 157.278 | 2.763 | .031(a) |
| | Residual | 6260.624 | 110 | 56.915 | | |
| | Total | 6889.735 | 114 | | | |

a Predictors: (Constant), Conscientiousness, Altruism, Team Building, Loyalty

b Dependent Variable: JP

Table 10 – Coefficients of Organisational Citizenship Behaviour and Job Performance

| Model | | Unstandardised Coefficients | | Standardised Coefficients | t | Sig. |
|-------|----------------------|-----------------------------|------------|---------------------------|--------|-------------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 72.984 | 6.063 | | 12.038 | .001 |
| | Altruism | -1.854 | 1.190 | -.169 | -1.558 | .122 |
| | Loyalty | -1.451 | .933 | -.187 | -1.554 | .123 |
| | Team Building | 2.820 | 1.242 | .265 | 2.271 | .025 |
| | Conscientiousness | 1.956 | 1.117 | .183 | 1.751 | .083 |

a Dependent Variable: JP

Hypothesis 4

The final hypothesis states that OC is the mediator between OCB and JP. The mediating effect is observed through SOBEL test. The result from SOBEL test is presented in Table 11.

Table 11 – Summary of SOBEL Results

| VARIABLES IN SIMPLE MEDIATION MODEL | | | | SAMPLE SIZE | | |
|---|---------|--------|----------|--------------|---------|----------|
| Y | JP | | | 115 | | |
| X | OCB | | | | | |
| M | OC | | | | | |
| DESCRIPTIVES STATISTICS and PEARSON CORRELATIONS | | | | | | |
| | Mean | SD | JP | OCB | OCS | |
| JP | 81.3713 | 7.7741 | 1.0000 | .0551 | -.0951 | |
| OCB | 4.4935 | .6131 | .0551 | 1.0000 | .2840 | |
| OC | 3.6432 | .6339 | -.0951 | .2840 | 1.0000 | |
| DIRECT and TOTAL EFFECTS | | | | | | |
| | Coeff | s.e. | t | Sig(two) | | |
| b(YX) | .6983 | 1.1910 | .5863 | .5588 | | |
| b(MX) | .2937 | .0933 | 3.1491 | .0021 | | |
| b(YM.X) | -1.4772 | 1.1987 | -1.2323 | .2204 | | |
| b(YX.M) | 1.1321 | 1.2393 | .9134 | .3630 | | |
| INDIRECT EFFECT and SIGNIFICANCE USING NORMAL DISTRIBUTION | | | | | | |
| | Value | s.e. | LL 95 CI | UL 95 CI | Z | Sig(two) |
| Effect | -.4338 | .3942 | -1.2064 | .3388 | -1.1004 | .2711 |
| FAIRCHILD ET AL (2009) VARIANCE IN Y ACCOUNTED FOR BY INDIRECT EFFECT: -.0043 | | | | | | |

Firstly, it is observed that JP, Y was not related towards OCB, X due to the alpha value of .5588. Conversely, with a significant value of .0021, it is observed that OC, M was related to OCB, X. Lastly, it is observed that OC, M did not mediate the relationship between OCB, X and JP, Y. This is concluded through the resulting alpha value of .3630, which was far above the accepted value of .05.

5.3 A Focus Group Discussion

In order to justify the research results of the study, a focus group discussion that lasted for 15 minutes for 10 identified participants was held. The identified participants were initially informed of the research results of the study and afterwards the purpose of the focus group discussion. Then, their consent of participation for the focus group discussion was obtained.

From the input gathered, most of them felt that the in-practice rewards system could influence their JP. One further commented that every employee has varying motives for pursuing success, and varying ideas about suitable, meaningful rewards for those successes. Perhaps by customising rewards for individuals and for demographic groupings as much as is practical could be considered. There could be an increase in the collegiality between the organisation and individuals. Even some opponents of performance-based rewards argue there is some evidence of increased collegiality when group performance rewards are employed (Firestone and Pennell, 1993).

