THE RELATIONSHIP BETWEEN ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND JOB SATISFACTION: EVIDENCE FROM THE HEALTHCARE INDUSTRY IN KLANG VALLEY, MALAYSIA

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The Relationship between Organisational Citizenship Behaviour and Job Satisfaction: Evidence from the Healthcare Industry in Klang Valley, Malaysia

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The Relationship between Organisational Citizenship Behaviour and Job Satisfaction: Evidence from the Healthcare Industry in Klang Valley, Malaysia

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DECLARATION

I hereby declare that:

(1) This Research Project is the end result of my 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) The word count of this research report is _____15643_____.

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DEDICATION

I would like to express my heartfelt gratitude to my family for being there with me on every step of this journey. Their patience, dedication and encouragement brought this dissertation to fruition. Without their unwavering support, I could not have finished this dissertation in a timely manner.

ABSTRACT

Healthcare industry assumes an important role to play in the national economic growth. While acknowledging the potential of healthcare industry in Malaysia, the high turnover rate among Malaysian healthcare industry professionals warranted an immediate attention. Research by Roslan, Manaf, Filzatun, and Azahadi (2014) reported that healthcare industry professionals' turnover intention ranged from 33.9 % to 40.6 %.

Therefore, it is deemed necessary and timely to investigate the job satisfaction level of the healthcare professionals. Organisational Citizenship Behaviour (OCB) is described as the individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and that in the aggregate, promotes the effective functioning of an organisation. OCB involves analysis of five main constructs namely, altruism, courtesy, civic virtue, conscientiousness, and sportsmanship.

This study covers 115 healthcare professionals in the Klang Valley. Convenience sampling was adopted when selecting respondents and aims to test two hypotheses namely, whether Organisational Citizenship Behaviour Organisation (OCBO) and Organisational Citizenship Behaviour Individual (OCBI) has any positive relationship on job satisfaction level. The results revealed that OCBO has significant positive impact on job satisfaction with a determination of co-efficient (R^2) of 0.297 while OCBI was insignificant.

The results imply that it is the organisation focuses behaviour that has impact on job satisfaction. This further reinforce the importance of distinguishing the different level of OCB for future studies focusing specifically on professionals of different job functions such as nurses and pharmacists.

Keywords: Organisational Citizenship Behaviour, Organisational citizenship behaviour individual, Organisational citizenship behaviour organisation, job satisfaction, healthcare industry.

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CHAPTER 1

INTRODUCTION

1.0   Introduction

This chapter provides an overview of the study of organisational citizenship and job satisfaction in the healthcare industry in Klang Valley, Malaysia. This study may help the healthcare industry to better understand the role of organisational citizenship behaviour towards a healthcare professional's job satisfaction. In this chapter, the background of the study is first presented, followed by the problem statement, purpose statement, proposed research methodology as well as the chapter layout related to this study.

1.1   Background of Study

Human capital is extremely important in an organisation as it is often difficult to replace the experienced employees or expertise easily. Learning and growth are two crucial elements in human capital to improve the long-term profits and productivity of the organisation. This is especially relevant in Malaysia, with the formalisation of the ASEAN Economic Community (AEC) and more recently, Trans-Pacific Partnership Agreement (TPPA) being signed, which allows for a free flow of labour, capital and technology among the trading partners.

Hence, organisations should manage their human capital effectively in order to enhance their competitiveness. These employees are the intellectual capital of

organisations as they have acquired skills, knowledge, talents, abilities, and organisational values that will lead to organisational excellence.

Organisational behaviour is the most important element of success of these employees. Although numerous researches had been conducted and shown that Organisational Citizenship Behaviour (OCB) has significant influence on employees and organisational outcomes, there are still much research questions to be examined (Saepung, Sukirno, & Siengthai, 2011).

Looking at most research questions and hypotheses from various organisational settings from various countries, there is still much to be done especially on which variable of OCB has the most significant impact towards job satisfaction. Against this background, the present study is conducted to determine among the OCB variables, which is the most significant contributor towards job satisfaction.

1.1.1 Healthcare

Healthcare is the maintenance and improvement of health via diagnosis, treatment, prevention of diseases, illnesses and injuries. It is a wide industry that includes many professions such as general practitioners, dentists, pharmacists, nurses and so forth.

