HUMAN RESOURCE MANAGEMENT PRACTICES
AS A DETERMINANT OF
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR:
A STUDY AMONG BANKING STAFFS

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DECLARATION

We hereby declare that:

(1)   This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

(2)   No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3)   Equal contribution has been made by each group member in completing the research project.

(4)   The word count of this research report is 18 979.

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LIST OF ABBREVIATIONS

OCB	Organizational Citizenship Behaviour
HR	Human Resource
HRM	Human Resource Management
Maybank	Malayan Banking Berhad
PBB	Public Bank Berhad
CIMB	Commerce International Merchant Bank Berhad
ANOVA	Analysis of Variance
RSP	Recruitment and Selection Practices
TDP	Training and Development Practices
CRS	Compensation and Reward System
PAS	Performance Appraisal System
SPSS	Statistical Package for Social Science

PREFACE

This research topic is "Human Resource Management Practices as a Determinant of Organizational Citizenship Behaviour (OCB): A Study among Banking Staffs of Malaysia".

This study is conducted because in reality, Malaysia workers are less committed to their organization due to several facts, which still need to be examined further. Lack of commitment level will sometimes lead to poor performances having its effects on the organization productivity. This behaviour also leads to employees not staying within the organization for a long period.

Organizational citizenship behaviour (OCB), on the other hand, has a very strong linkage with individual and organizational performance. It can affect the effectiveness and efficiency of employees and organizations. According to researches, human resource management (HRM) practices are positively correlated with OCB. Therefore, significant relationships are expected between HRM practices and OCB.

Hence, the objective of this study is to investigate the relationship between HRM practices and OCB against Malaysia banking staffs, using HRM variables of staffing, training, compensation and appraisal. Overall, the purpose of this research is to find more in depth and detailed information on how to cultivate and manage OCB among banking staffs of Malaysia. It will be useful for researchers and HR managers to learn about the significance of these factors on employees' OCB from this study.

ABSTRACT

The purpose of this study is to develop a model of organizational citizenship behaviour based on the framework of organizational effectiveness suggested by existing researchers.

The study is specifically aimed to explore individual and joint effect of human resource management (HRM) practices on organizational citizenship behaviour (OCB) among banking staffs of Malaysia in which no other study has conducted this research before.

Data was distributed to 298 respondents via e-mail and on hand to three banks called Maybank, Public Bank, and CIMB Bank. Independent t-Test and One-way ANOVA were used to find the association between demographic factors and OCB. It was found that, other than gender, all demographic characteristics had caused significant variations in OCB.

Pearson Correlation analysis was used to investigate the relationship between various HRM practices and OCB while Multiple Regression analysis was used to find out the joint effect of various HRM practices against OCB.

It was found that all HRM practices used in this study have positive effects on OCB. Some practices have a weaker effect in comparison to other practices against OCB whereas some practices show a strong correlation with OCB. Overall, the results of this research have been discussed and the recommendations for organizations have been suggested at the end of the study.

CHAPTER 1: INTRODUCTION

1.0　Introduction

Extra-role behaviour (Morrison, 1994) also called Organizational Citizenship Behaviour (OCB) is critical for organizational effectiveness (Organ, 1988; Bateman & Organ, 1983). It is a concept that most of the organization wishes to have. However, only few of them can actually achieve it (Wengrzyn, 2003). An organization's ability to cultivate and to manage citizenship behaviour among employees can be a key asset for the organization (Bolino & Turnley, 2003). These key assets can potentially become the source of the firm's competitive advantages as it is not easily achieved or imitated by others.

Bolino and Turnley (2003) suggested, towards cultivating employee's citizenship behaviour, strategies to satisfy employees are needed. Hence, organizations, in practice, tend to implement a range of human resource management (HRM) practices to elicit citizenship behaviour among their employees. Therefore, we aim to examine linkages between various HRM practices and OCB. This study's main intention is to look into the relationships among various HR practices with OCB.

In this chapter, we will discuss the background, problem statement, objectives as well as research questions of the study. Next, hypotheses, significance and chapter layout that were related to the study will also be included in this chapter. Finally, a conclusion on this chapter will be made.

1.1   Background of Study

1.1.1   Organizational Citizenship Behaviour

In 1983, Bateman and Organ had introduced the "citizenship" term as "behaviours that include any of those gestures that lubricate the social machinery of the organization but that do not directly appear in the usual notion of task performance" (p. 654). Although OCB did not have a very old history, its roots can be found as early as in 1938 by Barnard (1938) who discovered that for organizational goals to be achieved, employees must have the willingness to make an effort in contributing to the cooperative system.

Both Katz (1964) as well as Katz and Kahn (1966) discovered the success of the functioning of an organization must be coupled with the constructive and cooperative behaviours that are beyond the traditional job requirements, similar to the discussion which had taken place among Lester, Meglino, and Korsgaard (2008). Therefore, three fundamental behavioural types which were crucial to an organization to ensure survivability as well as well-functioning had been highlighted by Katz (1964). According to him, (i) people need to be persuaded to go into and to remain in the organization, (ii) it is a must for them to conduct given role assignments with that of a reliable manner, as well as (iii) activities which were of spontaneous and innovative must be present so that objectives of the organization which go beyond the specification of role can be achieved.

The third type of the fundamental behaviour suggested by Katz (1964) seemed to be describing OCB. Katz (1964) further stated that, sometimes, situations like environmental changes in an organization, human resource variability, as well as diverse conditions that take place in the operations may happen. These situations were situations that organizations failed to foresee.

Hence, organizations may not in time to take the necessary actions needed. Therefore, innovative and spontaneous behaviours is a must have behaviours for employees to overcome such circumstances on time and to ensure that the organization's functioning is effective (Organ, 1988).

To emphasize importance of such behaviours, Katz (1964) further argued "If the system were to follow the letter of the law according to job descriptions and protocol, it would soon grind a halt" (Katz, 1964, p. 133). Hence, Smith, Organ and Near (1983) had paid attention to the last type of behaviour portrayed by Katz (1964) which was the "innovative and spontaneous activity" in which they then refer them to as "actions not specified by role prescriptions which nevertheless facilitate the accomplishment of organizational goals" (Katz, 1964, p. 132).

With the introduction of OCB to the literature, OCB review had been extended by Organ (1988, p.4) in which he defined OCB as "individual behaviour that is discretionary, not directly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization". From this definition alone, three necessary OCB characteristics were obtained.

For the first characteristic, in nature, OCB is discretionary in which it exceeds the existing job demand. This is very different from the written contract which stated the formal job description among organization with employee and at the same time, stated employee is not confined to any pursue of OCBs in the organization. Instead, it depends on employees' willingness to show such behaviours in which such behaviours were not induced by any of the direction given by supervisor (Smith et al., 1983).

Second, reward system does not formally or directly, recognized OCB. Although engaging in OCB might contribute to some increase in the salary or being promoted through boss's recommendation, the contract terms did not promise such rewards (Organ, 1997).

For the third characteristic, for an organization's functioning to be efficient and effective, OCB as a whole can encourage it. This characteristic had been clarified by Organ (1997) with the example of lending a hand to a co-worker. He pointed out that by helping a co-worker, it might contribute to employee's dysfunctional condition. However, in the situation where many employees repeatedly engaged in this kind of behaviour, the effectiveness of an organization can be enhanced.

Finally, Human resource management (HRM) practices were among the key organizational factors that are associated with OCB (Werner, 2000). Begum, Zehou, and Sarker (2014) investigated the relationship between recruitment and selection practices with OCB of commercial banks in China. They concluded that recruitment and selection were positively related to OCB similar to other HR practices of performance appraisal (MacKenzie, Podsakoff & Fetter, 1993), training and development (Noor, 2009) as well as compensation and reward system (Deckop, Mangel & Cirka, 1999) which had also been identified to have a positive association with OCB. All in all, HRM practices' implications were quite profound in the OCB articles.

1.1.2 Banking Industry of Malaysia

The term "financial institution" encompasses a broad range of institutions such as retail banks, commercial banks, investment banks, and others. Banking sector is critical for the economy of Malaysia in which Business News (2013) stated that Malaysia's banking system and banking sector had an important role to play in facilitating Malaysia towards achieving the goal of becoming a high-income nation that serves as a backbone for Malaysia's future economy. Therefore, the financial institutions of Malaysia were crucial to the growth of economy of Malaysia as they would act as the nerve centre for Malaysia economy (Oreoluwa & Oludele, 2010).

The banking industry of Malaysia is in transformation stage. This is particular true in which technology is seen to be continuously transforming, the banking sector deregulation in Malaysia was opening-up to international competition (Hawkins & Mihaljek, 2001), while transformation is taking place from individualized jobs and strict hierarchical structures toward work structure based on autonomous team (Ahmad, 2011). These were the major forces that lead to changes in banking industry.

Regarding the deregulation issue, the banking industry of Malaysia is facing deregulation and globalization ever since 2000 (Bank Negara Malaysia, 2000). In the process of deregulation, limitation imposed on free market economy against banking sector had been abolished (Lewis & Davis, 1987), leaving banking sector with the opportunity to move towards free market economy. Hence, international banks were allowed to penetrate into Malaysia' banking sector, bringing great competition to the market (Cha, 2012).

With new business environment, there is a need for Malaysia's local financial institutions to adopt new technological equipment, develop new services or products, compete among both local and international firms operating in Malaysia as well as the need to have team-based work behaviour developed among the employees (Sofiah et al., 2013). According to Ilgen (1999), for banking industry of Malaysia, importance must be placed on employee's initiative and cooperation at work place so that organizations can obtain competitive advantages over their competitors.

Ilgen (1999) further stated that it is crucial for Malaysia's banks to train its workforce to work effectively in the challenging environment (Ahmad, 2011). This is because, to be rated as best performer, financial institution need to own large number of customers as the superiority of their performance is mostly being evaluated based on their ability in retaining customers. Therefore, it is essential for Malaysian's bank to provide excellent customer service to its customers in order to avoid customers from shifting to its competitor that offer them a better service (Sofiah et al., 2013).

However, developing a good customer service is not easy to achieve. This is because it lies in the role played by the employees as the employees were closely associated with the quality of customer service of a bank. They were the ones who delivered services directly to the customers and they interacted most with the daily customers (Bolino & Turnley, 2003). Therefore, employees not only need to practice their in-role duties in the organization, they must also own the willingness to contribute extra efforts to enhance the performance of organization's operation, at the same time, maintaining the image of the firm (Podsakoff & MacKenzie, 1994). The extra efforts played by them were crucial in determining the reputation of the firm as a little mistake did by them will directly affect the reputation of the firm.

As a result, the behaviour of the employees was crucial for any financial institution operating in Malaysia because competitive advantage can be developed from employees that can assist financial institution to stand strong in the banking industry of Malaysia (Chonko, Howell, & Bellinger, 1986).

1.2 Problem Statement

Employees' behaviour is crucial for any financial institution whereby a bank's ability to cultivate better behaviour among their employees can become firm's competitive advantage.

However, based on the latest statistic shown in The Edge Malaysia (contributed by Surendran, 2014), employees commitment in Malaysia is below the global average. Only 28 percent of surveyed Malaysian workers stated that they were totally committed to their employer. As the global average of employee commitment level was of 31 percent out of 31 countries, they therefore concluded that employees' commitment level among Malaysian worker (28 percent) is below global average (31 percent).

On top of that, there were also 37 per cent of Malaysian workers admitted that they were less loyal to their employers and possessed an intention to leave their employer or firm in a near future. The reason was highly due to employers did not provide them with better salary and benefits as stated by 71 percent of Malaysian survey participants (Kelly Global Workforce Index Report, 2014).

Regarding the above issue, Kelly's Services Managing Director of Malaysia (2014) suggested that it is crucial for employers to develop a strategic practices and system in order to increase employees' commitment in their firm. At the same time, employee's commitment level can be enhanced and this may increase the possibility in retaining employees for a longer term. The managing director further stated that it is crucial for firm to understand that salary and benefits, training, continuous learning, as well as career advancement had high level of importance to employees as most of the employees are hunger for improvement as well as better benefit.

In conclusion, the managing director stated that a better organizational practices and system were important to firm because practices such as training will make their employees smarter and better at their jobs (enhance commitment), a better compensation system will make their employees less likely to leave (retain employee) whereas a fair appraisal system will encourage employees to act in a good faith (better behaviour) (Surendran, 2014). Thus, both researchers and Kelly service managing director of Malaysia agreed that employers and employees should achieve a better consensus through this reciprocal system because both parties can benefit from it.

1.3   Research Question

From above discussion, we are now pondering at some question.

(1) Whether HRM practices stated by researchers and Kelly service managing director can help financial institutions of Malaysia to cultivate citizenship behaviour among employees?

(2) Which HRM practice is the most critical in cultivating citizenship behaviour among banking staff of Malaysia?

1.4   Research Objective

This study intent to carry out an investigation to examine the relationship among HRM practices and OCB, as OCB can contribute towards organizational effectiveness. This study's aim is to examine whether similar relationship among HRM practices and OCB could occur among Malaysian workers. This study tends to focus mainly on workers who work in banking industry because banking industry had been seen as an important industry for future economy of Malaysia.

1.4.1 General Objective

This study's general objective is to examine the relationship among various HRM practices and OCB of banking staffs in Malaysia.

1.4.2 Specific Objective

In depth, the HRM practices would appear more specifically in forms of recruitment and selection, training and development, compensation and reward system, as well as performance appraisal system to investigate the implication of various HRM practices toward OCB among the banking staffs of Malaysia.

1.5 Hypotheses of Study

In this research, OCB is dependent variable while recruitment and selection, training and development, compensation and reward system, as well as performance appraisal system will be the independent variables. Hypotheses of this study had been formed below:

1.5.1   Hypothesis One - Recruitment and Selection Practices

Null Hypothesis (H0): Recruitment and selection does not have significant relationship with OCB.

Alternate Hypothesis (H1): Recruitment and selection has significant relationship with OCB.

1.5.2   Hypothesis Two - Training and Development

Null Hypothesis (H0): Training and development does not have significant relationship with OCB.

Alternate Hypothesis (H1): Training and development has significant relationship with OCB.

1.5.3   Hypothesis Three - Compensation and Reward System

Null Hypothesis (H0): Compensation and reward system does not have significant relationship with OCB.

Alternate Hypothesis (H1): Compensation and reward system has significant relationship with OCB.

1.5.4   Hypothesis Four - Performance Appraisal System

Null Hypothesis (H_0): Performance appraisal system does not have significant relationship with OCB.

Alternate Hypothesis (H_1): Performance appraisal system has significant relationship with OCB.

1.5.5   Hypothesis Five – HRM Practices

Null Hypothesis (H_0): The relationship among human resource management practices and OCB are negatively correlated.

Alternate Hypothesis (H_1): The relationship among human resource management practices and OCB are positively correlated.

1.6   Significant of Study

OCB is a relatively new concept in the research of work organization and their employees. On top of that, most of the previous studies were conducted in either advanced or developed countries. There were only little studies conducted in developing countries.

Gautam, Dick, Wagner, Upadhyay and Davis (2005) stated that citizenship behaviour within an organization may vary according to the changes in geographic context, in which such performance was enacted differently in different cultural contexts which make the requirement to be a good citizen varies among culture. On the other hand, citizenship behaviour may also vary across different industries. Therefore, there were other potential research areas on similar research that can be carried out, for instance, research regarding people who perform other jobs or in other sectors and perhaps other geographical area or in developing countries.

As previous studies of OCB in Malaysia mainly focused on institution of higher learning, hence, we yearned to see whether a comparable relationship among HRM practices and OCB of employees in banking industry of Malaysia can also be established.

Besides, this study will adds evidence to the existing research on developing country and comparisons can then be made between developing countries and developed country. Lastly, findings from the study will be very valuable to administrators and managers of financial institutions as it will help them to see the importance of HRM practices in their firm.

1.7   Chapter layout

This study contains five chapters. Chapter one is an introductory which covers this study's background, problem statement, research questions, hypotheses, significant, outline and research objectives.

The following chapter, literature review, is the review of the relevant literature on this research topic. The literature review covers the introduction of the chapter, definition of organizational citizenship behaviour, recruitment and selection, training and development, compensation and reward system, as well as performance appraisal system. Besides, there will also be explanation on the relationship between variables and relevant hypotheses. Next the proposed conceptual framework of this study will be formed.

Chapter three is on the discussion of this study's research methodology. The research methodology will covers research design, data analysis, data collection methods, sampling design, research instrument, validity measurement as well as data collection framework.

When it comes to chapter four, the result of this study which has linkage to research questions and hypotheses will be revealed. There will also be research analysis's descriptions in this chapter. Results will be demonstrated in statistical format with the help of SPSS software in order to contribute to the empirical evidence of this study.

Chapter five is about the findings and discussion of the study. Under this chapter, this study's statistical analysis overview as well as discussion on

major finding will be presented. We will also include the implications and limitations of this study here. Lastly, our recommendations will be covered in this chapter along with the conclusion of this study.

1.8   Conclusion

Overview on research background as well as problem statement was provided in order to enhance reader's understanding before we go deeper into the subject matter. As this chapter had covered the objectives, questions, hypotheses and also the significance of this study, therefore, the literature review, methodology, result, discussion as well as conclusion of this study will be presented in the following chapters.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

There are three major sections under this chapter: literature review, relationships among the variables, and the development of conceptual framework of this study. Under the first section, the definitions of terms including performance appraisal system, training and development, recruitment and selection, compensation and reward system, and OCB will be explained briefly by reviewing relevant literatures. In the second section, the relationships among the variables will be explained and clarified using a number of past research studies that were relevant to this study. This chapter will ends with conceptual frameworks and the presentation of the hypotheses formulated for this study.

2.1 Review of Literature

2.1.1 Organizational Citizenship Behaviour (OCB)

Concise Oxford Dictionary (1982) defines citizenship as the position or status of being a citizen of a particular country or perhaps a particular city. As such, Wengrzyn (2003) had used the above definition of citizenship to explain the term "organizational citizenship".

Wengrzyn suggested in order to understand fully where the concept of organizational citizenship was derived from, first and foremost, we must view an organization as a little city with the assumption that the employees of the organization is similar to the citizens of that city. With that view in mind, the little city citizens (employees) would want the city (organization) to be the best city in which these citizens (employees) will have interest against that city (organization) and wanting it to be clean, friendly and prosperous.

What Wengrzyn (2003) was trying to illustrate is to look at an organization from the perspective of an organization being a city and wanting the employees to feel closely connected to the city is organizational citizenship, or from a perspective that the employees have whereby they widen their behaviours beyond their normal duties in a given job. Thus, Wengrzyn (2003) concluded that how the individual employee views the company and how the employees associate themselves with it determine OCB.

As mentioned in previous chapter, Organ (1988) defines OCB as "individual behaviour 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" (p.4). There are three essential dimensions of OCB constructed in the definition which were (i) discretionary, (ii) related formal rewards which were of non-existence, and (iii) its input to the effectiveness of the organization. Out of the three, both dimensions of "discretionary" as well as "related formal rewards which were of non-existence" had been marked most by the critics (e.g., Morrison, 1994; MacKenzie, Podsakoff, & Fetter, 1991).

The definition of OCB as defined by Organ (1988) had been criticized by Morrison (1994) on the basis that Organ emphasized on discretionary feature.

Morrison further stated different employees can own different perspectives regarding their job obligations when it comes to defining the borderline between what is in-role behaviour (core task performance) and extra-role behaviour (OCB). Morrison (1994) found that some employees may perceive "coming to work early" as extra-role behaviour while some may perceive it as in-role behaviour.

Morrison (1994) highlighted in her study, out of 20 OCB items stated by Organ, most of the respondents had perceived 18 items to be of in-role behaviours instead of what they supposed to be, extra role behaviour as perceived by Organ. Therefore, the way an employee defines his or her job determine their engagement in OCB. With this, Morrison had defined OCB from her stand point as "ill-defined and varies from one employee to the next and between employees and supervisors" (p. 1561).