The participants expressed that performance management is about sending clear and unambiguous messages deep into the organisation so that they can do their part to help make the organisation successful. When those signals are unclear and confusing, then too much of their time and energy are spent on figuring out the right thing to do, doing nothing

out of fear of getting it wrong, or re-doing work after they guessed wrong. In addition, the participants also stated that another contributing factor to their JP is the *esprit de corps* and good rapport inter-departmentally. The increased presence of a feeling of *esprit de corps* makes for an excellent working environment and has been the desired outcome of many a leader seeking a high performance organisational environment (McCormack, 1999). Tight controls, lack of participation in decision-making, inappropriate performance appraisal systems, and downward communication are among the many factors in business processes that cause job stress and thereby affect employee performance (Luthans, 1997). Streamlined business processes lead to inter-departmental cooperation (Day, 1994; Fields, 2007; McCormack, 1999). Better business processes strengthen employees' ability to perform tasks in an efficient manner through knowledge sharing (Fields, 2007). The more business process oriented an organisation, the better it performs both from an overall perspective as well as from the perspective of the employees. *Esprit de corps* may be an essential intangible resource that helps set one organisation above others in the pursuit of its goals in due course (Drue and Paula, 2005).

Another attention-grabbing view from one of the participants is the biases of immediate superior that could affect the JP. It is aligned with the seriousness with which supervisors value the appraisal process explained by Meyer and Allen (1997). Additionally, one of the highly ranked managers explained that the immediate superiors ought to be trained to empathise and have a relationship with the subordinates so that favouritism is eliminated in appraising their subordinates' JP as well as to restrict staff attrition. Likewise, research on the multi-foci approach to commitment has found that supervisory commitment, rather than OC, is the better predictor of performance ratings (Becker *et al*, 1996). On top of that, the participants also agreed unanimously that a proper staff development plan from top to bottom is decisive to their JP as well. It enables them to deliver what is expected of them and to have the right attitude as a way to expand their portfolio of work.

6.0 CONCLUSION AND RECOMMENDATIONS

6.1 Summary and Conclusion

The aim of the study was to give empirical evidences on the level of SEGi UC's executives' OC towards their OCB; the level of these executive OC towards perceived performance experienced in their job in order to better capture their work attitudes. In summary, the research findings of the study have marked several impacts. Some are in line with the results of previous studies. For instance, OC was found to be relevant to OCB (Wiener, 1982; Landy and Farr, 1983; O'Reilly and Chatman, 1986; Organ, 1988; Shore and Barksdale, 1991; Meyer, 1993; Shore and Wayne, 1993; Organ and Ryan, 1995; Bentein *et al*, 2002; Thanswor Gautam *et al*, 2004). In Meyer's study (1993), it was found that normative commitment did find a relationship with OCB, albeit weaker than affective commitment. As another point of comparison, relevant studies by O'Reilly and Chatman (1986) and Williams and Anderson (1991) suggested that affective commitment would be positively but weakly related to OCB. In the milieu of the study, the normative commitment was nevertheless found to have a stronger relationship with OCB than the affective commitment.

It is interesting to note that no relationship was found between OC and JP in SEGi UC. The finding is consistent with Steers (1977), Williams and Anderson (1991), Hackett, R. *et al*, (1994) and Ganster and Dwyer (1995), but contradicts most of the earlier works. The study by Suliman and Iles (2000) suggests that the concept of OC was a multi-dimensional concept in which affective, continuance and normative commitment were positively connected with JP. OC has ever been examined as a determinant of JP (T.E. Becker *et al*, 1996; Meyer *et al*, 1989; Somers and Birnbaum, 1998). To gain a better understanding, a separate focus group discussion was promptly arranged for. Other underlying factors contributing to the executives' JP were described in the previous chapter. Indeed, the pattern of the outcome was not strikingly unpredicted. This is because a few participants of the study confessed during the questionnaire monitoring session that they were more obliged to the people in their immediate surrounding instead of the organisation. Again, take a deeper look at the demographical data tabulated, most of the executives were of between 6 months to 2 years of tenure with SEGi UC. This presumably justifies this research finding of the study. It is supported by the hypothesis that seniority rules are established to increase productivity as predicted in firmspecific capital models (Blakemore and Hoffman, 1989). Another noteworthy finding by Peter *et al*, (2004) that states that relative to workers with more than 10 years of tenure, it is by far most beneficial for a firm to increase the proportion of workers with medium tenure i.e. 4-10 years, less but still beneficial to increase the amount of workers with 1-4 years of tenure; whereas short tenure i.e. less than 1 year, has a negative effect on productivity.