In Malaysia, healthcare is under the jurisdiction of Ministry of Health and it is listed as one of the National Key Economic Areas (NKEA). NKEA are economic areas that are prioritised by government, which include funding, top talent management and given special attention. These areas are important as they will be the main drivers towards the Gross National Income (GNI) of the country.

As healthcare industry is growing rapidly in the global economy, this industry has become extremely competitive and it is imperative for organisations to retain these talent as many organisations are headhunting talented workers from each other (Collins, n.d.).

1.1.2 Organisational Citizenship Behaviour (OCB)

Organisational Citizenship Behaviour (OCB), also known as extra-role behaviour is extremely crucial to the effectiveness of an organisation. Ideally, it is a value that every organisation wishes to have but unfortunately, only a handful of them have been able to attain it. Hence, any organisation that is able to nurture and maintain strong citizenship behaviour among its staff could categorise it as a key success factor towards organisational excellence. These could potentially be acknowledged as one of the organisation's competitive advantage by having talented, experienced and knowledgeable staff as they are not easily copied or imitated by competitors (Bolino & Turnley, 2003).

1.1.3 Job Satisfaction

Job satisfaction is a complex concept and many researchers define them differently. The most commonly used job satisfaction definition is defined as "a combination of psychological, physiological and environmental circumstances that allows an employee to proudly claim to be satisfied with their job" (Aziri, 2011). Meanwhile, Vroom in 1964 mentioned that it is affective orientations of employees towards their roles and responsibilities that they currently hold (Aziri, 2011).

As such, job satisfaction is an important aspect of organisational behavioural study as it is significantly related towards turnover intention. A higher job satisfaction is able to reduce the above-mentioned problems of uncertainties when an employee leaves the organisation.

1.2   Problem Statement

Nowadays, it is extremely rare to see local employees staying in an organisation for a very long time especially the younger generations. A survey that was conducted by Monroe Consulting Group Malaysia in 2015 had indicated that 40% of local employees had changed jobs within the previous year (Malaysia Recruitment Reports, n.d.).

When an employee leaves the organisation, there are many hidden costs involved such as working hours to conduct exit interviews, recalculation of pay and benefits such as annual leave, bonus, salary and last day of work.

Besides that, it has to go through the entire recruitment process which is very time consuming. It has to advertise on the opening, short-list, interview, negotiate terms and finally employ these candidates. There may also be a possibility whereby the new hire may back out of the job and that the recruitment cycle has to repeat again.

In addition, organisations may have to provide training to new employees if they do not have prior experience to their job functions. Moreover, new employees may take time to blend in to the organisational culture and during these transition period, productivity is low and performance is below par. Finally, the most important aspect is that when the existing well trained employees left, all their experiences and tacit knowledge will be lost.

OCB is defined as "individual behaviour that is in their own will and not directly or explicitly recognised by the formal reward system. This behaviour helps in promoting the efficient and effective functioning of the organisation" (Saepung, Sukirno, & Siengthai, 2011).

Many research have been conducted on OCB and turnover intention. An early study in 1998 ascertained that OCB has a negative relationship with turnover intention. In other words, employees who possess a lower OCB will be more likely to quit their job as compared to higher OCB employees (Chen, Hui, & Sego, 1998).

More recently in 2009, another study on OCB and turnover intention of hotel industry concluded that employees demonstrating certain dimensions of OCB had a lower turnover intention. This study was more relevant as it was conducted in Malaysia which have different demographics and culture as compared to other researchers (Khalid et al., 2009).

Generally, a lower turnover intention can be achieved when employees have high job satisfaction. In other words, job satisfaction is inversely related to turnover intention which had been proven by many researchers (Saeed, Waseem, Sikander, & Rizwan, 2014).

Hence, it is important that employees feel a sense of belonging towards their organisations. A lower satisfaction level towards their job would generally bring out poorer performances that has its effects on organisational productivity. Consequently, employees would not be in these organisations for a longer period, which would exhibits higher turnover intention. A high staff turnover would incur substantial costs that would definitely affect the company's performance as a whole.

1.3   Significance of Study

The significance of this study is to examine the roles of OCB of employees in healthcare industry towards job satisfaction. OCB, as defined earlier is "behaviour of employees in which they perform any additional duties beyond their formal role requirements that helps in an effective functioning of an organisation". There are five independent variables which are measures of OCB, namely, altruism, conscientiousness, civic virtue, courtesy and sportsmanship that are related to job satisfaction.