To acknowledge the disapproval made by Morrison (1994), Organ (1997) emphasized that in his initial OCB definition that sounds "jobs have moved away from a clearly defined set of tasks and responsibilities and have evolved into much more ambiguous roles", nowadays, in the modern work structure, there were of more self-governing work structure where the roles and function of an employee might have not been defined clearly. On top of that, jobs of an employee can be defined as whatever the workplace requires. Therefore, it is not easy to define what is discretionary. On this ground, Organ (1997) had decided not to give any remark regarding the extra-role behaviours as mentioned by Morrison in 1994.

Reward subject was another criticism pertaining to OCB construct. MacKenzie *et al*. (1991) had stressed that money may be rewarded to some acts of OCBs, making these acts look like they were of in-role performance elements. Organ (1997) recognized the rightness of this criticism and had

come to a conclusion, "of the three essential conditions for OCB, we are left with only one condition that is OCB contributes to organizational effectiveness" (p. 89).

Therefore, Organ (1997) had redefined OCB as "contributions to the maintenance and enhancement of the social and psychological context that supports task performance without referring to the OCB characteristics of extra-role, beyond the job and unrewarded by the system" (p. 91). This OCB definition typically refers to the behaviours that were unable to be described formally in employee's job description. However, it can bring impact towards organization effectiveness. There were five OCB dimensions stated by Organ (1997) inclusion of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These dimensions mostly refer to employee behaviour that contribute to the effectiveness of the organizational functioning.

The redefined definition, "supports task performance" was supported by Williams and Anderson (1991) findings. Both of them discovered that a proportion of the organizations and employer had viewed citizenship behaviour as a less essential job function when it comes to comparing with core task or in-role performance. The reason behind this discovery was that organization felt if staffs were to demonstrate high degree of citizenships performance and low degree of performance in their core task or assigned jobs, this would appear to be inappropriate. This finding was similar with the finding of Werner (1994).

Werner (1994) found that when there is a weak employee's core task performance, the ratings of supervisor are impossible to be affected by their strong degree of citizenship behaviour. In contrast, as the employee's performance on core task performance becomes greater, the weightage on

their citizenship behaviours had seen to become more important when employee's overall performance was rated by supervisor. Therefore, both of their result clearly shows that citizenship behaviours were part of organizational performance. However, they were not the sole element or the most critical element that affects the performance of organizational.

Although abundance of research found that OCB is not an essential job function for organization, however, in real life, organization such as Southwest Airline had proved that OCB is essential for an organizational effectiveness, and can perhaps contribute towards organizational survivorship (Werner, 2000). Hence, most of the organization, in practices, still put significant efforts to cultivate such behaviour among their employees. Organization tends to implement a range of HRM practices to elicit citizenship behaviour among their employees as they believe it is extremely important to have employees who are willing to behave like what the Southwest's employees achieved (Bolino *et al*., 2003).

2.1. 2 Human Resource Management Practices

Researchers had clearly defined HRM concept in various ways. Quresh, Akbar, Khan, Sheikh and Hijazi (2010) defined HRM as "the policies and practices needed to carry out the people or human resource aspect of a management position including selection, training, performance appraisal, compensation, and encouraging employee participation in decision making" (p.1282). Therefore, Quresh et al. (2010) stated that employees can be influence to take part in making decisions concerning organization through effective HRM practices (Wright & Kehoe, 2008).

Besides, Shahnawaz and Juyal (2006) stated that "HRM involves all management decision and practices that directly affects the people or human resources who work for the organization" (p.171). Therefore, they highlighted HRM as "the overall philosophy about the organization and how people should be managed and is not merely limited to certain specific functions where HRM focuses on congruence and commitment instead of compliance and control" (p.177).

A total of five HRM practices had been utilized by Khan (2010) in investigating the consequences that HRM practices had on the performances of Pakistan's workers and organization. Recruitment and selection, performance appraisal, training and development, employee relations as well as compensation and rewards were the five HRM practices used by Khan. In addition, Huselid (1995) had also examined eleven HRM practices that consist of training methods, performance appraisal, recruitment and selection, incentive based compensation system as well as several more practices in his study. From both studies of Khan (2010) and Huselid (1995), the practices of training, performance appraisal, compensation and reward, as well as recruitment and selection had been included. As such, it can be seen that those HRM practices were quite profound in majority of the literatures.

2.1.2.1   HRM Practices and OCB

Acquaah (2004) highlighted the reason behind HRM practices was to develop employees' skills and abilities, at same time, to enhance employees' motivation and to increase the retention of valuable employees (Snell & Dean, 1992). This researcher further stated that HRM practices can be viewed as an investment in human capital in which organizations can gain

competitive advantage by investing reasonable fund in HRM practices (Collins & Clark, 2003; Huselid, 1995).

Morrison (1994) stated that HRM practices and OCB were significantly related to each other and these practices will lead to higher levels of OCB. Similarly, Chandrakumara (2007) also stated that organizations can decide various HRM practices as well as policies that match employees' preferences which might benefit them in a way that it can help to develop OCB among their employees. With this, the relationship between HRM practices and OCB constantly become a major research stream (Delery & Doty, 1996).

Wei et al. (2010) stated that high performance of HRM practices inclusion of extensive training, participation and communication, as well as incentive compensation may help employees in showing their willingness to engage in extra-role (OCB) behaviours which were beneficial for their organizations. Similarly, Baptiste (2008) also found that positive attitudes and extra-role behaviours (OCB) of employees can be promoted through effective implementation of HR practices which in turn help to shape the culture and work environment of organization, strengthens positive attitude of employee towards organization as well as increases effort levels of individual that are in best interest of the organization (Noor, 2009).

2.1.2.2 Proposed Hypothesis:

Null Hypothesis (H0):

The relationship among HRM practices and OCB are negatively correlated.

Alternate Hypothesis (H1):

The relationship among HRM practices and OCB are positively correlated.

2.1. 3 Recruitment and Selection Practices

Recruitment refers to the process of searching people for the purpose of employment and attracting people to seek jobs with the organization (Flippo, 1984). Selection on the other hand refers to the decision making process related to staffing activities which consist of several activities including putting right people on right position (Shahzad, 2011). The process of selection most of the time begins with candidates' preliminary interview and is completed once the employment contract take place (Mello, 2011).

Generally, recruitment and selection process concerned with staffing process that involve recruiting applicants as well as selecting prospective employees. For HRM of an organization, this process is a key strategic area. The type of individual employed will determine the performance of an organization. Therefore, the strategies used as well as decision made in the staffing process will bring direct consequences to an organization's triumph (Mello, 2011). This is especially true for firms which were in the service sector, e.g. bank, whereby employees are important in ensuring the success and survivability of the bank.

Bolino and Turnley (2003) suggested that "certain individuals may be more predisposed towards OCB than others" (p.64) and "organization may be able to identify such individual during the recruitment and selection process" (p.65). With this suggestion, recently, organization can be seen to be putting efforts to move towards such direction. Organizations tend to search for individual who are more predisposed towards citizenship behaviour. Interestingly, some organization tends to discriminate disabled individual who can carry out the job's necessary functions but may not disposed towards citizenship behaviour. Hence, in order to avoid such discrimination, Werner (2000) suggested that it is important for the organization to list out what are the essential functions of the jobs in order to separate the important function of the job from secondary or non-essential function.

Therefore, the root for the function of recruitment and selection should be of job analysis (Cardy & Dobbins, 1992; Gael, 1983). This is because job analysis's information is crucial for selection process decision making in which it helps HR manager in selecting the right person with the right skills and abilities that matches the current condition of the organization. However, most of the job analysis focuses mainly on the work performed by employees that are directed towards capturing the task performance, for instance, on the specific tasks, instead of on wider attributes of employees (Gatewood & Field, 1998). Obviously, it is essential to have such efforts; however, at times, this may appear to be too narrow in focus (Offerman & Growing, 1993).

As the modern organizations work structures nowadays had shifted away from centrally controlled and individualized structure to self-governing and team-oriented structure, it is then assumed that there were changes on the nature and context of job analysis (Werner, 2000). With this assumption, Orr, Sackett, and Mercer (1989) discovered that majority of organization's managers nowadays focus on capturing both task performance and OCB rather than just focusing solely on task performance in the process of hiring.

However, Schmidt (1993) had criticized the creation of OCB by arguing that such behaviour was not present in job analysis which had led to the sense that such behaviour is less important to the organization and are not important criteria in the hiring process. There is no expansion upon job analysis although OCB construct is added (Borman & Motowidlo, 1993).

Werner (2000) also argued that if there is a perception that performance is made up of task performance as well as OCB, then expansion must be made on job analysis as well in order to show that the OCB is one of the important performance criteria that need to consider in hiring process. However, if OCB does not exist in job analysis, it will create a sense that it is a non-essential job function. Werner (2000) further argued that if OCB can lead to overall organization's effective functioning (Organ, 1997; Podsakoff *et al*., 1997), then greater efforts to have job analysis being included with such behaviour must be made by researchers. Werner (2000) suggested that the efforts to include OCB in the job analysis are more important than the labels that were used to identify OCB.

2.1.3.1 Recruitment and Selection with OCB

Figure 2.0: Review of Theoretical Framework
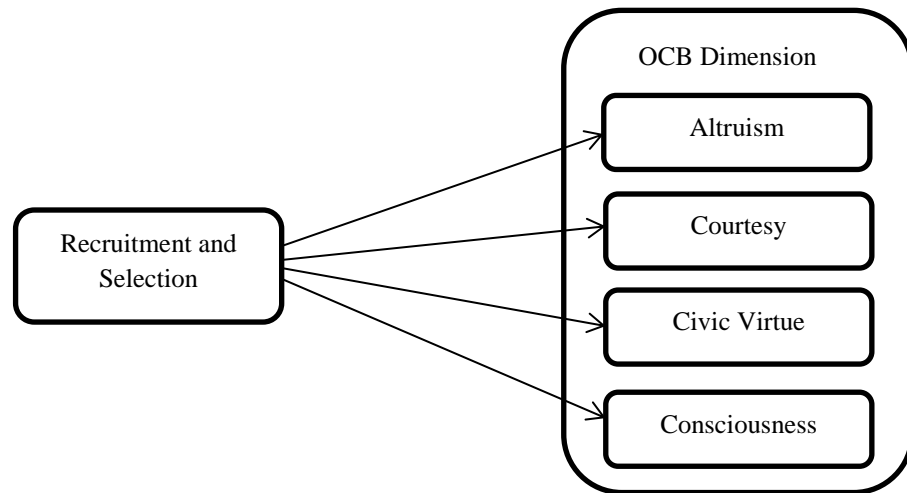
Begum et al. (2014) had studied the relationship between recruitment and selection and OCB in banking industry. They intend to explain how recruitment and selection influence the four OCB dimension of altruism, courtesy, civic virtue and consciousness.

Begum et al. (2014) stated that organization should not include negative factor such as discrimination in the process of recruiting and selecting a new employee as these negative behaviour will lead to dissatisfaction among employee and potentially discourage employees to elicit OCB.

In contrast, a positive behaviour in the recruitment and selection process will help organization to choose and to select the best talented employees that suited the organization most. Therefore, an organization that practices

positive recruitment and selection will mostly be positively related to OCB (Noor, Khalid, & Rashid, 2013).

Begum et al. (2014) further argued that organizations should design their own selection and employment procedure in a way that can help organization to eliminate applicants who were of less motivated to work with the organization. Thus, Begum et al. (2014) concluded that recruitment and selection is significantly correlated with OCB and the critical way to elicit OCB among employee was to hire the right person.

2.1.3.2   Proposed Hypothesis:

Null Hypothesis (H$_0$):
Recruitment and Selection do not have significant relationship with OCB.

Alternate Hypothesis (H$_1$):
Recruitment and Selection Practices have significant relationship with OCB.

2.1.4   Training and Development Practices

Training is gained of knowledge and skills which can be used instantly (Kraiger & Ford, 2007). Development on the other hand refers to continuous learning and enhancement of employees' skill and knowledge in effort to overcome challenges posed by the external environment to the organization (Garavan, 1997). If employees were perceived as organization's human

assets, then the continuous investment on human assets will be the training and development. This investment was known as the most significant investments that an organization can invest in (Mello, 2014).

In fact, encouraging employee to take initiative or to perform citizenship has always been an issue in selecting the right candidates. The idea behind this is to employ those who were brought up or inherited with the tendency to demonstrate citizenship behaviours. If an individual or an employee are lack of motivation to engaged in this type of behaviour, a formal training efforts held by the organization against this group of people will be of less effective (Wexley & Latham, 1991) as their motivation to engaged in citizenship is low (Organ, 1990; Rigdon, 1993).

However, if an individual or an employee's possess high degree of motivation to serve organization or in the event they yearn to carry out their task beyond the job requirements, therefore a formal training provided by the organization against this group of people can potentially motivate them to exhibit higher OCB (Organ, 1990; Rigdon, 1993).

The study by Rigdon (1993) had explained the linkage between motivation level of employee and citizenship behaviour engagement. He highlighted that training enabled average performer employees to capture an organization's work as well as social habits by transforming them to become superior performers. Therefore, training and development program is key practices that may help organization to cultivate OCB.

According to Kelly and Caplan (1993), "taking initiative" dimension plays an important role in differentiating the average performer from superior performer among a group of engineers. In Kelly et al. (1993) study, the

organization had provided training for the average engineers performer by aiming to train them up to the standard of superior engineers.

The training provided has covered "technical competence" and "taking initiative" dimensions which involve both core task performance and citizenship performance, respectively. The surprise is that, after training, the average engineers who had undergone training were two times more generative than a group of non-participants average engineers. Kelly and Caplan (1993) further stated average performers were distinguished from superior performers mostly with regards on their citizenship performance whereby training and development programme is a key practice to activate their citizenship performance. Therefore, training and development is seen to be playing a major role in affecting employee to engage in citizenship performance.

Based on the above discussion, the interplay between selection and training had been clearly shown. The linkage between selection and training were highly needed. As such, the organizational selection systems must design to some extent of precision in order to predict and to bring about employees that have the tendency to elicit citizenship behaviours. Although organization had been selecting the right people that may have higher tendency to engage in citizenship behaviours, but those people may not perform this type of behaviour due to the fact that they do not know the work setting and social habits of the organization.

Hence, training would still be needed in order to encourage such behaviours within the organization. Therefore, OCB will only be formed among people within an organization if a true interaction between organization and their employees had been communicated clearly. Without a clear interaction and communication among them, high degree of citizenship performance may not

take place, unless training plays its role in cultivating citizenship performance among the employees.

According to Organ (1988), the work structure of an organization had been redesign in which the practice of strict structures of hierarchy along with individualized jobs had been shifted toward a structure emphasizing on autonomous team-based. This means that there will be wider responsibilities of job requirement in which in self-managed teams, employees need to bear heavier responsibilities and put in more effort to enhance their interpersonal skills. These skills are important as it may help employees to manage conflict, develop teamwork and also to collaborate with one another (Mello, 2011). With this, training and development had become even more important especially in the current business environment (Boselie, Dietz, & Boon, 2005).

Training had eventually being viewed as critical practice for the firm especially for service-based firms (Blackburn & Rosen, 1993). The success of service-based firm was highly dependable on the role played by the employees. There is a need for employees who were willing to take initiative to develop for example, a spontaneous act which may help others or their team members to complete work in a more effective way (Long, 1990; Verespej, 1990). Therefore, it is crucial for service-based firm to invest significant amount of resources in training their employees to work effectively and more importantly to develop a good culture and better behaviour within the organization (Bernard et al, 2013).

2.1.4.1 Training and Development with OCB

Figure 2.1: Review of Theoretical Framework
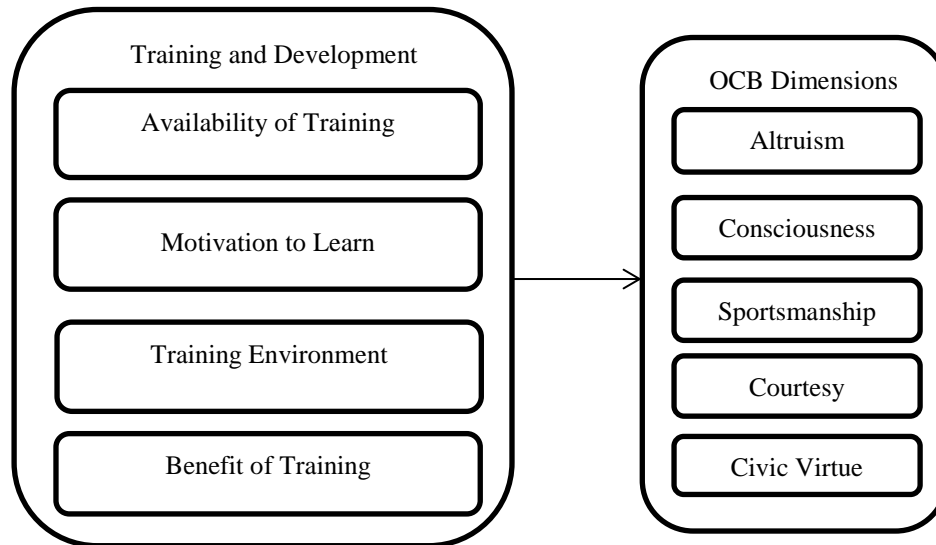
Adapted from: Ahmad (2011)

Werner (2000) stated that it is nearly impossible for an organization to be able to hire an employee who had naturally possessed citizenship behaviour. Hence, Ahmad (2011) suggested that organization can have their employees motivated to bring about more citizenship behaviour through training and development. He then concluded that the key practice to encourage OCB was training and development because it is key practice that generates plenty of benefits for the overall employees and organization.

Figure 2.2: Review of Theoretical Framework
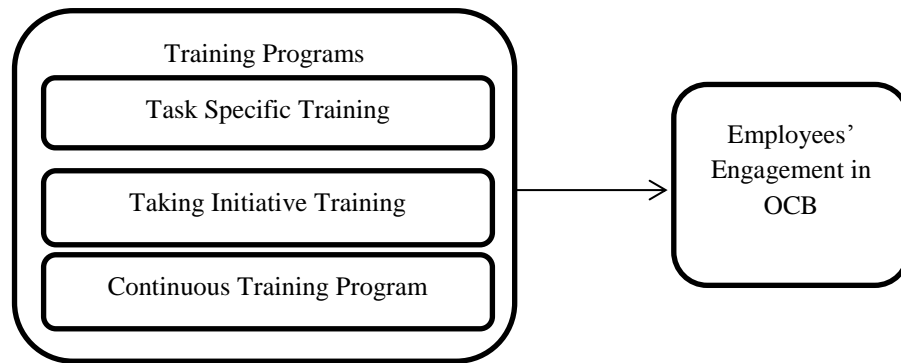
Adapted from: Kelly and Caplan (1993)

Besides, Kelly and Caplan (1993) also stressed that training programs should be provided to employees by the organization so that the performance of team and organizational level can be raised. They also stated the difference between well-trained employees and non-well-trained employees in which well-trained employees often perform tasks beyond the call of duty.

At the same time, Bolino and Turnley (2003) had carried out almost the same study by concluding significant relationship was found among training and development with citizenship behaviour. Result shows that Bolino and Turnley's (2003) finding were consistent to Kelly et al. (1993) and Ahmad's (2011) findings. All of them found that the likelihood for organization's citizenship level to increase is through training and development program as this program will enhance employees' confidence, satisfaction and comfortableness.

2.1.4.2 Proposed Hypothesis:

Null Hypothesis (H0):

Training and development do not have significant relationship with OCB.

Alternate Hypothesis (H1):

Training and development has significant relationship with OCB.