On the other hand, the relationship between OCB and JP has been found in a number of studies. This paradigm fits with the study showing that measures of OCB correlate with performance appraisal ratings by supervisors (Mackenzie *et al*, 1991; Werner, 1994).

Due to the unconnected relationship between OC and JP in the study, it was therefore impossible to find any mediating effect of OC towards OCB and JP.

6.2 Recommendations for Future Research

Having provided an overview of relevant theory and research for the study and having gathered some contextual information from both the quantitative analysis and focus group discussion, it is suggested that future research should address employees' perspectives, observations of their work lives, and analyses of journals and other documents to provide a fuller understanding of important contributors to job satisfaction, commitment, stress, and career decisions. Ideals tend to be less concrete and can be expanded when necessary to provide a continuous challenge.

In addition, it is also worthwhile to note that of the three measurements of OCQ, the literature casts doubts on the validity of the continuance commitment scale, noting that the scale has been found to comprise two related dimension, namely lack of alternatives and high personal sacrifice (Hackett, 1994; McGee and Ford, 1987). The normative commitment scale has not been tested extensively and Allen and Meyer (1990a) have noted that more evidence is required before the normative commitment scale can be used with confidence. Price (1997) concludes that the affective commitment scale is recommended as an alternative to the OCQ but the continuance commitment scale and normative

commitment scale “require considerable work before they are psychometrically acceptable” (p. 345). Hence, future research may also want to consider testing specifically the relationship between affective commitment scale as an alternative to the OCQ towards JP.

According to Masterson’s (2000) study, it was argued that JP was better predicted by supervisory focused interactional justice than by organisationally focused procedural justice. The studies by Settoon *et al* (1996) and Wayne and Green (1993), found that the Leader-Member-Exchange (a predictor focused on the supervisor) was a more efficacious predictor of performance ratings than was the organisational support (a predictor focused on the employer as a whole). As noted earlier, it was rightly said by one of the participants in the latter discussion that immediate superiors must be trained to be able to have a bonding with their subordinates.

The study can be replicated further to include all levels of employees under an organisation by separation of their functional roles on a longitudinal approach. A wider coverage of study represents a more meaningful sample and thus provides a more precise prediction of the pattern of the population. On a larger scale, the study can also be extended to making comparisons among the private education institutions which are registered under the Malaysian Ministry of Higher Education.

6.3 Implications

The most immediate contributions of the study are the propositions that provide direction for future research. Should these propositions be supported, there are additional implications of the study in general, as well as for relevant literature. There are also implications for management policy and practice.

Research concerning the development of OC has been extensive but relatively unsystematic (Reichers, 1985; Meyer and Allen, 1997). Most of the research results show that affective commitment has the strongest positive correlation with JP, OCB, and attendance, followed by normative commitment. Continuance commitment tends to be unrelated, or negatively related, to these behaviours. Overall, the empirical evidence suggests that there is a positive relationship between OC and a number of behaviours. Consequently, organisations may reap benefits from having affectively committed employees as is noted over and over again in the human capital and human resource development literature. The unrelated relationship between OC and JP in the context of SEGi UC may be simply momentarily less salient when the study took place in April 2009.

As mentioned earlier, SEGi UC upgraded in August 2008 from college to university college status is still in its infancy. Much can be refined in the development of its human dimension. It is also disputable that some employees might have their prejudices carried over from the good old college days before the upgrading of SEGi UC. There are many other factors (e.g. human resources management practices and policies) that serve as more distal causes. For example, personal values are expected to play a role in shaping employee commitment (Vandenberghe and Peiro, 1999; Finegan, 2000). Similarly, the bases of

commitment will be influenced by various environmental factors, including leadership, the social milieu and the work itself (Meyer *et al*, 2004).

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