

## The relationship between organizational citizenship behavior and high performance organization from the perspective of the students in the higher education institution in Malaysia

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**Abstract:** Organizational Citizenship Behavior and High Performance Organization have been widely known for its strong relationship and high correlated with one another. William and Anderson (1991) found that OCB can be divide into two categories, known as Organizational Citizenship Behavior-Individual (OCB-I) and Organizational Citizenship Behavior-Organization (OCB-O). Each OCB category gives different positive impacts towards the individual and organization. Therefore, for the purpose of this paper, OCB-O dimensions were chosen, specifically known as sportsmanship and civic virtue, to determine the relationship and predicts the organizational performance, based on the view of the students of a higher education institution in Malaysia.

**Key words:** Organizational citizenship behavior; Civic virtue; Sportsmanship; High performance organization; Organizational performance

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### 1. Introduction

Human behavior is one of the fundamental elements for all successful organizations. Organizational performance depends on its employees, not only because of the sales and brand-name. The management of the employees is crucial, in simpler words, the organization need to know and understand its employees, to ensure the smoothness of the activities within and outside of the organization. Hence, employee engagement and commitment are among the aspects that need to be prioritized by the management.

Organizational Citizenship Behavior (OCB) is the work behavior that has positive impacts towards the performance of the organization. Organizational Citizenship Behavior can easily be understood as various forms of cooperation and helpfulness to others that support the organizational social and psychological context (Organ, 1997).

Organ (1988) introduced its five dimensions of Organizational Citizenship Behavior in his work, known as; altruism, courtesy, conscientiousness, civic virtue and sportsmanship. These dimensions were considered to be the main characteristics to determine an employee's citizenship and commitment toward his organization.

The work of Organizational Citizenship Behavior by Organ (1988) derived from the work of Katz and Kahn (1978), claimed that such voluntary act does not only affect the individual performance, but the organizational performance as well. Thus, these dimensions can be the key determinants for overall performance and organization too.

Organizational Citizenship Behavior (OCB) is known as a science that studies human behavior in an organization and how these behaviors affect their organization. OCBs are also be meant as intentional employees behaviors that are discretionary and typically not recognized or rewarded, but nonetheless improve the functioning of the organization, for instance, exceeding the role expectations in attendance and work; and helping others with their job (Organ, 1997).

Thus, Organ (1988) defined Organizational Citizenship Behavior (OCB) as "an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization." In short, it implies that OCB is an act out of the job or task responsibilities of an individual, but merely done as an act of help towards others, without any intention of receiving any credits or bonus pay.

Multiple studies had been done to test the relevancy of Organizational Citizenship Behavior and its dimensions, such as social participation (Van et al., 1994), conscientiousness, sportsmanship, involvement, organizational change (Morrison, 1994), interpersonal facilitation, job dedication (Van Scotter and Motowidlo, 1996), interpersonal citizenship performance, organizational citizenship performance and job task citizenship performance (Coleman and Borman, 2000).

From the past researches, it was proven that Organizational Citizenship Behavior and its dimensions have a direct relationship with individual and organizational performance. Organizational Citizenship Behavior represents the

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characters of a committed and loyal employee towards his employer.

William and Anderson (1991) in their empirical study suggested that OCB can be categorized into two, which are Organizational Citizenship Behavior-Organization (OCB-O) and Organizational Citizenship Behavior-Individual (OCB-I). Organizational Citizenship Behavior-Organization (OCB-O) behavior is said to be benefitting the organization as a whole, whereas, Organizational Citizenship Behavior-Individual (OCB-I) behavior is said to directly benefitting certain individuals and indirectly contributing to the organization as well.

OCB-O includes the dimensions of sportsmanship and civic virtues, which directly linked with overall organizational performance, OCB-I, on the other hand, covers the dimensions of altruism, conscientiousness and courtesy, which these behaviors directly linked with individual's job satisfaction and performance.

Sportsmanship refers to willingness to tolerate less than the ideal circumstances without any complaint being made (Siti, 2009). Civic virtue refers to the responsible participation in the organization. Podsakoff et al. (2000) found that such behavior reflects employee recognition of being part of the organization.

According to Evans and Davis (2005), in their empirical study on the relationship between high performance work system and organizational performance, they found that employees whose are "good citizen" are likely to devote their time and energy to ensure knowledge is exchanged, understood and integrated.