2.1.5   Compensation and Reward System

Compensation is a key strategic area, impacting organization through ability of employer to attract and retain employees as well as in ensuring optimal performance level from employees to have organization's strategic objectives being met (Mello, 2014).

Wilson (1995), an expert in compensation, did not agree on strong connections individual performance with pay. Organ (1988) too did not agree on this, but later, he had lost the argument to MacKenzie et al. (1991) by acknowledging MacKenzie et al.'s correctness on the relationship among reward and citizenship behaviour. With this, compensation and reward system is then seen as a key factor which may help organization in cultivating employees' citizenship behaviour.

According to Cloninger, Ramamoorthy, and Flood (2011), to cultivate such behaviour, organization should develop reward systems which promote cooperation instead of competition. Truthiness of this statement was

supported by several researchers inclusion of Baron and Kreps (1999), Cox (1993), Milkovich, Newman and Gerhart (2010), as well as Selvarajan and Cloninger (2009) by stating characteristics of a reward system can influence employees' performance, ethical judgement, behaviours and tendency to help others.

However, different researcher has different perceptions on how organization should design their reward system. Agency theory suggested that organizations should reward behaviour that have higher possibility in benefiting organization with incentives so that individual behaviours can be aligned with organizational goals (Jensen & Meckling, 1976). This statement was compatible to equity theory, which stressed on relationship among individual effort and reward must be of the same portion (Adams, 1965).

In most compensation literatures, concept of pay for performance is from equity theory as stated by Adams (1965). According to Ashkanasy, Windsor, and Trevino (2006), employee behaviour can be influenced through organization rewards for desirable behaviours and punishments for undesirable behaviours. Moreover, employees may have low job performance or they may leave the organization if they perceive the rewards to be of lack of equity.

Distributive justice is about equality, in this case, equal division of rewards between group members with regards on their group performance or department. In the event rewards are of group performance based, employees were of higher percentage to involve themselves in cooperative behaviours that can bring benefit to the group.

In contrast, if reward is on individual performance, competition will take place more than cooperation among the employees (e.g., Baron and Kreps, 1999; Cox, 1993). With this, individual based performance rewards may lead to employees not practicing positive citizenship behaviours because to them, helping others to perform may prevent themselves from career growth or potential rewards (Bergensen, 2007). Thus, organizations must have a great understanding in promoting cooperation behaviours.

2.1.5.1   Compensation and Reward System with OCB

Figure 2.3: Review of Theoretical Framework
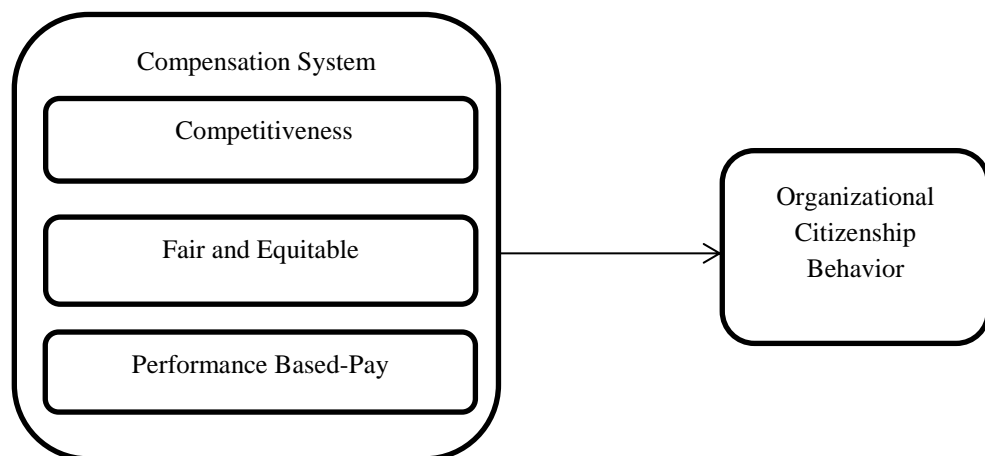
Adapted from: Ahmad (2013)

According to Ahmad (2013) there were several reasons that lead high compensation to higher organizational citizenship. High compensation may lead employee to feel that organization does value them, thus, enhancing their self-worth and feeling that they are important to the organization. With this, employee may put extra effort in doing their job, leading them towards OCB. Hence, among compensation and OCB, positive relationship can be found.

Figure 2.4: Review of Theoretical Framework
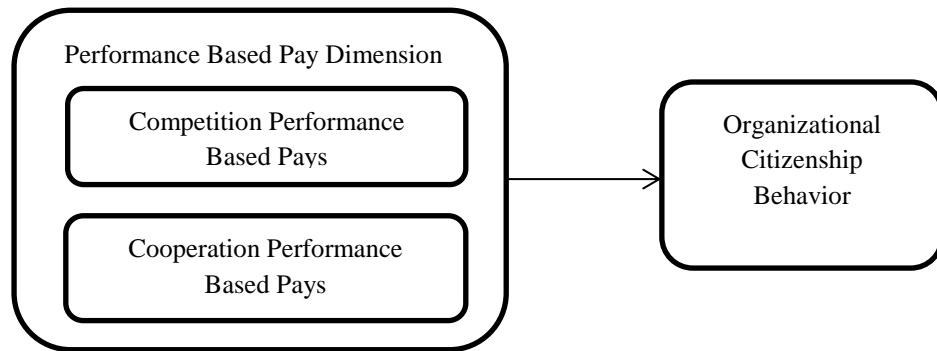
Adapted From: Kelly and Caplan (1993)

As mentioned above, to cultivate OCB, organization should design reward systems that can encourage cooperation instead of competition (Cloninger, Ramamoorthy & Flood, 2011). Thus, it is necessary to investigate whether a significant relationship do exist between reward systems and OCB.

2.1.5.2 Proposed Hypothesis:

Null Hypothesis (H0):

Compensation and reward system does not have significant relationship with OCB.

Alternate Hypothesis (H1):

Compensation and reward system has significant relationship with OCB.

2.1.6 Performance Appraisal System

Performance appraisal (PA) is among the most crucial HRM practices development (Levy & Wiliams, 2004) because long-term success of organization depend on its ability in managing employee performance by ensuring performance measures are align with organization's needs (Boswell & Boudreau, 2000). Performance appraisal refers to identification, assessment as well as development of individuals' performances process to achieve individual and organizational goals (Dessler & Tan, 2006).

It was also known as performance measurement, performance management or performance evaluation. Heyel (1973) refer performance appraisal as the process of performance evaluation and employee's qualifications on job he or she is employed for administration purposes inclusion of placement, promotions, financial rewards and other actions that involve different treatment on members of a group depending on their action.

Employees' performances appraisal is carried out for "administrational" and "developmental" purposes. For "administrational" purpose, performance appraisal was used to assess employees' performances so that reward, salary, job promotion, transmission or employees' rank can be determined (Tziner, Joanis & Murphy, 2000; Rynes, Gerhart & Park, 2005). For "developmental" purpose, it determines employees' strong and weak points, and providing performance feedback to them (Cleveland, Murphy & Williams, 1989)

It is necessary to have effective appraisal system in an organization. Practically, most of the appraisal system in an organization focuses on measuring in-role task performance while ignoring other performance dimensions which can be found beyond task activities. Although researchers

acknowledged there is a need to look at this activity in assessing performance, managers still focus more on task behaviours as they are consistent with standards found in performance appraisal.

Werner (1994) found that only employees with high task performance can have their overall ratings affected by citizenship behaviour. If employees have low task performance, its overall performance may not be affected by their citizenship performance, although they possess high citizenship performance.

Despite many researches had linked appraisal ratings to citizenship behaviour, most of the formal performance appraisal systems still fail in measuring citizenship behaviour when it comes to measuring employees' overall performances (Welbourne, Johnson, & Erez, 1998). In this situation, managers can choose to exclude citizenship behaviour or include it in the evaluation process. If citizenship behaviour is absent in the evaluation, overall performance ratings are said to have been failed as they lack of citizenship component.

Overall, appraisal system with citizenship performance dimensions can present a better performance domain and also increase task performance ratings' accuracy.

2.1.6.1 Performance Appraisal System with OCB

Figure 2.5: Review of Theoretical Framework
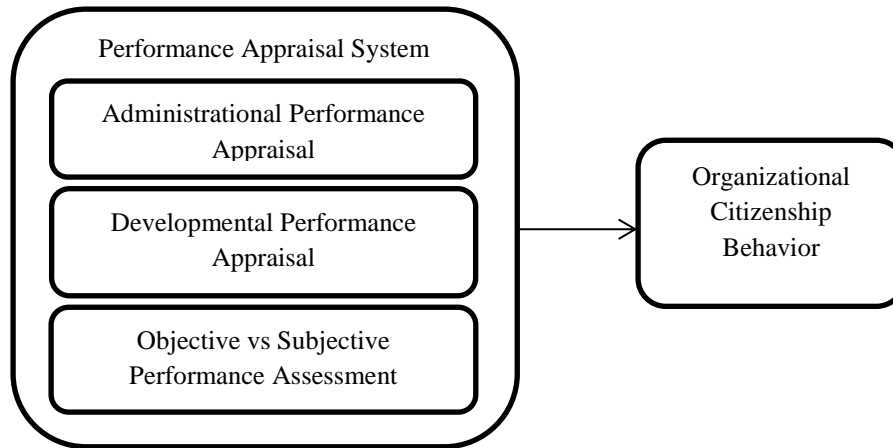
Adapted from: Poursafar, Rajaeepour, Seyadat, and Oreizi (2014).

In past, a significant relationship among fair and equitable performance appraisal with OCB was found by Folger and Konovsky (1989). Hence, performance appraisal and OCB relationship has been evaluated by many including both researchers and scholars.

Organ (1990) discovered that performance appraisal plays a crucial role in cultivating OCB as the criteria in performance appraisal will educate employees on which behaviour the organization valued highly. This will directly affect employees' attitude.

Ahmad, Ramzan, Mohammed, and Islam (2011) argued that little evidence had been found on significant correlated performance appraisal to employee citizenship behaviour. Ahmad et al. (2011) stated the relationship among performance appraisal and OCB is complicated, therefore, suggesting organization to understand performance appraisal system deeply before

forming any appraisal policy. The purpose behind this is to have an effective performance appraisal system developed within the organization.

Furthermore, Colquitt, Conlon and Wesson (2001) highlighted that with a proper and clear appraisal policy, organization can make better appraisal report in measuring performance. In contrast, Wyer and Srull (1989) argued that with a clear appraisal policy, citizenship behaviour is impossible to be included in as it is discretionary and subjective in nature. Hence, organization can choose to include citizenship performance by having an unclear appraisal policy or to ignore citizenship performance by having clear appraisal policy in evaluating employees (Podsakoff, Whiting, Podsakoff & Blume, 2009).

According to Poursafar et al. (2014), the citizenship performance subjectivity in performance appraisal can be overcome by implementing "developmental" performance appraisal policy in an organization. This enables citizenship behaviour to be included in evaluating employees' performance in an organization.

2.1.6.2 Proposed Hypothesis:

Null Hypothesis (H0):
Performance appraisal system does not have significant relationship with OCB

Alternate Hypothesis (H1):
Performance appraisal system has significant relationship with OCB.

2.2 Proposed Theoretical / Conceptual Framework

Figure 2.6: Proposed Theoretical Framework
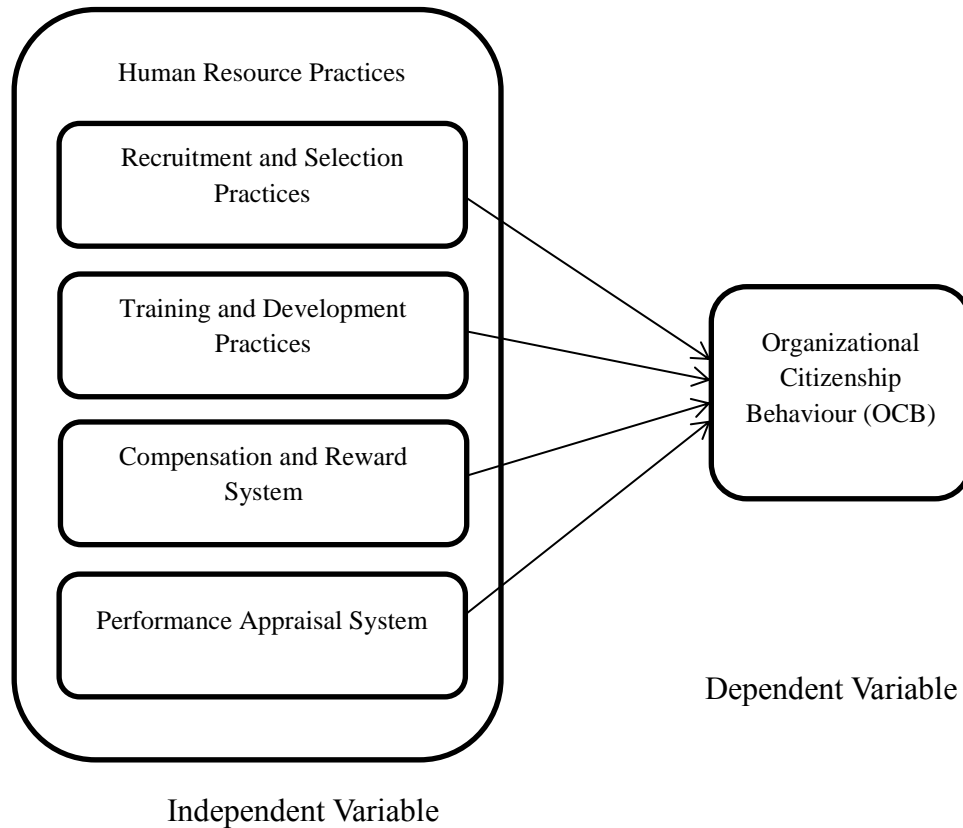
Source: Develop for the research

Taken from previous section's relevant theoretical framework, this study selects four of the independent variables, training and development, compensation and reward system, recruitment and selection, and performance appraisal system to demonstrate their impact on OCB. This research aims to examine interrelationship between HRM practices and OCB by carrying out research to see how citizenship behaviour of Malaysia's banking staffs are affected by these HRM variables. In short, the proposed framework suggests how training, compensation, appraisal and staffing can be linked together to reach for a conclusion of becoming significant factors of OCB.

2.3   Hypothesis Development

With proposed independent variables and dependent variable's relationships being discussed in previous section, hence, hypotheses will be formed in this section.

2.3.1   Recruitment and Selection

Begum, Zehou, and Sarker (2014), in their study of China's commercial banks, had studied the relationship among recruitment and selection practices with OCB. They stressed that one of the major HR practices function was recruitment and selection practices. They found that in China's private banking sector, recruitment and selection practices have significant impact on extra role behaviours of employees. Besides, according to them, nowadays, most of the China enterprises are encountering high employee turnover due to ineffective and unattractive recruitment process. With this, they had come to a conclusion that recruitment and selection is positively correlated to OCB.

Null Hypothesis (H_0): Recruitment and selection does not have significant relationship with OCB.

Alternate Hypothesis (H_1): Recruitment and selection has significant relationship with OCB.

2.3.2 Training and Development

Noor (2009) had examined relationships among various HR practices (empowerment, work life policies, and training and development) with OCB. She found those HR practices to be positively correlated with OCB. According to her, a better HR practices performance will increase employees' organizational commitment and enhance employees' OCB.

Similarly, Dysvik and Kuvaas (2008) found that when employees have positive view on training and are motivated intrinsically, training and development can lead to a higher OCB. Therefore, Noor (2009) and Dysvik et al. (2008) had concluded that training and development is positively correlated to OCB.

Null Hypothesis (H0):

H0: Training and development do not have significant relationship with OCB.

Alternate Hypothesis (H1):

H1: Training and development has significant relationship with OCB.

2.3.3 Compensation and Reward System

According to Wei et al. (2010), satisfactory compensation scheme must be provided to employees for them to meet their physical needs so that employees can maximize their potential in both in-role and extra-role behaviours of theirs. These researchers further stated that it is crucial for employers and employees to gain a better consensus in this reciprocal system as this can lead to organizational effectiveness when both parties benefit from it.

Besides, Deckop, Mangel and Cirka (1999) discovered that pay in performance can encourage employees to respond more to OCB. Therefore, reward systems that encourage cooperation instead of competition must be designed for OCB to be developed. It is important to know the difference between cooperation reward system and competition reward system in cultivating OCB among employees.

Null Hypothesis (H_0):

H_0: Compensation and reward system do not have significant relationship with OCB.

Alternate Hypothesis (H_1):

H_1: Compensation and reward system has significant relationship with OCB.

2.3.4 Performance Appraisal System

In MacKenzie, Podsakoff and Fetter's (1993) study on impact of OCB towards managers and supervisor's performance evaluations on sales personnel, they discovered positive relationships among them. Becton, et al. (2008) also stated that organizations practitioners who were aware of OCB's value, tend to include their reward system and performance appraisal with OCB.

The pioneer of OCB, Organ (1990), also agreed performance appraisal can encourage OCB when performance appraisal presented criteria that the organization valued most to employees, directly affecting employees' attitude. Thus, researchers concluded that performance appraisal is positively correlated to OCB.

Null Hypothesis (H_0):

H_0: Performance appraisal system does not have significant relationship with OCB.

Alternate Hypothesis (H_1):

H_1: Performance appraisal system has significant relationship with OCB.

2.3.5 Human Resource Management (HRM) Practices

Morrison (1994) discovered HRM practices to be significantly related to OCB, in which these practices can lead to higher OCB levels. Similarly, Chandrakumara (2007) stated that organizations can implement various HRM practices and policies that are compatible to employees' preferences as it may lead employees to developing OCB. Thus, there is assumptions that HRM practices and OCB are positively correlated.

Null Hypothesis (H0):

H0: The relationship among various HRM practices and OCB are negatively correlated.

Alternate Hypothesis (H1):

H1: The relationship among various HRM practices and OCB are positively correlated.

2.4   Conclusion

In this chapter, we have discussed OCB dimensions along with OCB antecedents. Besides, reviews on theoretical models and conceptual frameworks had also been discussed, followed by proposed theoretical framework and hypotheses formulation to conclude this chapter. In following chapter, research methodology of the study will be discussed.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

Here, procedures, methodological aspects and methods that were used in conducting the research are presented. Under this chapter, we will describe the research design, target population, sampling design, sample size, data collection instruments, validity and reliability of the instruments as well as research procedure and data analysis methods adopted in this study.

3.1 Research Design

We applied quantitative research in the study. According to Zikmund, Babin, Carr, and Griffin (2010), quantitative research refers to research that applies numeric measurement upon empirical assessments as well as highlighting research objectives using analysis approach. This method was chosen because our research was carried out with samples drawn from banking staffs in three commercial banks found in Malaysia. These banks were Malayan Banking Berhad (Maybank), Public Bank Berhad (PBB), and Commerce International Merchant Bank (CIMB) Berhad.

Questionnaires had been distributed to targeted respondents to investigate the relationship among various HRM practices with OCB in banking industry. In return, the performance level of HRM practices in the banks was being rated

by respondents with reference to their personal perceptions and views using numerical scales stated in our questionnaires.

Quantitative method was chosen in our study because this research requires large number of respondents. Hence, there is a need for us to quantify respondents' opinions using scales and to generate the result using SPSS software. Besides, this research was of causal research. Zikmund et al. (2010) discovered that in causal research, causal inferences were allowed to be developed by researchers and researchers can seek to determine the causes and effects relationship. In other words, there is always a reason (cause) behind something that had occurred (effect). With the purpose of our study is to discover reasons behind decrease of citizenship behaviour among banking staff of the three selected banks in Malaysia, therefore our study definitely is a causal study.

3.2 Data Collection Methods

Both data, consisting of primary and secondary were used in the study as the combination of both data can reduce the chances of obtaining biased information (Sekaran et al., 2010).

3.2.1 Primary Data

Primary data refers to first hand data generated by researchers upon interested variables for the purpose of a study (Sekaran et al., (2010). Collection of primary data took up more time in comparison with secondary data because primary data requires interaction with respondents. For this study, primary data were obtained through our targeted respondents, the banking staffs through distribution of self-administered questionnaire.

3.2.2 Secondary Data

Secondary data refers to all information accumulated from other researchers (Sekaran et al., 2010). For this study, lots of journals as well as literatures written by other researchers had been utilized by us. Apart from that, we had also been using journals suggested by other authors such as Wiley Online Library, Springer Link and Emerald. We had been utilizing UTAR Institutional Repository (eprints.utar.edu.my) provided by our university as well. Statistics data had been collected through government websites, and numerous relevant websites had also been used in effort to generate more information. All in all, it is easier to obtain secondary data in comparison to primary data.

3.3   Sampling Design

Sampling refers to process of identifying representative from right objects, events or targeted population individuals in a fairly manner (Sekaran et al., 2010). In order for our survey to be carried out in an accurate and effective manner, it is important to have sample to get our research question answered.

3.3.1   Target Population

Target population refers to individuals' population that researchers have interest in (Sekaran et al., 2010). As our study is concerning on HRM practices' effect on OCB in banking sector, therefore, our targeted population were of banking staffs. We gathered information from them to obtain their views on whether their behaviour is affected by HRM practices in their organization. According to Department of Statistic Malaysia (2014), the latest data of Analysis of Labour Force in Malaysia (2011) found there were a total of 317,600 people employed under financial and insurance industry.

3.3.2   Sampling Frame and Sampling Location

Sampling frame represent whole population's elements which sample are drawn (Sekaran et al., 2010). For this survey to be carried out, it is essential for us to reach for a list of targeted population. Unfortunately, we were unable to fulfil the required population lists that we supposed to collect from banking staffs because organization is concern on employees' private and confidential information and the total number of banking staffs was way too large for us to be able to collect all necessary information from them.

In this study, we had distributed questionnaires to banking staffs of Maybank, Public Bank, and CIMB Bank. These banks were chosen because by far, there are Malaysia's largest banking and financial groups. Maybank ranked first as Malaysia's largest banking and financial group and Maybank was Bursa Malaysia's largest listed company. For CIMB Bank, it was second largest financial services provider of Malaysia and one of the world's largest Islamic Banks. On the other hand, Public Bank is Malaysia's premier financial services provider whereby it concentrates on small to medium-sized enterprises and offers financial products and services of a comprehensive range which make Public Bank the third largest banking and financial group in Malaysia (Top 10 of Malaysia, 2013).

With these banks being the largest banking and financial groups in Malaysia along with great number of staffs, the behaviour of staffs is therefore critical to the bank. The management of these banks must have the ability to utilize their staffs by transforming them into bank's competitive advantage over competitors so that their leadership in the banking industry of Malaysia can be maintained.

3.3.3   Sampling Elements

The study's respondents were staffs of Maybank, Public Bank and CIMB bank. They were our targeted population because through them, we can know how staffs in HRM department act and policies that the organization is employing in order to cultivate citizenship behaviour among the employees. However, as bank is a human-oriented business that needs much manpower to perform tasks, some staffs may find it hard to fill our questionnaire.

3.3.4   Sampling Technique

For the study, convenience sampling, a non-probability sampling was used to select respondents from our targeted population. Non-probability sampling refers to target population's element which was not assigned with any chances of being selected as research sample (Sekaran et al., 2010). Meanwhile, accumulation of information from targeted population who were free to fill in questionnaire by convenience means refers to convenience sampling (Sekaran et al., 2010).

For this research, the location of the sampling was of Kuala Lumpur, Penang, and Perak (Ipoh and Taiping). For banking industry is of labour extensive whereby employees were normally seen to be busy with their work, hence, this sampling technique was used on our questionnaires to prevent from interrupting the employees.

3.3.5 Sampling Size

In 2011, the total employees working in banking sector was 317,600. According to Creative Survey System, the sample size calculator shows that this survey needs 384 respondents. Hence, softcopy of questionnaire had been sent to Maybank staffs and hardcopy of questionnaires were passed to both Public Bank branches and CIMB branches.

3.4 Research Instrument

Questionnaire is the research instrument used in this research, consisting of a series of written questions coupled with a few developed answer choices to obtain appropriate responses from respondents in effort to carry out certain analysis. Close-ended questionnaire was used in this study.

3.4.1 Questionnaire Design

Construct measurement measures questionnaire validity. Our questionnaire contains three sections as shown below:

Table 3.0: Questionnaire

Section	Components / Variables
Section A	Demographic Profile
Section B	Human Resource Management (HRM) Practices B1: Recruitment and Selection B2: Training and Development B3: Compensation and Reward System B4: Performance Appraisal System
Section C	Organizational Citizenship Behaviour (OCB)

Source: Develop for the research

All variables above had been utilised to investigate the relationship among HRM practices of an organization with OCB. Our questionnaire contains 37 questions. Section A contains eight questions, designed to collect respondents' basic demographic information. Section B contains twenty questions, comprising the variables of recruitment and selection, compensation and reward system, performance appraisal system as well as training and development, which had been employed by organization to manage its employees. These variables were labelled with B1, B2, B3 and B4 (five questions for each variable). Section C contains nine questions, designed to collect employees' views on OCB.

The questionnaire was developed using fixed-alternative questions format, which means respondents were provided with a limited but specific number of options to be choose from. Respondents can only choose one answer from the available options. This format was used for ease of respondents in answering questions as well as for ease of comparisons to be made on collected results.

3.4.2   Constructs Measurement

3.4.2.1   Demographic Profile

The first section of questionnaire concentrates on respondent's demographic information. This information is crucial as it assist us in understanding our respondents' nature along with identification of possible relationship among respondents' demographic information with the topic of our study. There were eight questions under this section, with the topic covered for each questions are shown below:

Table 3.1: Questions on Demographic Profile

Question No.	Topic Covered
1	Gender
2	Age
3	Race / Ethnicity
4	Marital Status
5	Education Level
6	Length of Services (years)
7	Working Hours Per Week
8	Job Title

Source: Develop for the research

Respondent's gender is the first question in the questionnaire. This question was designed using nominal scale, with only male or female options were available. This question was used because we wanted to determine if there is any gender difference that may contribute towards the relationship among HRM practices with OCB.

Second question is respondent's age, designed using ordinal scale. Age groups were arranged from smaller number to bigger number, with six age groups available to this question, (i) 18 to 24 years, (ii) 25 to 34 years, (iii) 35 to 44 years, (iv) 45 to 54 years, (v) 55 to 64 years, and (vi) age 65 or older. The division of age according to group enabled a more specific and accurate data to be generated for this study.

Ethnic group represent the third question, designed using nominal scale. Each ethnic group was assigned with a value; however, the value tends to show only the ethnic group differences and contains no further information. For this question, Malay, Chinese, Indian and others options were available. Malay, Chinese and Indian were among the options because these races were the main races in Malaysia, given our respondents were of Malaysian. The fourth option, "others", was provided in the event the respondents were not of the mentioned three main races.

The fourth question is on marital status, designed using nominal scale. Different respondents may have difference marital status; hence, they may act or respond differently from one another when it comes to performing different types of jobs or answering questions in questionnaire. For this question, the options of (i) single, (ii) married, (iii) separated, (iv) widowed, and (v) divorced as well as "others" option had been provided.

Educational level represents the fifth question, formed to examine the extent of knowledge, abilities and skills that the respondents possess. As education level can be arranged from lowest to highest, hence, ordinal scale was being used in this question. Options of (i) less than high school, (ii) high school graduate (includes equivalency), (iii) some colleges, no degree, (iv) associate's degree, (v) bachelor's degree, (vi) professional degree, and (vii) Ph.D were available for this question. "Other qualification" option was not provided as the above options already taken up all the related qualifications.

The sixth question is on length of services (years) in the bank, designed using ordinal scale because number of employment years can be arranged in such a way that is less than one year to more than ten years. This question provides five options, (i) less than one year, (ii) 1 to 3 years, (iii) 3 to 5 years, (iv) 5 to 10 years, and (v) more than 10 years. Generally, the longer employees work in an organization, the greater the experiences he or she will possesses along with higher familiarity with the organization's operation.

Number of working hours per week represents the following question. With banking industry norm of Malaysian required employees to work a minimum of 40 hours per week, hence, only two options were available for this questions, (i) 40 hours a week or less, and (ii) more than 40 hours a week. These two options is helpful in a way that it helps to determine whether respondents would perform additional work load and work more than what is required.

Job title is the last question under this section, designed in nominal scale. With our respondents were of different department or position in the bank, they were assigned with different responsibilities and jobs. Hence, the options available for this question were (i) executive, (ii) junior management, (iii) middle management, (iv) senior management and (iv) others.

All the above information contributed by respondents can assist us in recognizing employees' demographic traits of a bank. Hence, we can gain greater understanding of the influences of HRM practices towards OCB in banking industry.

3.4.2.2 Human Resource Management (HRM) Practices

With demographic information being collected from targeted respondents, we now shifted our focus to independent variables of this study. This study's independent variables consist of recruitment and selection, compensation and reward system, performance appraisal system and training and development. To examine how OCB is affected by these variables, a series of questions had been designed using 5-point Likert scale as it can add to the validity and standardization of the results obtained later in this study.

It is important to have standardization of options in questionnaire so that a more reliable answer can be obtained while comparisons can be made between questions. Below shows the options which are provided under each question:

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

In every question, scale of 1 to 5, strongly disagree, disagree, neutral, agree and strongly agree were provided to respondents. Respondent's answer can be of 1 to 5; depending on to what degree the respondents agree or disagree on provided statement. If respondents were neither agree or disagree (have no opinion) on the statement, they can choose neutral or "3" as their answer. Before we discuss on section B's sub-section, an overview on section B was shown in below tables:

Table 3.2: Section B of Questionnaire

Sub-section	Question	Areas Covered in Recruitment and Selection
	1	There is clearly written and operational recruitment and selection policy in my bank.
	2	There are clear job descriptions and specifications in my bank.
B1	3	In my bank, applicants are required to undergo interview before being hired.
	4	In my bank, applicants are required to undergo tests before being hired.
	5	In my bank, recruitment and selection are based on merit.

Sub-section	Question	Areas Covered in Training and Development
	1	There is clearly written and operational training policy in my bank.
	2	There is job specific training in my bank.
B2	3	My bank makes sure I get the training needed to remain effective in my job.
	4	There is continuous training needs assessment in my bank.
	5	There is continuous monitoring and evaluation of training programmers in my bank.

Sub-section	Question	Areas Covered in Compensation and Reward System
	1	My bank has an attractive compensation scheme.
	2	My bank pays fair and equitable salary.
	3	My bank pays salary that reflects performance.
B3	4	My bank pays salary that encourages better performance.
	5	My bank pays incentives based on team performance.

Sub-section	Question	Areas Covered in Performance Appraisal System
B4	1	In my bank, there is clearly written and operational employee performance appraisal.
	2	In my bank, performance appraisal is fair and measurable.
	3	In my bank, there is professional feedback for employee performance appraisal results.
	4	In my bank, employee performance appraisal is considered an important task by superiors.
	5	In my bank, performance appraisal evaluators are knowledgeable.

Source: Develop for the research

3.4.2.2.1 Origin of Constructs

The first sub-section is on recruitment and selection questions designation. This variable was used in measuring the level of attention paid by organizations in developing an effective recruitment and selection system through the employment of best applicants. This variable was measured using five items, with the first, second and fifth items adopted from Shahzad (2011) while the third and fourth items adopted from Orlowska (2011).

The second sub-section is on training and development variable, measuring to what level do the organization provide and organize training programs as well as opportunities to its employees and to what extent emphasize was made by organization on long term development of employee training plans. This variable contains five items with the first, fourth, and fifth questions adapted from Teseema and Soeters (2006) as well as Pare and Tremblay

(2007), second question adapted from Noor (2009) while third question adapted from Rurkkhum (2010).

Among the most crucial policies organization need to be attentive of is compensation policy. Hence, questions had been designed in order to obtain respondents' views on this variable. Five items had been developed in which all of them had been adapted from Orlowska (2011), Teseema and Soeters (2006) as well as Pare and Tremblay (2007).

For performance appraisal system, it examine to what level do organization members are satisfied with the practice of performance appraisal policy in the organization. There were five items for this sub-section, with all items were adapted from Shahzad (2011) except the second item which was adapted from Orlowska (2011).

3.4.2.3 Organizational Citizenship Behaviour (OCB)

In this section, questions were designed as to determine respondents' views on criteria in measuring OCB. The level to which respondents agree or disagree on provided statements was measured with 5-point Likert scale. A total of nine questions had been designed to measure OCB. Below shows the 5-point Likert scale example found in every question:

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

In order to examine to what extent respondents agree or disagree with the provided statements, respondents are required to select from the scale of "1" to "5". If statements in questionnaire were strongly disagree by respondents, respondents can select "1". In contrast, "5" can be selected by respondents if they strongly agree with the provided statement. In the event respondents were neither agree or disagree with the statement, neutral or "3" can be selected as their answer. Below shows section C overview of questions:

Table 3.3: Section C of Questionnaire

	Question	Questions
	1	I help my colleagues who have been absent from work.
	2	I help colleagues who have heavy workloads.
	3	I am mindful of how my behavior affects other people's job.
	4	I go out of way to help new employees.
Section C	5	I take a personal interest in my colleagues' job.
	6	My attendance at work is above the norm.
	7	I follow informal rules so as to maintain order.
	8	I attend meetings that are not mandatory but considered important.
	9	I perform duties that are not required but which improve corporate image.

 Source: Develop for the research

3.4.2.3.1 Origin of Constructs

Nine items on OCB had been adopted from Organ (1990), Podsakoff et al. (1990), as well as Williams and Anderson (1991). According to Organ (1990), OCB contains five dimensions namely courtesy, altruism, sportsmanship, civic virtue and conscientiousness. Therefore, these nine items were designed to measure OCB's five dimension.

The first and second items of our questionnaire, used in measuring altruism dimension, were adopted from Organ (1990) and Podsakoff et al. (1990). The third item, the only item used to measure conscientiousness dimension, was adapted from Organ (1990). The fourth, fifth and sixth items, used to measure sportsmanship dimension, were adapted from Organ (1990) and Podsakoff et al. (1990). The seventh item, designed to measure courtesy dimension, was adopted from Organ (1990). Finally, the last two items, adopted from Organ (1990), were designed to measure civic virtue dimension. Overall, all the well-defined OCB's dimension had been covered by us in the questionnaire.

3.5 Pilot Study

Pilot study is a study of smaller scale for more in depth confirmatory study to take place (Arain, Campbell, Cooper, Lancaster, 2010), conducted ahead of full study. It was carried out in order to examine questionnaire reliability to make sure the study is feasible. For pilot study, questionnaires had been given banks on hand. Below shows our pilot study's schedule implementation:

Table 3.4: Schedule for Pilot Study

Date Taken	Activities
7th July 2014	Distributed 23 sets of questionnaires on hand to Maybank Kamunting branch. Distributed 38 sets of questionnaires to both CIMB Bank and Public Bank at Taiping branch
7th July 2014	Collected back 18 sets of questionnaires from Maybank Kamunting branch Collected 29 sets of questionnaires from both CIMB Bank and Public Bank at Taiping branch
11th July 2014	Randomly chosen 30 sets of questionnaires from the collected questionnaires to conduct pilot test.

Source: Develop for the research

On 11th July 2014, we had conducted a pilot study with 30 sets of questionnaires collected from Maybank Kamunting branch and both Public Bank and CIMB Bank of Taiping branch. The collected data was keyed in to Statistical Package for Social Sciences (SPSS) software on same day to test the reliability of those collected questionnaires. The results of pilot test were shown in section 3.5.2 of this study.

3.5.1 Scale Measurement for Pilot Test

Coefficient alpha (α) is the most known measurement used by many researchers to test Cronbach's coefficient alpha reliability for its ability to determine the strength as well as direction of the linear linkage among dependent and independent variables.

High coefficient alpha value will result in a higher reliability of the questionnaire. The range of coefficient alpha's values is from 0 to 1, with "0" representing absence of internal consistency in the accumulated feedbacks of respondents while "1" representing complete consistency. Coefficient alpha is divided into several categories as shown below (Zikmund et al, (2010).

Table 3.5: Rules of Thumb about Reliability Test

Coefficient Alpha (α) Value	Reliability
0.80 – 0.95	Very good reliability
0.70 – 0.80	Good reliability
0.60 – 0.70	Fair reliability
Below 0.60	Poor reliability

Adapted from: Zikmund et al. (2010)

From table 3.5, questionnaire has very good reliability when value of coefficient alpha is in 0.80 to 0.95 range. Questionnaire is of good reliability when value of coefficient alpha falls between the range of 0.70 to 0.80. For questionnaire with coefficient alpha between range of 0.60 to 0.70, it has fair reliability. When the value of coefficient alpha of a questionnaire is under 0.60, the questionnaire has poor reliability.

3.5.2   Pilot Test Results

After pilot study was processed using SPSS software, the following results had been generated:

Table 3.6: Reliability of Questionnaire (Pilot Study)

Variable/ Construct	Coefficient Alpha (α) Value
Recruitment and Selection	0.738
Training and Development	0.729
Compensation and Reward System	0.745
Performance Appraisal System	0.854
Organizational Citizenship Behaviour	0.651

Source: Develop for the research

From the generated result, recruitment and selection, training and development, compensation and reward system, as well as performance appraisal system had a coefficient alpha value 0.738, 0.729, 0.745 and 0.854 respectively. This shows that all variables have good reliability with the variable of performance appraisal being the outstanding one generating a very good reliability in effort to investigate problems we wanted to measure.

However, our dependent variable, OCB, managed to generate a coefficient alpha value of only 0.651, representing fair reliability. As section C's OCB questions on OCB of section C were adopted from the pioneer researcher known as Organ (1988), in which both existing and current researchers had standardized those questions, therefore on this ground, we did not make any changes on OCB questions in the questionnaire even though this variable was found to be of only fair reliability. Hence, since questionnaire's reliability of

the study was quite high, the questionnaire is suitable to conduct full study of this research.

3.6 Data Processing

Several preliminary steps had been implemented on collected questionnaires for the purpose of securing the quality as well as consistency of data. Hence, data processing is crucial as the result of this study can be affected by the accuracy and timeliness of the data (Malhotra, 2007). According to Malhotra (2007), data processing begins with questionnaire checking and data editing. Then, data coding, transcribing and cleaning follows. This process was completed once appropriate strategy for data analysis was picked.

Firstly, we started off by checking the collected questionnaires manually. We were very attentive to each and every single questionnaire in making sure that only qualified questionnaires are accepted and unqualified questionnaires to be eliminated.

Then, data editing had been conducted to safeguard the accuracy of qualified questionnaires. There was a respondent found to be not following the stated questionnaires instruction by not filling up the demographic section. Hence, this has resulted in invalid questionnaires which left us with no choice but to remove it away from the rest of the questionnaires. On top of that, there were also two sets of questionnaires whereby its respondents did not answer two of the section B questions. Hence, on behalf of the respondents, we had answered the two questions by referring to their response style on the questionnaire.

With completion of data editing, we assigned numbers to the edited data. According to Malhotra (2007), assigning a number to each data can help to ease entering data process, enabling a smoother process. We then transcribed the coded data into computer. Collected data was keyed into SPSS software. Then, the data underwent a cleaning stage for extensive consistency checks performed by SPSS software. From here, data inconsistencies had been noted by us, enabling us to generate more accurate information in later analysis.