This can be seen from greater willingness to engage in helping behaviors and more "sportsmanship" behavior as not complaining about inconveniences created by the coworkers (Podsakoff et al., 2000).

Moreover, these two dimensions in OCB-O seen as suited to reduce the effects of casual ambiguity. For example, employees exhibiting civic virtue keep abreast of industry developments, monitor the external environment, and participate in organizational planning.

Other than that, employees that show self-development will keep on developing and updating the KSAs needed to respond to the changing role environments.

Therefore, these two OCBs will preferably resulting in greater absorptive capacity, as the employees who keep informed of organizational developments while honoring their KSAs should be better able recognized, assimilate and apply new information (Cohen and Levinthal, 1990).

Gephardt and Van Buren (1996) defined organizational performance as the achievement of organizational goals in pursuit of business strategies that lead to sustainable competitive advantages.

The performance of the organization measured through the time acquired for the different movement or operation within a job, seeking new arrangement in ideal way, as well as establishing

new measurable standards, hence, creating a new approach in the management that advanced the production process (Saberri and Romle, 2015).

Thus, high performance organization is a key indicator that measures the performance of an organization, by determining how well does the organization compete, maintain its performance, by maximizing the use of its inputs, producing high quality of services, developing employee empowerment and maintains its standard of performance over the years (Isa et al., 2015; Romle et al., 2015; Shamsudin et al., 2015).

The ability of an organization to sustain the delivery of quality products and services is essential to its long-term success (Owen et al., 2001; Shagari et al., 2015). According to de Waal (2005) defined "a High Performance Organization is an organization that achieves financial and non-financial results that are exceedingly better than those of its peer group over a period of time of five years or more, by focusing in a disciplined way on that which really matters to the organization."

Thus, the definition shows that how an organization performs its operations effectively and efficiently over certain period, better than its competitors. High Performance Organization (HPO) has distinct features that differentiate a high performance organization over other organizations in certain field or industry.

Andre de Waal (2010) had introduced the five major factors of High Performance Organization (HPO), known as; (a) Management Quality; (b) Openness and Action Orientation; (c) Long-term Orientation; (d) Continuous Improvement, and; (e) Workforce Quality. He also proposed that a high performance organization can be achieves and sustains its high overall performance, through implementation of these five elements of HPO.

From his study, it was resulted that these HPO factors has direct link with the competitive performance (de Waal, 2012). The characteristics of each HPO factor are the main elements for the high achievement in the organizational performance for a longer period of time.

Moreover, Kirkman et al. (1999) defined HPO as "achievement of organizational goals in pursuit of business strategies that lead to sustainable competitive advantages" Other than that, Owen, Mundy, Guild and Guild (2001) stated that the ability of an organization to sustain its delivery of quality products and services is crucial for its long-term success.

Organizational performance is measured by testing how efficient an organization managed its operation and management. Efficiency is basically about on how an organization do the right things, instead of doing things right. Efficiency helps organization to achieve better financial performance, as improved organizational efficiency is achieved through the reduction of administrative overhead costs (Evans and Davis, 2005).

Most of the respondents were undergraduate students, which taking the First Degree, and also the

postgraduate students, which for Second Degree and Ph.D. Therefore, most of the students were well-versed with management theories and human behavior studies, as it is a part of the social sciences required to be taken by all students regardless of the course, in Malaysia.

## 2. Objectives of the study

The aims of this study are as follows:

1. To determine the relationship between Organizational Citizenship Behavior and High Performance Organization.

2. To identify which dimensions of Organizational Citizenship Behavior-Organization (OCB-O) that predicts High Performance Organization based on the view of the students in a higher education institution.

## 3. Theoretical contributions

From the theoretical contribution perspectives, this study will offer the knowledge of importance of organizational citizenship behavior among the students. This study also emphasized on the importance of achieving high performance organization through its successful factors for organizations (Quality Management, Openness and Action Orientation, Long-term Orientation, Continuous Improvement and Renewal and Quality of Employees.

Furthermore, this study will be focus on the level of understanding the relationship between organizational citizenship, especially OCB-O elements (civic virtue and sportsmanship) and high performance organization among the students.

As to the researcher's concern, there were not many studies had been done in the relation of organizational citizenship behavior and high performance organization.