Last but not least, several data analysis strategies that match our study had been selected to analyse the collected data. The selected strategies will be discussed in the following section of this study.

3.7   Data Analysis Method

3.7.1   Descriptive Analysis

We used descriptive analysis in analysing result for summary on respondents' demographic profile to be made. Descriptive analysis refers to conversion of raw data entered by respondents into a diagram to ease readers' understanding, interpretation as well as decision making.

Section A of questionnaire contains eight questions regarding respondents' demographic information. We used pie chart to present all of these questions. Pie chart was chosen because it can display the result clearly and enable reader to easily understand each sample question's proportion.

3.7.2 Reliability Analysis

Reliability measure to what extent questionnaires did not contain any random error as well as their potential in yielding consistent result. It is important for measuring respondents' internal consistency response. The test used by most researchers to find out reliability is Cronbach's Coefficient Alpha. In this test, there is Coefficient alpha symbolized by "α", which display the linear relationship's strength as well as direction among dependent and independent variable.

Questionnaire is more reliable with a higher value of coefficient alpha. The value of Coefficient alpha range from 0 to 1 in which "0" symbolizes absence of gathered response's internal consistency and "1" symbolizes complete consistency. Coefficient alpha is grouped in below table (Zikmund et al., (2010).

Table 3.7: Rules of Thumb about Reliability Test

Coefficient Alpha (α) Value	Reliability
0.80 – 0.95	Very good reliability
0.70 – 0.80	Good reliability
0.60 – 0.70	Fair reliability
Below 0.60	Poor reliability

Adapted from: Zikmund et al. (2010)

Based on the table 3.7, questionnaire is of very good reliability when value of coefficient alpha is of range 0.80 to 0.95. Questionnaire with 0.70 to 0.80 value of coefficient alpha is of good reliability. Coefficient alpha with 0.60 to 0.70 range has fair reliable. If value of coefficient alpha is under 0.60, questionnaire represents poor reliability.

3.7.3   Inferential Analysis

Likert scale, a type of ratio scale, was employed to examine the connection among independent and dependant variable of this study. Thus our variables were of metric measurement. Our chosen statistical techniques in testing the relationship between variables were Pearson Correlation Coefficient, Multiple Regression analysis, One-Way ANOVA and Independent t-Test.

3.7.3.1   Pearson Correlation Coefficient

Pearson Correlation Coefficient refers to the techniques of measuring two variables' degree of association with its value ranging from negative 1.0 to positive 1.0 (University of the West of England, 2007). The correlation coefficient is symbolized by "r". When r value is positive 1.0, it represents the relationship of perfect positive linear (straight-line). Perfect negative linear relationship or sometimes known as perfect inverse relationship is of r value negative 1.0. Generally, the nearer is the correlation value to one, the stronger is the variables association. In contrast, if correlation value moves towards zero, the association between variables is weaker. Correlation coefficient's rules of thumb are shown below:

Table 3.8: Rules of thumb about correlation coefficient

Coefficient Range	Strength of Association
±0.91 - ±1.00	Very strong
±0.71 - ±0.90	High
±0.41 - ±0.70	Moderate
±0.21 - ±0.40	Small but definite relationship
±0.00 - ±0.20	Slight, almost negligible

Source: Hair, Wolfinbarger, Money, Samouel, and Page (2011).

3.7.3.2 Multiple Regression Analysis

Multiple Regression analysis tests various independent variables' effect on one dependent variable with interval scale. (Zikmund et al., 2010) Multiple regression analysis equation is:

$$Y_i = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + \cdots + b_n X_n + e_i$$

R^2, the multiple regressions coefficient, used to present each independent variable's variation on dependent variable (Zikmund et al., 2010). Contribution percentage of each independent variable is different on dependant variable's variation in which their effects can be ranked.

In this study, HRM practices were identified by multiple regressions to determine whether they can bring significance influences on employees' perception toward OCB. Then, least-square regression equation was developed to find out the beta so that independent variables can be ranked.

3.8   Fieldwork

Before we started off with questionnaires distribution, we had selected several banks and contacted them via phone to ask for permission to conduct a survey on their banks. We had received several favourable as well as unfavourable responses from them. Those favourable responses happened to be of the three largest banks in Malaysia, Maybank, Public Bank and CIMB Bank. Although not all contacted banks were willing to entertain us, we were glad with the fact that Malaysia's three largest banks were willing to accept our request, which we hope through them, more useful information can be obtained for our study.

Then, permission was asked from UTAR's faculty of Business and Finance's Head of Department (HOD), Mr Kuek Thiam Yong and our project's supervisor, Dr Wong Kee Luen, for questionnaire distribution. This process had taken up three days, from 2nd July 2014 to 4th July 2014, with a granted permission letter to conduct the questionnaires. With this letter, a higher response rates could be obtained as respondents would be well-informed with the purpose of the questionnaire.

On 7th July 2014, Maybank Kamunting branch was distributed with 23 sets of questionnaires and 18 sets had been collected back successfully. On the same day, 38 sets of questionnaires had been distributed to Taiping branch of CIMB and Public Bank and we managed to collect back 29 sets of questionnaires.

With a total of 47 sets of questionnaires in hand, we carried out pilot test on 11th July 2014 using 30 sets of questionnaires out of the collected 47 sets. The generated result shows that our questionnaires were reliable. Hence, we

continue with the questionnaires distribution to obtain more questionnaires for full study. Due to the limited time that we have, we had divided ourselves into three groups. Two were accountable to collect data from branches in Penang, another two were responsible for KL branches while another one was accountable for Perak branches.

For Penang, on 14th July 2014, two of us had distributed questionnaires on hand to CIMB branches of Pulau Tikus and Dato Keramat with 18 sets of questionnaires for each branch. Then, 35 questionnaires had been scattered to Public Bank branches of Lebuh Bishop and Dato Keramat. For Maybank, questionnaires were distributed to branches of Penang Road and Lebuh Bishop with 32 sets in total. On the very same day, we collected back 79 questionnaires with 29 sets from CIMB Bank, 27 sets from Public Bank and 23 sets from Maybank. As these banks are located near to each other, we were able to distribute questionnaires to more branches.

For Perak, on the same day, another two of us had distributed questionnaires to Public Bank and Maybank branches in Ipoh, with both banks' Bercham branch and Ipoh Garden branch were distributed with 20 sets each. Out of the 80 distributed sets of questionnaires, only 58 were successfully collected back. Therefore, a total of 58 questionnaires were obtained in Perak.

For KL, we had contacted Maybank KL headquarter before we make a visit there and they amazed us with their kindness. They offered to print us the questionnaires and distribute them to the employees. On 17th July 2014, two of us had went over to the headquarter and collected a total of 65 sets of questionnaires from them. Besides, we managed to visit Public Bank Kepong branch by distributing them 24 sets of questionnaires. We had successfully collected 19 sets from these branches. The few number of branches visited by us was due to the unfamiliarity with KL places and the far distance between

one branch to another. Hence, from KL, we managed to have 84 sets of questionnaires collected.

After all the visits coupled with the collected 47 questionnaires for pilot study purpose, we only succeeded to accumulate 268 questionnaires. Sample size of our respondents should be of approximately 400. Therefore, one of the member had asked help from his friend, who was working at Maybank Juru branch, to distribute questionnaires to his colleagues. From there, a total of 13 questionnaires were obtained. Besides, another member had gone to distribute the questionnaires at his hometown on 18th July 2014, to Maybank Ipoh main branch. A total of 18 questionnaires had been collected. All in all, this had contributed to the sum of 299 sets of questionnaires collected for this study. According to Roscoe (1975), sample size between the ranges of 30 to 500 was appropriate for most research. Hence, on this ground, we tend to carry out the full study with 299 out of the required 400 questionnaires.

Those questionnaires which were unable to be collected back were mainly due to the unavailability of employees during working hours or employees' unwillingness to fill up the questionnaires. In order to carry out this survey, we incurred a total cost approximately MYR 500, inclusion of travelling, printing and meal expenses. All in all, we took more than two weeks to complete this fieldwork.

3.9 Conclusion

In conclusion, research design of the specified sample frame had been outlined in detail in this chapter using sources of primary and secondary data. Each measurement of variable had been discussed in depth along with the presentation of analysis methods as well as data collection. The later chapter of the study explains the proposed data analysis.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

Here, we will present overview of the generated results in an organized way, starting with presentation of reliability results. Then, demographic information will be outlined in graphical format of various types. After that, we will be presenting inferential statistics. The entire test will be tested using alpha's 0.05 significance level.

One-Way ANOVA and Independent Sample t-Test will be involved in testing OCB level among banking staffs. Then, Pearson Correlation is utilised to examine variables linkage. Lastly, to find out which variables can explain more of OCB variation or the highest variation of OCB, Multiple Linear Regressions will be used.

4.1 Response Rate

Overall, we managed to collect a total of 299 questionnaires. However, out of 299 questionnaires, only 298 were usable. One of the questionnaires' respondent did not fill in the demographic section, resulted in unqualified questionnaire. From the remaining 298 questionnaires, 2 of it contain two unanswered questions; however, in this case, these questionnaires were still usable in our study.

4.2   Editing and Coding

4.2.1   Coding the Demographic Data

Raw data need to be transformed into information before data analysis is carry out because most of the time, raw data are unorganized and analysis cannot be carried out properly using raw data (Zikmund et al., 2010). Hence, raw data need to undergo editing and coding process that involves two sub-parts for this study. The first sub-part is on editing and coding process of Section A of the questionnaire. All the eight Section A variables had been coded as shown below:

Table 4.0: Coding for Demographic Data

Variable	Measure	Label
Gender	Nominal	Male ---------------------------------------1 Female -----------------------------------2
Age Group	Ordinal	18 to 24 years -----------------------------1 25 to 34 years -----------------------------2 35 to 44 years -----------------------------3 45 to 54 years -----------------------------4 55 to 64 years -----------------------------5
Race / Ethnicity	Nominal	Chinese ------------------------------------1 Malay ---------------------------------------2 Indian ---------------------------------------3
Marital Status	Nominal	Single ---------------------------------------1 Married --------------------------------------2
Education Level	Ordinal	Less than High School -------------------1 High School graduate --------------------2 Some Colleges, no degree --------------3 Associate's Degree ----------------------4 Bachelor's Degree -----------------------5 Professional Degree ---------------------6
Length of Services	Ordinal	Less than 1 Year -------------------------1 1 to 3 Years ------------------------------2 3 to 5 Years ------------------------------3 5 to 10 Years ----------------------------4 More than 10 Years ---------------------5
Working Hours Per Week	Ordinal	40 hours a week or less ------------------1 More than 40 hours a week -------------2
Job Title	Ordinal	Executive ----------------------------------1 Junior Management ----------------------2 Middle Management ---------------------3 Senior Management ---------------------4 Others ---------------------------------------5

Source: Developed for the research

4.2.2 Coding the Variables Data

The second sub-part is on editing and coding process of Section B and C of questionnaire. The responses on questions of these sections were measured using five-Likert scale measurement. Table 4.1 shows the coding sample for the responses of Section B and C questions.

Table 4.1: Coding for Non-Demographic Questions Responses:

Variable	Measure	Label
Organizational Citizenship Behaviour	Scale	Strongly Disagree ------------------------1 Disagree ----------------------------------2 Neutral -------------------------------------3 Agree --------------------------------------4 Strongly Agree ---------------------------5
Recruitment and Selection Practices	Scale	Strongly Disagree ------------------------1 Disagree ----------------------------------2 Neutral -------------------------------------3 Agree --------------------------------------4 Strongly Agree ---------------------------5
Training and Development Practices	Scale	Strongly Disagree ------------------------1 Disagree ----------------------------------2 Neutral -------------------------------------3 Agree --------------------------------------4 Strongly Agree ---------------------------5
Compensation and Reward System	Scale	Strongly Disagree ------------------------1 Disagree ----------------------------------2 Neutral -------------------------------------3 Agree --------------------------------------4 Strongly Agree ---------------------------5
Performance Appraisal System	Scale	Strongly Disagree ------------------------1 Disagree ----------------------------------2 Neutral -------------------------------------3 Agree --------------------------------------4 Strongly Agree ---------------------------5

Source: Developed for the research

4.3 Characteristics of Respondents

This section begins with analyses made on demographic data collected from 298 respondents. The analysed data were presented in form of pie charts indicating the frequencies and percentages of respondents' characteristics.

4.3.1 Gender

Table 4.2: Frequency Analysis on Gender of Respondents

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	161	54.03	54.0	54.0
	Female	137	45.97	46.0	100.0
	Total	298	100.00	100.0	

Source: Developed for the research

Figure 4.0: Frequency Analysis on Gender of Respondents
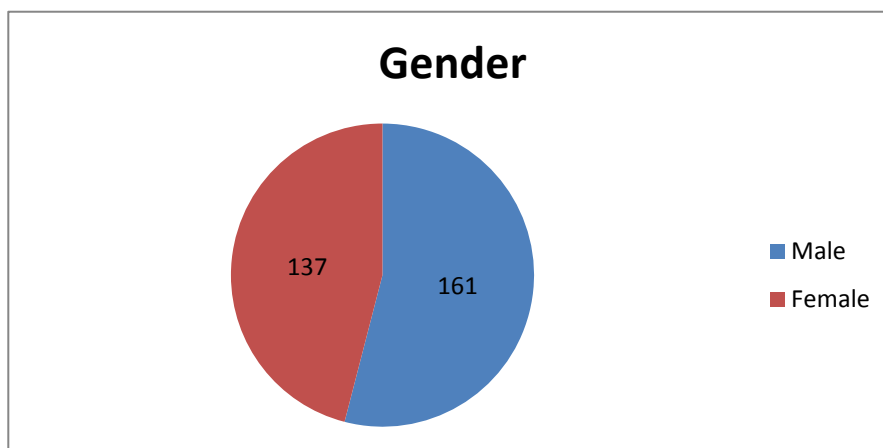
Source: Developed for the research

Based on Table 4.2 and Figure 4.0, out of 298 respondents, 161 are of male, accounted for 54% of the chart. Female accounted for only 137 respondents, taking up 46% of the chart. Majority of the respondents were male.

4.3.2 Age Group

Table 4.3: Frequency Analysis on Age Group of Respondents

	Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 24	11	3.69	3.7	3.7
	25 to 34	106	35.57	35.6	39.3
	35 to 44	101	33.89	33.9	73.2
	45 to 54	68	22.82	22.8	96.0
	55 to 64	12	4.03	4.0	96.0
	65 or older	0	0.00	0.00	100.0
	Total	298	100.00	100.0	

Source: Developed for the research

Figure 4.1: Age Group
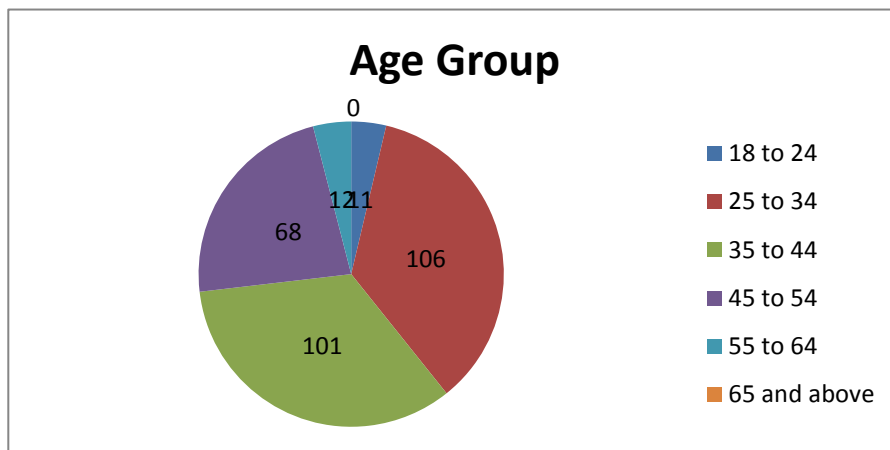
Source: Developed for the research

Based on the Table 4.3 and Figure 4.1, out of 298 respondents, majority were of 25 to 34 years old with 106 respondents (35.6%), followed by respondents of 35 to 44 years old, with 101 in total (33.9%). Then, the third highest was respondents with age group 45 to 54, with 68 respondents (22.8%). 55 to 64 years old age group ranked fourth, with 12 respondents (4%) and 18 to 24 years old range has 11 respondents (3.7%). No one respondent was from 65 years and above.

4.3.3 Race/ Ethnicity

Table 4.4: Frequency Analysis on Ethnic Group of Respondents

Race/ Ethnicity		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	94	31.54	31.5	31.5
	Malay	144	48.32	48.3	79.9
	Indian	60	20.14	20.1	100.0
	Total	298	100.00	100.0	

Source: Developed for the research

Figure 4.2: Race / Ethnicity
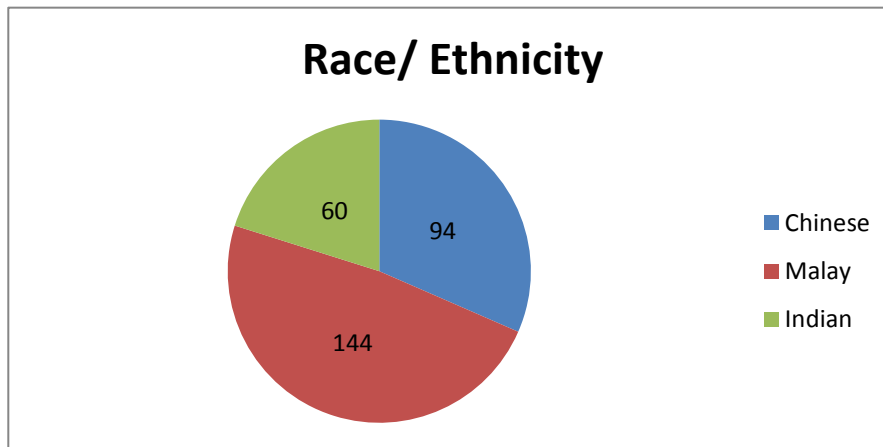
Source: Developed for the research

Based on Table 4.4 and Figure 4.2, Malay took up most space in pie chart, accounted for 144 respondents (48.3%). Chinese ranked second with 94 respondents (31.5%). Indian came in third with 60 respondents (20.1%).

4.3.4 Marital Status

Table 4.5: Frequency Analysis on Marital Status of Respondents

Marital Status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	105	35.24	35.2	35.2
	Married	193	64.76	64.8	100.0
	Total	298	100.00	100.0	

Source: Developed for the research

Figure 4.3: Marital Status
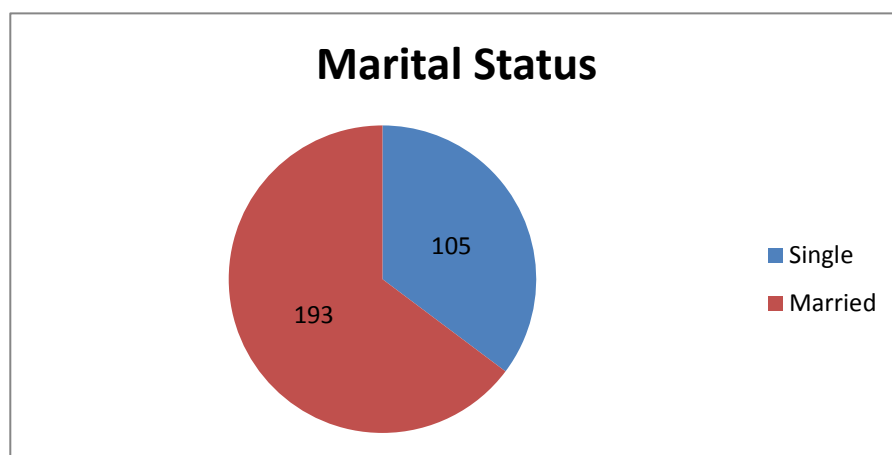
Source: Developed for the research

Based on Table 4.5 and Figure 4.3, most respondents are married with 193 respondents (64.8%) representing married ones while 105 respondents (35.2%) are still single.

4.3.5 Education Level

Table 4.6: Frequency Analysis on Education Level of Respondents

Education Level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school graduate	140	46.98	47.0	47.0
	Some colleges, no degree	16	5.37	5.4	52.3
	Bachelor's degree	130	43.62	43.6	96.0
	Professional degree	12	4.03	4.0	100.0
	Total	298	100.00	100.0	

Source: Developed for the research

Figure 4.4: Education Level
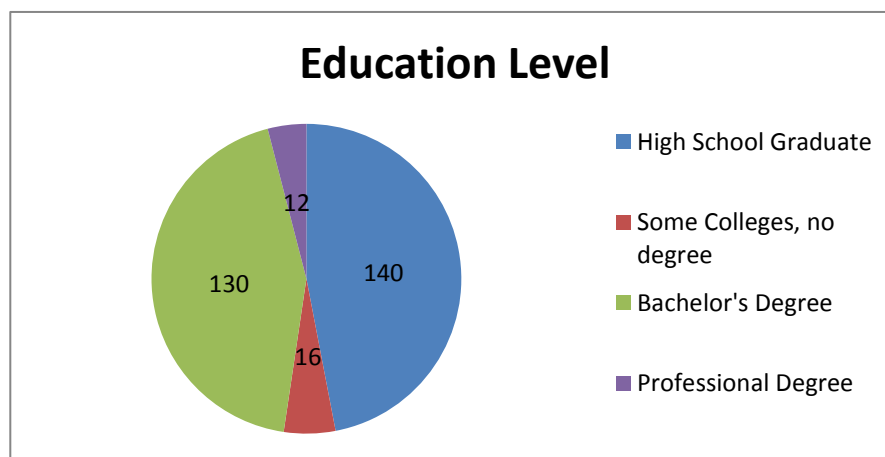
Source: Developed for the research

Based on Table 4.6 and Figure 4.4, most respondents were high school graduate who accounted for 140 respondents (47%). 130 respondents (43.6%) were of Bachelor's degree, 16 respondents (5.4%) had graduated from college with no degree while 12 respondents (4%) were having Professional Degree.

4.3.6 Length of Services

Table 4.7: Frequency Analysis on Respondents' Length of Services

Length of Services (Years)		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 Year	9	3.02	3.0	3.0
	1 to 3 Years	33	11.07	11.1	14.1
	3 to 5 Years	68	22.82	22.8	36.9
	5 to 10 Years	65	21.81	21.8	58.7
	More than 10 Years	123	41.28	41.3	100.00
	Total	298	100.00	100.0	

Source: Developed for the research

Figure 4.5: Length of Services
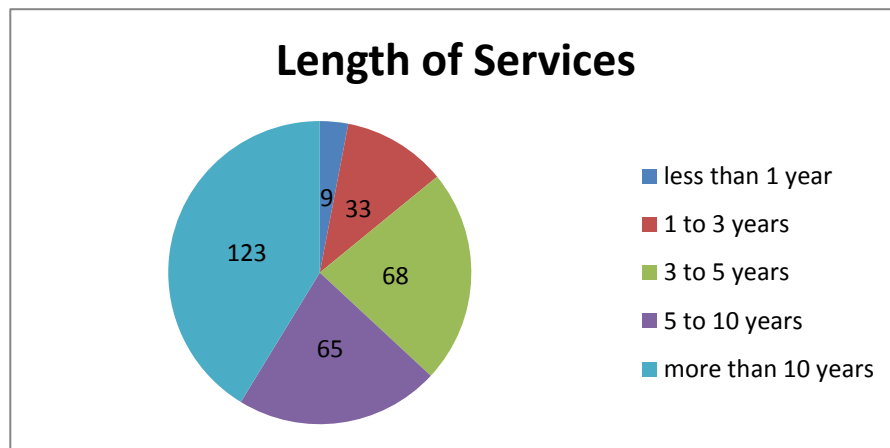
Source: Developed for the research

Based on Table 4.7 and Figure 4.5, 123 respondents (41.3%) had served the company for more than 10 years, 68 respondents (22.8%) for 3 to 5 years, 65 respondents (21.8%) for 5 to 10 years, 33 respondents (11.1%) for 1 to 3 years while 9 respondents (3%) had served the company for less than 1 year.

4.3.7 Working Hours Per Week

Table 4.8: Frequency Analysis on Respondents' Working Hours Per Week

Working Hours Per Week		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	40 hours a week or less	105	35.23	35.2	35.2
	More than 40 hours a week	193	64.77	64.8	100.0
	Total	298	100.00	100.0	

Source: Developed for the research

Figure 4.6: Working Hours Per Week
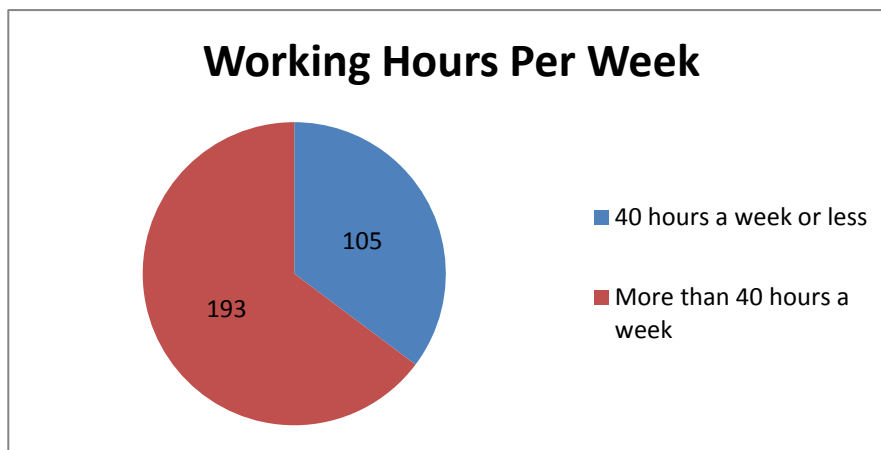
Source: Developed for the research

Based on Table 4.8 and Figure 4.6, from 298 respondents, 193 respondents (64.8%) work more than 40 hours a week. In contrast, 105 respondents (35.2%) work 40 hours or less in a week.

4.3.8 Job Title

Table 4.9: Frequency Analysis on Job Title of Respondent

	Job Title	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive	141	47.31	47.3	47.3
	Junior Management	72	24.16	24.2	71.5
	Middle Management	28	9.40	9.4	80.9
	Senior Management	18	6.04	6.0	86.9
	Others	39	13.09	13.1	100.0
	Total	298	100.00	100.0	

Source: Developed for this research

Figure 4.7: Job Title
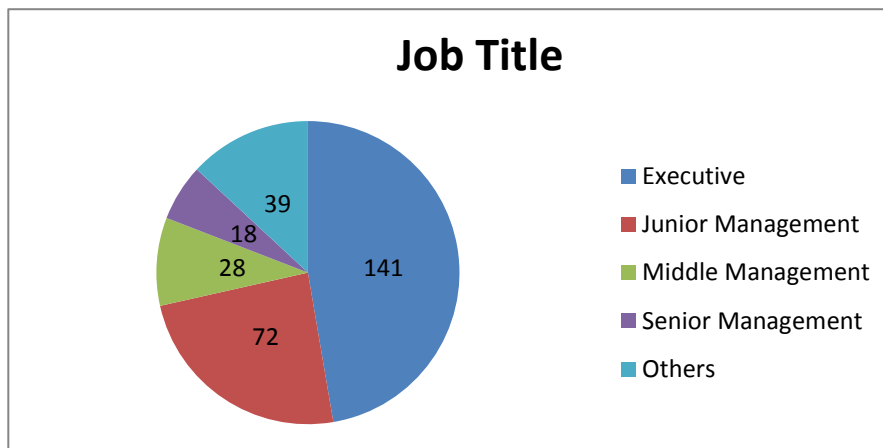
Source: Developed for the research

Based on Table 4.9 and Figure 4.7, 141 respondents (47.3%) were of executive level, 72 respondents (24.2%) from junior management level, 28 respondents (9.4%) from middle management level and 18 respondents (6%) from senior management level. 39 respondents (13.1%) out of 298 respondents were from other levels job title.

4.4 Data Analysis

After collected data had been process, analyses of data were conducted using various statistical techniques of reliability analysis and inferential analysis.

4.4.1 Reliability Analysis

Reliability test was carried out on 298 questionnaires to ensure consistency, accuracy and reliability of questionnaires. The result was shown below:

Table 4.10: Reliability of Questionnaire (Reliability Study)

Variable / Construct	Cronbach's Alpha (α)	
	Pilot Test	**Reliability Test**
Recruitment and Selection Practices	0.738	0.728
Training and Development Practices	0.729	0.759
Compensation and Reward System	0.745	0.755
Performance Appraisal System	0.854	0.870
Organizational Citizenship Behaviour	0.651	0.737
Overall Reliability	0.893	0.910

 Source: Developed for the research

Above table shows not much difference in Cronbach's Alpha of pilot test and reliability test, except for OCB construct in which it experienced an increase from 0.651 (fair reliability) to 0.737 (good reliability). Thus, all constructs were found to be of range 0.70 to 0.80, meaning all questionnaire questions were consistent and reliable in measuring the stated constructs. With this, we can analyse further the collected data in the following section.

4.4.2   Inferential Analyses

Inferential analyses involve analysing and interpreting the collected data from respondents. Relationship among various independent variables and dependant variable were tested using the chosen statistical techniques of Independent Sample t-Test, One-Way ANOVA, Pearson Correlation Coefficient as well as Multiple Regression.

4.4.2.1   Independent Sample t-Test

The t-Test examine hypothesis in which its mean score on certain ratio or scale of interval variable (metric) is significantly not the same for two independent groups or samples.

4.4.2.1.1 Gender and OCB

Null Hypothesis (H0):

There is no significant difference in OCB among genders

Alternate Hypothesis (H1):

There is a significant difference in OCB among genders.

Table 4.11: Independent Samples T-test

Gender	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Significance	t	df	Sig (2-tailed)
OCB Equal Variances Assumed	9.296	0.003	-0.114	296	0.909
Equal Variances Not Assumed			-0.116	293.570	0.908

Source: Developed for the research

From Table 4.11, reported t-value was -0.116 due to Equality of Variances'
significance was of 0.003, lower than alpha value 0.05. Thus, this represents
unequal mean variance between OCB for both male and female.

Besides, P-value of unequal variances was 0.908. This figure was higher than
alpha value 0.05. Therefore, we rejected H1 since there was no data to
support it. To conclude, there is no significant difference in OCB between
genders.

Table 4.11.1: Group Statistic

	Gender	N	Mean	Std. Deviation	Std. Error Mean
OCB	Male	161	3.5024	0.44220	0.03485
	Female	137	3.5077	0.34294	0.2930

Sourced: Developed for the research

Both male and female mean were 3.5024 and 3.5077 respectively. The almost similar mean between these two groups shows there were no difference in OCB among male and female in banking industry.

4.4.2.1.2 Woking Hour Per Week and OCB

Null Hypothesis (H0): There is no difference in OCB among employees who work more than 40 hours a week and employee who work less than 40 hours a week.

Alternate Hypothesis (H1): There is a significant difference in OCB among employees who work more than 40 hours a week and employee who work less than 40 hours a week.

Table 4.12: Independent Samples t-Test

Woking Hour Per Week	**Levene's Test for Equality of Variances**		**t-test for Equality of Means**		
	F	Significance	t	df	Sig (2-tailed)
OCB Equal Variances Assumed	0.987	0.321	-9.025	296	0.000
Equal variances not assumed			-9.642	256.421	0.000

Source: Developed for the research

From Table 4.12, reported t-value was -9.025. This is because Equality of Variances's significance was 0.321, which is higher than alpha value 0.05. Thus, this represents equal mean variances of OCB for employees who work less than 40 hours in a week and more than 40 hours in a week.

From the shown table, P-value of equal variances was 0.000. This figure was lower than alpha value 0.05. Therefore, we accepted H1 since the data supported it. To conclude, a significant difference in OCB was found among

employees who work more than 40 hours a week and employees who work less than 40 hours a week.

Table 4.12.1: Group Statistic

Gender	N	Mean	Std. Deviation	Std. Error Mean
OCB Work less than 40 hours	105	3.2540	0.30222	0.02949
Work more than 40 hours	193	3.6413	0.37901	0.02728

Sourced: Developed for the research

The mean of employees who work less than 40 hours and employees who work more than 40 hours were 3.2540 and 3.6413 respectively. Therefore, with employees who work more than 40 hours per week generated a higher mean than the other group, we can conclude that this group of employees are more committed to OCB. Hence, employees' working hours are significant in predicting OCB.

4.4.2.2 One-Way ANOVA

One-Way ANOVA is used in examining the significant differences of mean found in more than two groups on a ratio or scale of interval dependent variable (metric). Hence, in this study, One-Way ANOVA will be used in examining different age group and OCB as well as different length of service among banking staffs and OCB.

4.4.2.2.1 Age Group and OCB

Null Hypothesis (H0): There is no difference in OCB among banking staffs with different age group.

Alternate Hypothesis (H1): There is a significant difference in OCB among banking staffs with different age group.

Table 4.13: Test of homogeneity of Variances

Levene Statistic	df1	df2	Significance
2.444	4	293	0.047

Source: Developed for the research

Variances' homogeneity tested in Levene's test is significant for P value 0.047, lower than 0.05 alpha value. Therefore, sample variances for each group are not equal.

Table 4.14: One-Way ANOVA

	Sum of Squares	df	Mean Square	F	Significance
OCB Between Groups	15.049	4	3.762	34.198	0.000
Within Group	32.234	293	0.110		
Total	47.283	297			

Source: Developed for the research

With F value being 34.198 and P value being 0.000 (< alpha value 0.05), age was found to be causing a significant OCB variation among Malaysia's banking staffs. Therefore, we rejected null hypothesis (H_0) and we accepted alternate hypothesis (H_1), stating different age group have different OCB.

Table 4.14.1: Table of ONE-WAY Descriptive

	Age Group	N	Mean	Std. Deviation	Std. Error
OCB	18 to 24 Years	11	3.0909	0.40618	0.12247
	25 to 34 Years	106	3.3784	0.31231	0.03033
	35 to 44 Years	101	3.3982	0.32556	0.03239
	45 to 54 Years	68	3.8595	0.36957	0.04482
	55 to 64 Years	12	3.8889	0.23210	0.06700
	Total	298	3.5048	0.39900	0.02311
Model	Fixed Effects			0.33168	0.01921
	Random Effects				0.14500

Source: Developed for the research

From Table 4.14.1, employees with highest age group generated the highest mean of 3.8889 while employees with lowest age group generated the lowest mean of 3.0909. Meaning, an increase in age often resulted in an increase in age group mean. Hence, the higher employees' age group, the higher level of OCB they will possess, in comparison with lower age group employees.

4.4.2.2.2 Length of Services and OCB

Null Hypothesis (H0): There is no difference in OCB among banking staffs with different length of service in the financial institution.

Alternate Hypothesis (H1): There is a significant difference in OCB among banking staffs with different length of service in the financial institution.

Table 4.15: Test of homogeneity of Variances

Levene Statistic	df1	df2	Significance
5.562	4	293	0.000

Source: Developed for the research

Variances homogeneity in Levene's test shows significance with its P-value 0.000 which was lower than 0.05 alpha value. Therefore, each group's sample variances are not equal.

Table 4.16: One-Way ANOVA

	Sum of Squares	df	Mean Square	F	Significance
OCB Between Groups	5.151	4	1.288	8.955	0.000
Within Group	42.132	293	0.144		
Total	47.283	297			

Source: Developed for the research

With F value being 34.198 and P value being 0.000 (< alpha value 0.05), employees' length of services was found to causing a significant variation in

OCB among Malaysia's banking staffs. Hence, null hypothesis (H0) was rejected while alternate hypothesis (H1) was accepted, stating different banking staffs with different length of services possess different level of OCB.

Table 4.16.1: Table of ONE-WAY Descriptive

Length of Service		N	Mean	Std. Deviation	Std. Error
OCB	Less than 1 Years	9	3.0617	0.46849	0.15616
	1 to 3 Years	33	3.5320	0.17950	0.03125
	3 to 5 Years	68	3.5425	0.29958	0.03633
	5 to 10 Years	65	3.3265	0.45171	0.05603
	More than 10 Years	123	3.6034	0.40765	0.03676
	Total	298	3.5048	0.39900	0.02311
Model	Fixed Effects			0.37920	0.02197
	Random Effects				0.08092

Source: Developed for the research

From Table 4.16.1, employees were more committed as they work longer in an organization. Employees who work less than one year in an organization was found to be less committed in comparison with employees who had worked more than ten years. However, we found that for those who had worked for the organization more than 5 years but less than 10 years, they were less committed. In contrast, employee who worked less than 5 years but more than 1 year was found to be more committed. Therefore, the only thing that we can conclude is significant difference in OCB was found among banking staffs with different length of services.

4.4.2.3 Pearson Correlation Coefficient

According to Zikmund (2003), linear connection's measurement among two metric variables is known as Pearson Correlation Coefficient. It determines the strength, direction and bivariate relationship of all variables found in a study (Sekaran et al., 2010). In this study, H1, H2, H3, and H4 were examined by Pearson Correlation Coefficient and the result was shown below:

Table 4.17 Correlations between various HRM practices and OCB

		OCB	RSP	TDP	CRS	PAS
OCB	Person Correlation	1.000	0.437	0.465	0.399	0.606
	Significant (2-tailed)		0.000	0.000	0.000	0.000
RSP	Person Correlation	0.437	1.000	0.563	0.511	0.520
	Significant (2-tailed)	0.000		0.000	0.000	0.00
TDP	Person Correlation	0.465	0.563	1.000	0.472	0.652
	Significant (2-tailed)	0.000	0.000		0.000	0.000
CRS	Person Correlation	0.399	0.511	0.472	1.000	0.588
	Significant (2-tailed)	0.000	0.000	0.000		0.000
PAS	Person Correlation	0.606	0.520	0.652	0.588	1.000
	Significant (2-tailed)	0.000	0.000	0.000	0.000	

** Correction is significant at the 0.01 level (2-tailed)

** N = 298

** Abbreviation

   OCB : Organizational Citizenship Behaviour

   RSP : Recruitment and Selection Practices

   TDP : Training and Development Practices

   CRS : Compensation and Reward System

   PAS : Performance Appraisal System

Source: Developed for the research

Table 4.17 presents Pearson Correlation Coefficient's indication of correlation among four independent variables of this study with OCB. The following sub-sections will present the interpretation for each variable.

4.4.2.3.1 Hypothesis Testing

Rule of Thumb developed by Hair, Money, and Samouel (2007) will be used to classify the correlation coefficients' degree among variables and predictors. The Pearson Correlation Coefficients' classification was shown below:

Table 4.18: Classification of Pearson Correlation Coefficients

Coefficients Range	Strength
±0.91 to ±1.00	Very Strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but Definite Relationship
0.00 to ±0.20	Slight or Almost Negligible

Source: Hair, Money, Samouel and Page (2007)

4.4.2.3.1.1 Hypothesis One - RSP and OCB

Null Hypothesis (H0): Recruitment and selection (RSP) does not have significant relationship with OCB.

Alternate Hypothesis (H1): Recruitment and selection (RSP) has significant relationship with OCB.