Previous researches done were the relationship of organizational citizenship behavior tested with leadership (Siti, 2009), task performance, organizational justice, career advancement (Umi, 2014), work engagement and perceived organizational support (Chan, 2014).

Hence, this study will offer better understanding on organizational citizenship behavior dimensions with other elements of Organizational Behavior (OB) and Human Resource Management (HRM) studies.

Past researches done by the scholars, only emphasized on the private organizations, less to the public organizations. Therefore, de Waal (2010) had outlined six specific public improvement themes that need to be improved by the public organization in order to achieve high performance organization standards, such as increasing the quality of the workforce (de Waal, 2010), one of the theme that need to be improved by the public organizations as well.

Last but not least, this study will help to increase the number of literature on the organizational citizenship behavior and high performance

organization, as well as the understanding of the students in the topic of organizational citizenship behavior and high performance organization.

## 4. Limitations of the study

All of the respondents were students in a higher education institution in Malaysia, by using the simple random sampling. Thus, the background of education for each respondent was varied and levels of understanding were different as well.

The questionnaires were randomly distributed among the students within a period of one month. Therefore, there was a time constraint issue for the researcher, as well as to the respondents to answer each item in the questionnaire. Some respondent could not understand some items in the questionnaire, thus the researcher need to use some of the time to explain to the respondent as well, even though the questionnaire was made in bilingual (English and Bahasa).

Moreover, the respondents were only students, some with no working experience, had difficulty in understanding the context of employee engagement and commitment. The students have the knowledge and understanding in the theoretical context of the importance of employee engagement, commitment and behavior in the organization, but they have no idea on how it will affect the organizational performance, in reality.

Thus, the students are not really suitable for the study of Organizational Citizenship Behavior and High Performance Organization, but they are best candidates for this study, as the purpose of the study was aiming on the view and perspective of the students on Organizational Citizenship Behavior and High Performance Organization.

## 5. Methodology

This study is design to determine the relationship between Organizational Citizenship Behavior with High Performance Organization. The questionnaires were using the personally administered questionnaire.

According to Sekaran and Bougie (2013), the main advantage of personally administered questionnaires is that the researchers can collect all the completed short period of time. Hence, this method of data collection was chosen due to the time constraint.

Therefore, quantitative research was used to answer the relationships of the measured variables within the aim to explain, predict and control the situation (Leedy and Omrod, 2005).

Among the public universities in Malaysia, Universiti Utara Malaysia (UUM) was chosen, as it is known as the one and only Management University in Malaysia. The students were known to be well-versed with the principles of management and organizational behaviors, either for private or public sectors.

The questionnaires were distributed to the students, regardless of their level of studies (undergraduates or postgraduates) and courses they taken in the university. 201 of questionnaires were successfully retrieved, out of 210 questionnaires that had been distributed to the students in UUM. The data collected was analyzed using the Statistical Package for Social Sciences (SPSS) version 22.

The instruments used are adapted from William and Anderson (1991) and Fox, Spector, Goh, Bruursema and Kessler (2012), which comprised of 12-items to measure the importance of each elements of Organizational Citizenship Behavior towards the organizations.

On the other hand, for High Performance Organization, the instruments were adapted and modified from the previous scholars by Takeuchi, Lepak, Wang and Takeuchi (2007) and Azmi Ali (2010) The Likert Scale ranging from 1= strongly disagree; 2= disagree; 3= neutral; 4= agree; and 5= strongly agree, was employed in this research to measure the level of the understanding among the students for the purpose of this study.

## 6. Findings and discussion

This research received 95.7% response rate by the students. The number of male students who participated was 83 students (41.3%), while the number of female students who participated was 118 students (58.7%), for the purpose of the study. The frequencies of the respondents' age were 7.5% (18-20), 58.7% (21-25), 19.9% (26-30), 6.5% (31-35), 4.5% (36-40), 2.0% (41-45), 0.5% (46-50) and 0.5% (51-55).

The highest frequency for the highest academic qualification was Degree, with 47.3%. The second highest frequency was the Master, with 34.8%, while

the frequency for the Ph.D was 10.4%. Both STPM and Diploma were at the frequency of 4.5% and 3.0% respectively. The profile of the respondents is presented in Table 1 below.