Table 4.19: Correlations between Recruitment and Selection (RSP) and OCB

		OCB	RSP
OCB	Person Correlation	1	0.437
	Significant (2-tailed)		0.000
RSP	Person Correlation	0.437	1
	Significant (2-tailed)	0.000	
** Correction is significant at the 0.01 level (2-tailed)			
** N = 298			

Source: Developed for the research

From Table 4.19, recruitment and selection practices has r = 0.437 correlation with OCB, meaning their relationship was positively correlated. Therefore, Malaysia's financial institutions can develop a better recruitment and selection practices to cultivate citizenship behaviour among their employees.

Besides, correlation coefficient value was 0.437, classified under ±0.41 to ±0.70. Hence, recruitment and selection practices have moderate relationship with OCB. Furthermore, recruitment and selection practices' p-value was 0.000, lower than 0.01 alpha value. With this, we accepted H1. To conclude,

relationship among recruitment and selection practices with OCB are positively correlated.

4.4.2.3.1.2 Hypothesis Two – TDP and OCB

Null Hypothesis (H0): Training and development (TDP) do not have significant relationship with OCB.

Alternate Hypothesis (H1): Training and development (TDP) has significant relationship with OCB.

Table 4.20 Correlations between Training and Development (TDP) and OCB

		OCB	TDP
OCB	Person Correlation	1	0.465
	Significant (2-tailed)		0.000
TDP	Person Correlation	0.465	1
	Significant (2-tailed)	0.000	
** Correction is significant at the 0.01 level (2-tailed)			
** N = 204			

Source: Developed for the research

From Table 4.20, training and development was positive 0.465 correlated to OCB, representing positive relationship among them. This value was of ±0.41 to ±0.70 range, bringing moderate relationship among them. Their relationship was significant because training and development practices' P-value was 0.000, lower than 0.01 alpha value. Thus, we accepted H1 by concluding training and development practices is positively correlated to OCB.

4.4.2.3.1.3 Hypothesis Three – CRS and OCB

Null Hypothesis (H0): Compensation and reward system (CRS) do not have significant relationship with OCB.

Alternate Hypothesis (H1): Compensation and reward system (CRS) have significant relationship with OCB.

Table 4.21 Correlations between Compensation and Reward (CRS) and OCB

		OCB	CRS
OCB	Person Correlation	1	0.399
	Significant (2-tailed)		0.000
CRS	Person Correlation	0.399	1
	Significant (2-tailed)	0.000	
** Correction is significant at the 0.01 level (2-tailed)			
** N = 298			

 Source: Developed for the research

From Table 4.21, compensation and reward system have positive 0.399 correlations with OCB, meaning they were positively correlated to OCB. Besides, this value was of ±0.21 to ±0.40 range, meaning their relationship was definite and small. Their relationship was significant because compensation and reward system's P-value was of 0.000, lower than 0.01 alpha value. Thus, we accepted H1 by concluding compensation and reward system is positively correlated to OCB.

4.4.2.3.1.4   Hypothesis Four – PAS and OCB

Null Hypothesis (H0): Performance appraisal system (PAS) does not have significant relationship with OCB.

Alternate Hypothesis (H1): Performance appraisal system (PAS) has significant relationship with OCB.

Table 4.22 Correlations between Performance Appraisal System and OCB

		OCB	PAS
OCB	Person Correlation	1	0.606
	Significant (2-tailed)		0.000
PAS	Person Correlation	0.606	1
	Significant (2-tailed)	0.000	
** Correction is significant at the 0.01 level (2-tailed)			
** N = 298			

Source: Develop for the research

From Table 4.22, performance appraisal system has positive 0.606 correlations with OCB, meaning they were positively correlated to OCB. Besides, this value was of ± 0.41 to ± 0.70 range, meaning their relationship was moderate. Their relationship was significant because compensation and reward system's P-value was of 0.000, lower than 0.01 alpha value. Thus, we accepted H1 by concluding performance appraisal system is positively correlated to OCB.

4.4.2.4   Multiple Regressions

In the section, citizenship variable will be explained using more than one HRM variable.

4.4.2.4.1   Hypothesis Five – HRM practices and OCB

Null Hypothesis (H_0): The relationship among HRM practices and OCB are negatively correlated.

Alternate Hypothesis (H_1): The relationship among HRM practices and OCB are positively correlated.

Table 4.23: Table of Model Summary (RSP, TDP, CRS, PAS)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.624	0.389	0.381	0.31389
a. Predictors: (Constant) RSP, TDP, CRS, PAS				
b. Dependent Variable: OCB				

Source: Develop for the research

From Table 4.23, the degree to which independent variables can explain dependent variable's variation was represented by R square 0.389. With R value of 0.624, independent and dependent variables' correlation coefficients are positively correlated.

In this study, independent variables inclusion of recruitment and selection practices (RSP), training and development practices (TDP), compensation and reward system (CRS), and performance appraisal system (PAS) have a positive relationship of 0.624 with OCB. The combination of these four HRM practices can explain 38.9 per cent of OCB variation.

Meaning, 61.1 per cent still left unexplained in this study, containing other additional variables which had not been covered in this study, but which are important in explaining OCB.

Table 4.24: Table of ANOVA (RSP, TDP, CRS, PAS)

Model	Sum of Squares	df	Mean Square	F	Significance
1 Regression	18.415	4	4.604	46.727	0.000
Residual	28.868	293	0.099		
Total	47.283	297			
a. Dependent Variable: OCB					
b. Predictors: (Constant) RSP, TDP, CRS, PAS					

Source: Develop for the research

Table 4.24 shows model 1 with the P-value of 0.000, lower than alpha value 0.05. Therefore, we accepted H_1 stating that all four HRM practices are significant in predicting OCB variation.

Table 4.25: Table of Coefficients (RSP, TDP, CRS, PAS)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Significance
	B	Std. Error	Beta		
1 (Constant)	1.577	0.180		8.760	0.000
RSP	0.140	0.058	0.144 (2nd)	2.432	0.016
TDP	0.055	0.056	0.063 (3rd)	0.984	0.326
CRS	0.009	0.047	0.011 (4th)	0.187	0.851
PAS	0.354	0.049	0.483 (1st)	7.237	0.000
a. Dependent Variable: OCB					
b. Predictors: (Constant) RSP, TDP, CRS, PAS					

Source: Develop for the research

Table 4.25 shows results of P-value for each independent variable.

1. Recruitment and selection practices (RSP)   = 0.016
2. Training and development practices (TDP)   = 0.326
3. Compensation and reward system (CRS)   = 0.851
4. Performance appraisal system (PAS)   = 0.000

Among the four HRM practices, RSP and PAS can significantly predict OCB because both practices' P-value was 0.016 and 0.000 respectively, less than alpha value 0.05. In contrast, CRS and TDP cannot predict OCB significantly because both practices' P-value was 0.851 and 0.326 respectively, more than alpha value 0.05.

As generated results found TDP and CRS to be not significant in predicting OCB variables, therefore, we had investigated further on the contribution of variations among four HRM practices because we yearned to find out which variable can contribute most in explaining OCB variation. The result was shown below (Table 4.26).

4.4.2.4.2 Future Investigation - Multiple Regressions Result

<p align="center">Table 4.26: Table of Model Summary (RSP, PAS)</p>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	0.606	0.367	0.365	0.31794
3	0.622	0.387	0.383	0.31337
**Model 2			**Model 3	
a. Predictors: (Constant) PAS			c. Predictors: (Constant) RSP, PAS	
b. Dependent Variable: OCB			d. Dependent Variable: OCB	

Source: Develop for the research

From Table 4.26, Model 2's R square was 0.367. This indicates that PAS alone can explain 36.7 per cent of OCB variations. For Model 3, it has R square of 0.387. This indicates that combination of PAS and RSP can explain 38.7 per cent of OCB variations. Meaning, RSP alone can explain 2 per cent of OCB variations.

By comparing the results of Model 1 (Table 4.23, Predictor: RSP, TDP, CRS, PAS) to Model 3 (Table 4.26, Predictor: RSP, PAS), we concluded that TDP and CRS can only explain 0.2 per cent of OCB variations (38.9% -38.7%). With this, we decided to remove TDP and CRS variables from our model of this study in predicting OCB variations because these variables were of less important in explaining OCB variations among banking staffs.

Table 4.27: Table of ANOVA (RSP, PAS)

	Model	Sum of Squares	df	Mean Square	F	Significance
2	Regression	17.361	1	17.361	171.748	0.000
	Residual	29.922	296	0.101		
	Total	47.283	297			
3	Regression	18.314	2	9.157	93.252	0.000
	Residual	28.969	295	0.098		
	Total	47.283	297			
**Model 2			**Model 3			
a. Predictors: (Constant) PAS			c. Predictors: (Constant) RSP, PAS			
b. Dependent Variable: OCB			d. Dependent Variable: OCB			

Source: Develop for the research

From Table 4.27, Model 3's P-value was 0.000, less than 0.05 alpha value. Therefore, Model 3 is a significant model with RSP and PAS combination can significantly predict OCB variations.

Table 4.28: Table of Coefficients (RSP, PAS)

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Significance
		B	Std. Error	Beta		
2	(Constant)	2.030	0.114		17.805	0.000
	PAS	0.444	0.034	0.606	13.105	0.000
3	(Constant)	1.628	0.171		9.510	0.000
	PAS	0.381	0.039	0.519 (1st)	9.734	0.000
	RSP	0.162	0.052	0.166 (2nd)	3.115	0.002
**Model 2			**Model 3			
a. Predictors: (Constant), PAS			c. Predictors: (Constant), RSP, PAS			
b. Dependent Variable: OCB			d. Dependent Variable: OCB			

Source: Develop for the research

From Table 4.28, Model 3 variables of PAS and RSP were the key predictor variables in explaining OCB variations among Malaysia's banking staffs. Therefore, based on Model 3's RSP and PAS beta value of unstandardized coefficients, a Multiple Regression Equation was formulated.

$$\textbf{\textit{Organizational Citizenship Behaviour}}$$
$$= \textbf{1.628} + \textbf{0.381} \, (\textbf{\textit{PAS}}) + \textbf{0.162} \, (\textbf{\textit{RSP}}) + \; \boldsymbol{\mathcal{E}}$$

From Table 4.28, PAS contribute more to OCB variation with 36.7 per cent in comparison to RSP which contributed only about 2 per cent out of 38.7 per cent. Besides, PAS's beta value was higher than RSP's, with 0.519 and 0.166 respectively. Thus, PAS contributed most in explaining OCB variation given all other variances of this model's predictor variables is controlled for.

In contrast, RSP contributed only a slight variation to explain OCB because it has a smaller beta value of only 0.166 under standardized coefficients as compared to PAS. Hence, RSP contributed the least in explaining OCB variation given all other variances of this model's predictor variables is controlled for.

4.5   Conclusion

Significant relationships were found in majority of the analyses test. All test inclusion of Cronbach Alpha Reliability, Descriptive analysis, Pearson Correlation Coefficient as well as Multiple Regression Analysis were statically analysed using SPSS. The findings will be discussed further in chapter five. Major findings' summary will show the linkage between research objective, hypotheses, results and findings.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

Here, summary on important findings of this study will be presented first. Linkages between findings of this study with objectives, research questions, hypotheses and research problem will be highlighted. Then, the findings will be discussed, with support from relevant literatures.

5.1   Summary of Major Findings and Discussions

5.1.1   First Objective

Table 5.0: Research Question and Hypotheses

No.	Alternative Hypotheses:	Outcomes
H1	There is a significant difference in OCB between Genders.	Not Significant
H2	There is a significant difference in OCB between employees who work more than 40 hours per week and employee who work less than 40 hours per week.	Significant

Source: Develop for the research

Table 5.0 shows t-tests of one sample's result. Result shows no difference between male and female in OCB among Malaysia's banking staffs. In contrast, significant difference is found in OCB among employees who are willing to work more than 40 hours a week and employee who are unwilling to more than 40 hours per week.

Table 5.1: Research Question and Hypotheses

No.	Alternative Hypotheses:	Outcomes
H1	There is a significant different in OCB between banking staff with different Age Group.	Significant
H2	There is a significant difference in OCB among banking staff with different length of service in the financial institution.	Significant

Source: Develop for the research

Table 5.1 shows One-Way ANOVA's results. Results show different age group possesses different level of OCB. The higher the age, the higher the

OCB elicit by employee. For length of service, result shows significance between OCB with banking staffs of different length of service. The longer employee work in an organization, the more OCB they will elicit. This study found in banking industry, employees who worked less than one will elicit less OCB while employee who worked more than 10 years will elicit more OCB.

5.1.2 Second Objective

Table 5.2: Research Question and Objective with Hypotheses

Research Question:		
1. Whether HRM practices stated by researchers and Kelly service managing director can help financial institutions of Malaysia to cultivate citizenship behavior among its employees?		
Research Objective:		
1. To examine the relationship between recruitment and selection, training and development, compensation and reward, and performance appraisal system and organization citizenship behavior.		
No.	Alternative Hypotheses:	Outcomes
H1	Recruitment and selection does not have significant relationship with OCB.	Significant
H2	Training and development does not have significant relationship with OCB.	Significant
H3	Compensation and reward system does not have significant relationship with OCB.	Significant
H4	Performance appraisal system does not have significant relationship with OCB.	Significant

Source: Develop for the research

From Table 5.2, results show that OCB is significantly correlated with all four independent variables of this study. With this, the first question and objective of this study have been answered.

5.1.2.1   Recruitment and Selection (RSP) and OCB

Results show that RSP is significantly correlated to OCB (r = 0.437, p = 0.000 < 0.01). The result is similar to Begum et al. (2014), Noor et al. (2013), and Bolino et al.'s (2003) findings.

Begum et al. (2014), in his research on China commercial bank sector's financial institutions, found that RSP of the institutions were positively correlated with OCB. Noor et al. (2013) noted that RSP is a key practice in helping organization to manage OCB. Both of their these findings match Bolina et al.'s (2003) finding, whereby Bolina discovered RSP can help an organization to identify the right candidate in terms of skills, abilities and their predisposition towards OCB. In return, organization can reduce training cost while having ease in cultivating and managing employees' OCB.

5.1.2.2   Training and Development Practices (TDP) and OCB

Results show TDP and OCB are of moderate positive relationship (r = 0.465, p = 0.000 < 0.05), which is similar to Werner (2000), Kelly et al. (1993), Bolino et al. (2003) and Ahmad's (2011) findings.

Werner (2000) and Kelly et al. (1993) argued that it is almost impossible for organization to have employee who naturally possessed citizenship behavior being hired. Therefore, they concluded that TDP plays a supporting practice role to motivate employees to elicit citizenship behavior or to "activate" already predisposed behavior towards OCB's employees.

Bolina et al. (2003) and Ahmad (2011) had performed similar and concluded that TDP is a key practice used to generate many benefits for employees and organization, meanwhile, contributing towards OCB. Hence, all of the above researchers agreed that TDP can increase the possibility of employees engaging in OCB, by enhancing their confidence and comfortableness.

5.1.2.3 Compensation and Reward System (CRS) and OCB

Results show that CRS having a small but definite positive relationship with OCB ($r = 0.399$, $p = 0.000 < 0.05$), contributing to significant relationship. This finding was of same to Ahmad's (2013) who stated high compensation can contribute to higher OCB, by creating a sense to employees that they are being valued by the organization and are important to the organization. This can encourage employees to contribute extra effort in their job, thus contributing toward OCB.

Although CRS is related to OCB significantly, this study's results show CRS to be of least correlation and low significant value with OCB. According to Organ (1988), the pioneer of OCB, OCB does "not need to be directly recognized by the formal reward system" (p.4). This argument is somewhat compatible with our finding. Hence, CRS was of less effective in encouraging OCB as results shows weak relationship between these two variables.

With this, we concluded that if improvement were made on organization's CRS, only slight effect can be seen on banking staffs' citizenship behavior.

5.1.2.4 Performance Appraisal System (PAS) and OCB

Results show a positive significant correlation among PAS and OCB, which supports the past studies by Organ (1990), Folger et al. (1989), Ahmad et al. Colquitt et al. (2001), Srull et al. (1989), and Poursafar et al. (2014). OCB pioneer, Organ (1990), agreed PAS to be positively correlated to OCB. He highlighted that through performance appraisal criteria, employee will know which behavior the organization valued highly, thus, directly affecting employees' behavior.

Folger et al. (1989) found employees who perceived their organization to be having fair and equitable appraisal tends to show more OCB. In return, organizations performance and effectiveness can be enhanced. Furthermore, Ahmad et al. (2011) also discovered similar relationship between CRS and OCB in his study. With this, valuable evidences were there to prove PAS do have strong and significant relationship with OCB in banking industry.

5.1.3 Third Objective

Table 5.3: Research Question and Objective with Hypotheses

Research Question:		
2. Which HRM practice has the greatest contribution in cultivating citizenship behavior among banking staff of Malaysia?		
Research Objective:		
2. To examining the greatest contributor towards organizational citizenship behavior.		
No.	Alternative Hypotheses:	Outcomes
H1	All the variables namely: recruitment and selection, training and development, compensation and reward, and performance appraisal system can significantly explain the variances of OCB.	Significant

Source: Develop for the research

Table 5.4: Ranking Association between Independent Variables and
Dependent Variable

Independent Variables	Dependent Variable	Outcomes
Recruitment and Selection (RSP)	Organizational	Significant (2nd Strong)
Training and Development (TDP)	Citizenship Behavior	Insignificant
Compensation and Reward (CRS)	(OCB)	Insignificant
Performance Appraisal (PAS)		Significant (Strongest)

Source: Develop for the research

From Table 5.3, result of Multiple Linear Regression is adequate and significant. Overall, PAS is the most crucial HR practices for OCB (Table 5.4), followed by RSP. In contrast, TDP and CRS are found to be not significant in predicting OCB in banking industry.

PAS being the most crucial HR practices for OCB, had been supported by several studies. One of it was from Organ (1990), who highlighted that through performance appraisal criteria, employee will know which behavior the organization valued highly, thus, directly affecting employees' behavior.

Ahmad et al. (2011) is another one, who stated that PAS and OCB owned a very complex relationship. Hence, before developing appraisal policy, organization must understand deeply on appraisal criteria that can elicit OCB. Only effective appraisal system can contribute towards OCB.

Cloninger et al. (2011) was of same opinion as Ahmad at al. (2011), stating that appraisal system must be able to encourage cooperation instead of competition for OCB to take place. Cooperation appraisal system evaluates performance based on team, therefore encouraging employees to carry out task as a team. In contrast, competition appraisal system evaluates individual performance which encourages competition and discourages OCB as employees will be reluctant to help each other.

On the other hand, RSP is another critical contributor towards OCB, as agreed by Begum et al. (2014), who had also conducted a study on banking industry. He found RSP to be positive correlated with OCB. Hence, this research's finding is able to provide valuable evidence to Begum et al.'s (2014).

For TDP, it only has slight effect on OCB, making their relationship insignificant, as shown in Multiple Regression analysis result. This finding is different from some researchers' findings. Kelly et al. (1993) in her study on engineers discovered that trained engineer can transform into superior performer from average performer. Hence, to Kelly, TDP plays an important role in cultivating OCB among employees.

Furthermore, in Amin, et al.'s (2011) study of construction industry, construction staffs became more confident and productive in performing jobs after continuous training was provided to them as training helps them to reduce work difficulties. Thus, to Amin, TDP can significantly contribute to OCB.

With the contrasting findings, the only thing that we can conclude about TDP and OCB relationship is TDP may be useful in other sector but it may not be significant enough in explaining banking industry's OCB, as proven in Multiple Regression Analysis's result.

Lastly, Multiple Regression analysis result shows CRS and OCB is of insignificant relationship as CRS contribute only slight or almost no effect against OCB. This finding is compatible to Organ's (1988), who stated OCB "does not need to be directly recognized by formal reward system" (p.4).

Yes, Organ (1997) had indeed; acknowledge the rightness of criticism made by Mackenzie et al. (1991), who argued that OCB can be encouraged by compensation and reward. However, our study shows that OCB is not really affected by either compensation or reward. Although positive relationship do exist between CRS and OCB, however, it is not significant enough to use monetary or reward strategy to cultivate OCB as this strategy has only little effect on OCB.

All in all, PAS affects OCB most among banking staffs followed by RSP. Slight or no contribution is found in TDP as well as CRS.

5.2   Implication of the study

This study's implication will include theoretical implications, practical implications as well as managerial implications.

5.2.1   Theoretical Implications

Theoretical implications were brought by this study's findings and contributions. Firstly, this study's findings confirm the validity of the relationships between variables. It verifies the significant relationship among PAS and RSP to OCB.

Secondly, past studies mostly focus on examining the relationship among HRM practices and OCB in academic staffs and others. However, the relationship among HRM practices with OCB in banking staffs have yet to be tested, or only has little evidence concerning this type of study. Thus, this research's findings have filled the gap.

Thirdly, this study's findings revealed that TDP and CRS were not significant in explaining OCB variation. Therefore, further research may be conducted on these variables to test their significance.

5.2.2   Practical Implications

In this study, only two out of four independent variables, namely PAS and RSP, have the strongest relationship with OCB among Malaysia's banking staffs. This can provide some insights as well as feedbacks to Malaysia banks' human resource personnel and administrators for drafting methods and strategies to encourage their staffs to elicit more OCB.

Based on Model 3 of Multiple Regression analysis, some of the HRM practices can be applied onto Malaysia's financial institution to manage OCB. Through findings, PAS and RSP can be used to predict an organization's OCB. This is especially true for PAS that has the highest contribution in explaining OCB variances as compared to RSP.

TDP and CRS were found to be contributing only slight or almost nothing at all in explaining OCB variances. Therefore, through this finding, we suggest Malaysia financial institutions to be more attentive on their PAS by designing a better assessment policy as well as providing greater performance feedbacks to banking staffs as so to manage and establish OCB among their staffs.

5.2.2.1   Performance Appraisal System

Through findings, banks should have a fair and healthy appraisal practices as this practices is more preferable by staffs. Banks should take note on customizing the performance appraisal standard according to each staffs' position level such as senior, middle, or junior staffs. This is important

because with the same evaluation criteria applied on all level, staffs may be of less committed to the organization as their performance is not judged accordingly.

Furthermore, seminar can be conducted to educate staffs on how the rewards are associated to their performance appraisal. Although in this study rewards is not significant in affecting OCB, according to some researcher as mentioned above, reward can play its role as supportive practices to support organization's appraisal system. Knowing that they will be rewarded and appraised by bank, staffs will be more motivated intrinsically when it comes to develop OCB in their institution.

5.2.2.2 Recruitment and Selection Practices

It is also necessary for banks to have improvement made on recruitment and selection policy. They must have a clear hiring policy to screen out unqualified applicant, at the same time, to select the right candidates in terms of skills, knowledge and capabilities.

With this, only candidates with right skills, abilities and capabilities to perform the job will be hired. A recruitment and selection process is said to be successful once it can help bank to maintain its market position and contribute towards organizational performance. Subsequently, with these changes, OCB among banking staff can potentially be improved.

5.3 Limitation of the Study

This research contains several limitations. Firstly is bias found in single-method research. In this study, self-administered questionnaire method, meaning self-reported questionnaire, had been used to collect data. There is some concern regarding this method.

For the measuring instrument, yes, no doubt that it was of well-established reliability and validity, taken from other well-known researchers. This helped to lessen self-reported bias's disadvantage. However, each variable measurement only contains a single version. Meaning, although more than one measure can be found in a particular variable (OCB, RSP, TDP, CRS and PAS), if same method (self-administrative questionnaire) were used on all variables, the variables cannot be measured correctly and sufficiently, causing strong evidence to be of non-existence.

Secondly, this study is conducted using cross-sectional data. This data can only at a specific time, reveal the total impact that predictor variable has towards a particular criterion variable (Cavana, Delahaye & Sekaran, 2001). Thus, a longitudinal study should be carried out instead, to provide more data which are useful from respondents.

Besides, cross-sectional data also did not allow or provide strict causal conclusion. Hence, it is difficult to determine cause and effect relationship. Variable that causes a change on another variable was not shown. For instance, there were several studies on causal relationship among CRS and OCB. However, these studies often yield inconsistent results. Some found that CRS causes a change in OCB (MacKenzie et al., 1991; Kelly et al., 1993) while some discovered contradicted results (Organ, 1990).

Thirdly, is survey itself. Some banks may be doubtful on surveys about their staffs' performance to the extent that they may discourage the staffs from taking part in the survey regarding the bank by imposing several restrictions. Hence, we find it difficult to collect valid responses from respondents on the survey. Although this study had collected quite a sufficient number of responses, these responses contained bias regarding relationships of variables. Therefore, result's reliability and validity of this study may be affected.

5.4 Suggestions for Future Research

The research has contributed valuable findings to existing OCB findings. We not just examined predictors of RSP, TDP, CRS and PAS toward OCB, we also examined personal factors inclusion of age, gender, length of services, and job title of banking staffs towards OCB. However, research is still needed for other potential OCB antecedents to be investigated further, such as leadership style and behaviour, employee characteristics, nature of employment, task characteristic, organizational justices (distributive and procedural justices), organizational politics, psychological contract, impression management and organizational cynicism.

Besides, this study focuses mainly on Malaysian financial institutions' banking staffs whereby relationships among HRM practices and OCB have been investigated. Therefore, we encouraged this research to be extended into non-banking staffs' research.

In addition, we suggest comparative study to be performed between banking staff and non-banking staff across different sector found in Malaysia. With

new knowledge and contribution generated from comparative study, it can assist HR department and management of an organization in enhancing its performance and reputation.

Moreover, longitudinal study is encouraged to be carried out in future research. This may bring significant findings and results, capturing perception change on the temporal dynamics that affect the determinants of banking staffs toward OCB. Furthermore, various constructs' cause and effect relationships can be determined.

5.5 Summary and Conclusion

This study's objective is to examine relationships among HRM practices and OCB in banking staffs of Malaysia's financial institution. With this, it has successfully addressed the research problem of this study that is how to improve Malaysian financial institutions' performance by understanding the behaviours and attitudes of banking staffs. Hopefully, with this research, Malaysia's financial institution can become better institutions.

Our recommendations are solely based on the findings of this research. Therefore, we recommended financial institutions in Malaysia to be more attentive on the significant factors of OCB, which are PAS and RSP, without neglecting the other two variables, TDP and CRS. Other researches may generate different results which may be contradicted to our findings. However, we believe our study will somehow; be useful to the world of literatures.

Hopefully, this study will enhance banking staffs' performances towards their institutions, by developing the OCB that the organization has always yearned for. If the findings of this study cannot help much, we hope that, at least there will be somewhat a little contribution to the corporate world, in this case, the banking industry, through our study of "HRM Practices as a Determinant of OCB: A Study among Banking Staffs".

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APPENDIX 1.0: CERTIFICATION LETTER FROM UTAR

UNIVERSITI TUNKU ABDUL RAHMAN
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

4th July 2014

To Whom It May Concern

Dear Sir/Madam

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

Name of Student	Student ID
CHUAH FORE HEIN	11ABB06348
LIM JIA HUEY	11ABB06270
LIM WEI CHEIK	11ABB07105
LIM YON HUI	13ABB00532
CHEAH CHEE MENG	12ABB07147
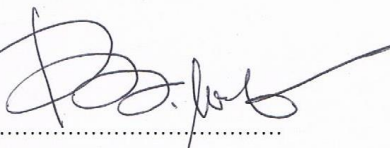
If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely

Mr Kuek Thiam Yong (Acting HOD) (Ng Lee Peng)

Head of Department,

Faculty of Business and Finance

Email: kuekty@utar.edu.my

Dr Wong Kee Luen

Supervisor,

Faculty of Business and Finance

Email: wongkl@utar.edu.my

Address: No.9, Jalan Bersatu 13/4, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia
Postal Address: P O Box 11384, 50744 Kuala Lumpur, Malaysia.
Tel: (603) 7958 2628   **Fax:** (603) 7956 1923   **Homepage:** http://www.utar.edu.my

APPENDIX 1.1:   SURVEY COVER LETTER

University Tunku Abdul Rahman

Human Resource Management Practices as a determinant of Organizational Citizenship Behaviours: A Study among Banking Staff.

Dear Respondent,

The enclosed questionnaire below is part of our final year project that we are writing as a student of University Tunku Abdul Rahman (UTAR) with the intention to carry out a research on the above topic.

This questionnaire is being filled by the banking staffs in Malaysia. These questions pertain to your experiences in your current job. All of the questions just require you to tick and to circle the appropriate answer.

Your answer will be kept strictly confidential and will only be used for research purposes. Your name will not be mentioned anywhere on the document so kindly give an impartial opinion to make the research successful.

Your cooperation is highly appreciated. If you have any questions or comments about completing the questionnaire, please feel free to contract us via forhein@hotmail.com.

Thanks once again for your time and cooperation.

APPENDIX 1.2: PERSONAL DATA PROTECTION STATEMENT

PERSONAL DATA PROTECTION STATEMENT

Please be informed that in accordance with Personal Data Protection Act (PDPA) 2010 which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (UTAR) is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to:-

- For assessment of any application to UTAR
- For processing any benefits and services
- For communication purposes
- For advertorial and news
- For general administration and record purposes
- For enhancing the value of education
- For educational and related purposes consequential to UTAR
- For the purpose of our corporate governance
- For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/ study loan

2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form you hereby authorize and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at forhein@hotmail.com or jia_hue@hotmail.com.

Acknowledgment of Notice

(   ) I have been notified by you and that I hereby understood, consented and agreed per UTAR above notice.

(   ) I disagree, my personal data will not be processed.

…………………………………

Name:

Date:

APPENDIX 1.2: SURVEY QUESTIONNAIRE

Section A:

Please tick or encircle the option for each question that is relevant to you.

1. Gender?

   A. Male   B. Female

2. Age?

   A. 18 to 24 years   C. 35 to 44 years   E. 55 to 64 years

   B. 25 to 34 years   D. 45 to 54 years   F. Age 65 or older

3. Race / Ethnicity?

   A. Chinese   B. Malay   C. Indian   D. Others (Specify) _____

4. Marital status?

   A. Single   B. Married   C. Separated   D. Widowed   E. Divorced

5. Highest degree or level of education?

A. Less than high school   E. Bachelor's degree

B. High school graduate (includes equivalency)   F. Ph.D.

C. Some colleges, no degree   G. Graduate or professional degree

D. Associate's degree

6. Length of services (years)?

A. Less than 1year   D. 5 to 10 years

B. 1 to 3 years   E. More than 10 years

C. 3 to 5 years

7. How many hours per week do you USUALLY work at your job?

A. 40 hours a week or less   B. more than 40 hours a week

8. Which of the following most closely matches your job title?

A. Executive   C. Middle Management   E. Others (Specify)

B. Junior Management   D. Senior Management   _____

Section B:

Please describe your personal views of the following statements related to your current bank as objectively as you can, by encircling number against each statement from the rating scale given below.

Recruitment and Selection Practices

NO.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	There is clearly written and operational recruitment and selection policy in my bank.	1	2	3	4	5
2	There are clear job descriptions and specifications in my bank.	1	2	3	4	5
3	In my bank, applicants are required to undergo interview before being hired.	1	2	3	4	5
4	In my bank, applicants are required to undergo tests before being hired.	1	2	3	4	5
5	In my bank, recruitment and selection are based on merit.	1	2	3	4	5

Training and Development Practices

NO.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	There is clearly written and operational training policy in my bank.	1	2	3	4	5
2	There is job specific training in my bank.	1	2	3	4	5
3	My bank makes sure I get the training needed to remain effective in my job.	1	2	3	4	5
4	There is continuous training needs assessment in my bank.	1	2	3	4	5
5	There is continuous monitoring and evaluation of training programmes in my bank.	1	2	3	4	5

Compensation Practices

NO.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My bank has an attractive compensation scheme.	1	2	3	4	5
2	My bank pays fair and equitable salary.	1	2	3	4	5
3	My bank pays salary that reflects performance.	1	2	3	4	5
4	My bank pays salary that encourages better performance.	1	2	3	4	5
5	My bank pays incentives based on team performance.	1	2	3	4	5

Performance Appraisal Practices

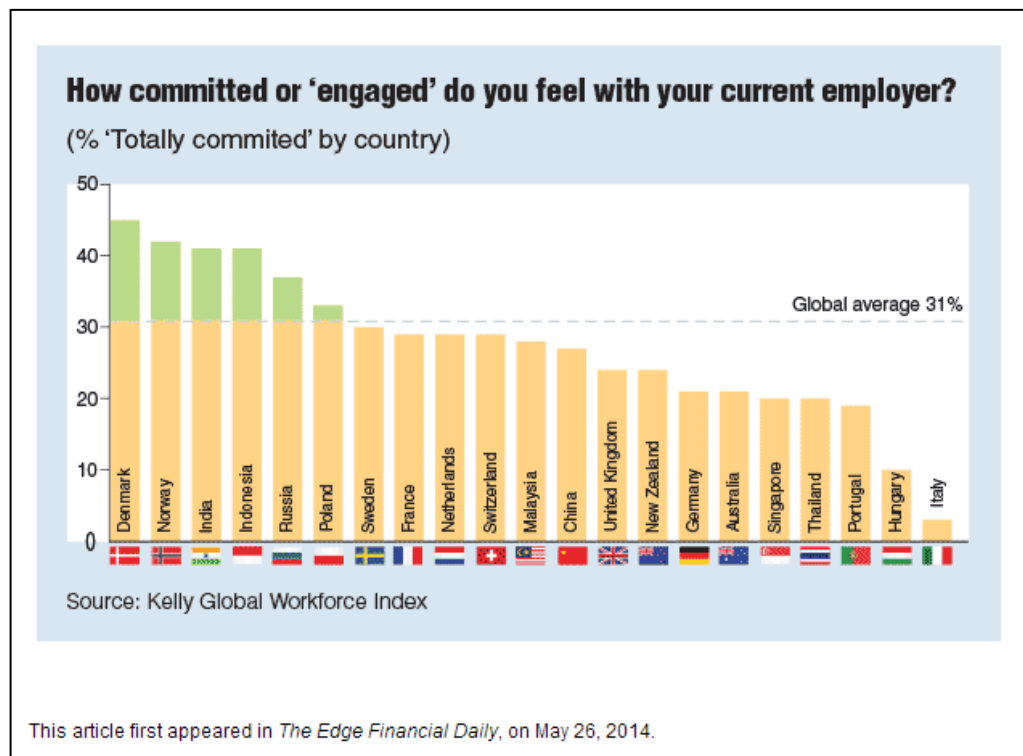| NO.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	In my bank, there is clearly written and operational employee performance appraisal.	1	2	3	4	5
2	In my bank, performance appraisal is fair and measurable.	1	2	3	4	5
3	In my bank, there is professional feedback for employee performance appraisal results.	1	2	3	4	5
4	In my bank, employee performance appraisal is considered an important task by superiors.	1	2	3	4	5
5	In my bank, performance appraisal evaluators are knowledgeable.	1	2	3	4	5

Section C:

Please describe your personal views of the following statements as objectively as you can, by encircling number against each statement from the rating scale given below.

Organizational Citizenship Behaviour

NO.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I help my colleagues who have been absent from work.	1	2	3	4	5
2	I help colleagues who have heavy workloads.	1	2	3	4	5
3	I am mindful of how my behavior affects other people's job.	1	2	3	4	5
4	I go out of way to help new employees.	1	2	3	4	5
5	I take a personal interest in my colleagues' job.	1	2	3	4	5
6	My attendance at work is above the norm.	1	2	3	4	5
7	I often complain about insignificant things at work.	1	2	3	4	5
8	I follow informal rules so as to maintain order.	1	2	3	4	5
9	I attend meetings that are not mandatory but considered important.	1	2	3	4	5
10	I perform duties that are not required but which improve corporate image.	1	2	3	4	5

APPENDIX 1.3: KELLY GLOBAL WORLDFORCE INDEX

How committed or 'engaged' do you feel with your current employer?

(% 'Totally commited' by country)

Global average 31%

Source: Kelly Global Workforce Index

This article first appeared in *The Edge Financial Daily*, on May 26, 2014.

<u>Source:</u> The Edge Malaysia (2014)

APPENDIX 1.4: NUMBER AND PERCENTAGE DISTRIBUTION OF EMPLOYED PERSONS BY INDUSTRY, MALAYSIA, 2010 AND 2011

Jadual 3: Bilangan dan taburan peratus penduduk bekerja mengikut industri[2], Malaysia, 2010 dan 2011
Table 3: Number and percentage distribution of employed persons by industry[2], Malaysia, 2010 and 2011

Industri / Industry	2010		2011	
	('000)	(%)	('000)	(%)
Jumlah / Total	11,899.5	100.0	12,284.4	100.0
Pertanian, perhutanan dan perikanan / Agriculture, forestry and fishing	1,614.9	13.6	1,410.0	11.5
Pelombongan dan pengkuarian / Mining and quarrying	57.2	0.5	76.0	0.6
Pembuatan / Manufacturing	2,108.5	17.7	2,222.3	18.1
Bekalan elektrik, gas, wap dan pendingin udara / Electricity, gas, steam and air conditioning supply	55.5	0.5	51.6	0.4
Bekalan air; pembentungan, pengurusan sisa dan aktiviti pemulihan / Water supply; sewerage, waste management and remediation activities	66.7	0.6	70.8	0.6
Pembinaan / Construction	1,082.7	9.1	1,133.6	9.2
Perkhidmatan / Services	6,626.1	55.7	7,095.6	57.8
Perdagangan borong dan runcit; pembaikan kenderaan bermotor dan motosikal / Wholesale and retail trade; repair of motor vehicles and motorcycles	1,887.8	15.9	1,999.5	16.3
Pengangkutan dan penyimpanan / Transportation and storage	554.7	4.7	605.2	4.9
Penginapan dan aktiviti perkhidmatan makanan dan minuman / Acommodation and food and beverage service activities	856.7	7.2	942.3	7.7
Maklumat dan komunikasi / Information and communication	178.9	1.5	207.6	1.7
Aktiviti kewangan dan insurans/takaful / Financial and insurance/takaful activities	323.4	2.7	317.6	2.6
Aktiviti hartanah / Real estate activities	58.5	0.5	61.2	0.5
Aktiviti profesional, saintifik dan teknikal / Professional, scientific and technical activities	285.6	2.4	329.0	2.7
Aktiviti pentadbiran dan khidmat sokongan / Administrative and support service activities	359.2	3.0	448.9	3.7
Pentadbiran awam dan pertahanan; aktiviti keselamatan sosial wajib / Public administration and defence; compulsory social security	787.7	6.6	749.0	6.1
Pendidikan / Education	779.3	6.5	785.0	6.4
Aktiviti kesihatan kemanusiaan dan kerja sosial / Human health and social work activities	280.0	2.4	382.5	3.1
Kesenian, hiburan dan rekreasi / Arts, entertainment and recreation	91.6	0.8	86.4	0.7
Aktiviti perkhidmatan lain / Other service activities	182.9	1.5	181.5	1.5
Aktiviti isi rumah sebagai majikan / Activities of households as employers	285.4	2.4	222.5	1.8
Aktiviti badan dan pertubuhan luar wilayah / Activities of extraterritorial organizations and bodies	2.5	0.0	2.1	0.0

[2] Industri dikelaskan mengikut 'Piawaian Klasifikasi Industri Malaysia (MSIC) 2008'
[2] Industry is classified according to 'Malaysia Standard Industrial Classification (MSIC) 2008'