**Table 1:** The profile of the respondents

Respondents' Profile		Frequency	Percentage (%)
	18-20	15	7.5
	21-25	118	58.7
	26-30	40	19.9
	31-35	13	6.5
Age	36-40	9	4.5
	41-45	4	2.0
	46-50	1	0.5
	51-55	1	0.5
Gender	Male	83	41.3
	Female	118	58.7
Highest Academic Qualification	STPM	9	4.5
	Diploma	6	3.0
	Degree	95	47.3
	Master	70	34.8
	PH.D	21	10.4

Table 2 shows the hypotheses testing between the Organizational Citizenship Behavior-Organization (civic virtue and sportsmanship) with High Performance Organization. Thus, the table tabulated the results between the variables, by determining its correlation coefficient and p-value from SPSS.

The result from Table 2 appeals that Organizational Citizenship Behavior-Organization (OCB-O) elements are indicating that there will be relationship between civic virtue and sportsmanship with high performance organization, as significant and supported.

**Table 2:** Hypotheses testing

Alternate Hypothesis	Correlation Coefficient	p-Value	Result
HA1: There is a relationship between civic virtue and high performance organization	0.278	0.000	Significant and supported
HA2: There is a relationship between sportsmanship and high performance organization	0.560	0.000	Significant and supported

**Table 3:** Multiple regression

	B	Beta	t	sig.
Civic Virtue	.232	.180	3.077	.002**
Sportsmanship	1.348	.526	8.990	.000**
R= .587	R <sup>2</sup> = .345			
F= 52.076	F Significant= .000		Adjusted R= .338	

\*\*p<0.05

\*p<0.01

Multiple regression analysis provides a mean of objectively assessing the degree and character of the relationship between the independent variables and dependent variables (Sekaran and Bougie, 2013). Thus, it will indicate the importance of each independent variable with dependent variables.

Table 3 exhibited that correlation of the independent variables against the dependent variable is 0.587 with R square of 0.345. The F statistic is 52.076 and is significant at the .00 level. Thus, this implied that 35% of the variance in high

performance organization is significantly explained and influenced by the independent variables.

Beta value is used to identify which of the two independent variables is more important to explain the variance in high performance. Table 3 shows that sportsmanship scored the higher value of 0.526, which is significant at the .01 level, while civic virtue is not significantly correlating in explaining high performance organization.

The analyses outcome indicated that all the organizational citizenship behavior-organization (OCB-O) have significant relationship with high performance organization. Overall observation shown that sportsmanship has the highest significant level of  $r=0.560$ ,  $p<0.01$ , whereas civic virtue is at the significant level of  $r=0.278$ ,  $p<0.01$ . The elements of organizational citizenship behavior-organization (OCB-O) are the main components for organizational performance, generally.

Hence, the result was in line with the empirical research by William and Anderson (1991), which stated that the elements of sportsmanship and civic virtue are the directed towards the organizational performance.

Moreover, Evans and Davis (2005) stated that elements of OCB help organizations to improve the efficiencies and increase the productivity, which supported the event tabulated in Table 3, by showing the result of high significant correlation between the two independent variables of organizational citizenship behavior-organization (OCB-O) and high performance organization.

## 7. Conclusion and recommendations

In conclusion, the elements of organizational citizenship behavior have strong and significant correlation with high performance organization. The elements of sportsmanship and civic virtue play as the main elements, which directly give positive impacts toward the organizational performance (William and Anderson, 1991). This was also supported by Evans and Davis (2005), which stated that OCBs helped to increase organizational productivity and efficiency.

In Table 2 of Hypotheses testing showed that sportsmanship received higher significant level, then followed by civic virtue. These two elements were introduced as it was believed to encourage employee engagement and commitment. When employees feel that they are a part of the organization, they will be motivated and strive for excellence and efficiency of the organization, in order to achieve the targeted organizational performance.

Meanwhile in Table 3 of Multiple Regression showed that sportsmanship scored higher than civic virtue, which resulted that sportsmanship received the value of correlation in variance in explaining high performance organization, which was significant at the .01 level. Hence, it shows that sportsmanship is an important element among all the other elements of organizational citizenship

behavior. This was agreed among the higher education institution students in Malaysia.

Therefore, it is suggested that the future researches should enhance more on the characteristics of each of the Organizational Citizenship Behavior dimensions, as the study proven that there are relationship between the dimensions of sportsmanship and civic virtue with High Performance Organization. In addition, future researchers are suggested as well to study and understand the impacts of the dimensions towards High Organization Performance framework as well.

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