Upon completing this study, it would certainly be useful for researchers and healthcare managers to identify the most important elements of OCB. With that,

they could emphasise on these measures with the hope of attaining a higher job satisfaction and better company performance.

1.4   Proposed Research Methodology

Quantitative approach by using questionnaire survey is adopted in this study. A total of 150 questionnaires were distributed to employees working with healthcare organisations in Klang Valley via Google Forms, along with hardcopies of the questionnaires. The data collected are recorded and analysed using SmartPLS, an emerging statistical tool in both business and social research.

1.5   Chapter Layout

This study contains five chapters. Chapter one is the introduction covering background of study, problem statement, purpose statement, and proposed research methodology.

Chapter two presents the literature review whereby review of the relevant literature on this study is discussed. The literature review covers chapter's introduction, definition of OCB, job satisfaction, as well as past researches. Besides that, an explanation on relationship between variables and relevant hypotheses are also discussed. Finally, a proposed conceptual framework of this study is presented.

Chapter three discusses on the study's research methodology. The research methodology encompasses research design, sampling design, data collection methods, data analysis, research instrument, validity measurement as well as data collection framework.

Meanwhile in chapter four, results obtained from Smart PLS are reported. The results obtained are reported based on research questions formulated and

hypotheses developed. Descriptive analysis and inferential analysis of this study are also presented in this chapter.

The findings and discussion of this study are found in chapter five. In this chapter, this study's statistical analysis overview as well as discussion on major finding were presented. Implications and limitations of this study are also explained while recommendations along with the conclusion of this study are discussed.

CHAPTER 2

LITERATURE REVIEW

2.0   Introduction and Chapter Layout

There are three major sections under this chapter namely literature review, relationships among the variables, and the development of conceptual framework of this study.

In the first section, Organisational Citizenship Behaviour (OCB) and job satisfaction are discussed in depth. There are references to various research studies that are relevant to these terminologies. Then, the latest area of interest and limitations are explained.

Subsequently, the relationship among key variables are explained and clarified by reviewing numerous past established research in relation to this study. The correlation between OCB and job satisfaction are highlighted along with the relationship between job satisfaction and turnover intention.

Moving forward, the extent where OCB has been relevant in the Malaysian context for the past 10 years are discussed. OCB was certainly highlighted in many Malaysian researchers as they identified it to be one of the key measures to higher job satisfaction.

Finally, conceptual frameworks and the presentation of the hypotheses formulated for this study are discussed towards the end of this chapter.

2.1   History of Organisational Citizenship Behaviour (OCB)

It is important to define each and every word of OCB. As defined in the Oxford Dictionary website, an organisation is 'an organised group of persons with a particular purpose such as a business or government department' (Organisation, n.d.). Meanwhile, citizenship is defined as "the position or status of being a citizen of a particular country".

To give an illustration, an organisation may be compared to a city, where all employees in this organisation are same with the citizens of that city. Some citizens (employees) will have different mindset and perception as to how they want their city (organisation) to be the best. As such, they will be hoping that the city is clean, free from pollution and friendly that will stand out against other cities (Wengryzn, 2003).

Wengryzn (2003) intended to illustrate that in a business context, how much the employees want to feel closely connected, associated and related to its organisation is organisational citizenship. In other words, organisation citizenship describes how employees widen their behaviours in the organisation above the duties as per their job description.

The most commonly used definition was from Organ (1997), which is "individual behaviour or extra-role 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 organisation". Three main dimensions of the definition by Organ (1997) described herein were discretionary, non-existence formal rewards and what are the inputs to the effectiveness of an organisation. Based on these three dimensions, critiques were made by Morrison (1994) and Mackenzie, Podsakoff and Fetter (1991) and they clearly had opposing views.

Morrison (1994) opined that the discretionary described by Organ (1997) can be very subjective. Employees constantly had different perceptions towards their job roles and responsibilities. With that in mind, it was not possible to clearly define

the differences between in-role behaviour (core task performance) and extra-role behaviour (OCB). For instance, some employees may feel going to work early as extra-role behaviour while others feel it as in-role behaviour.

Furthermore, Morrison (1994) mentioned that out of the 20 OCB questions that has been suggested by Organ (1997), most respondents had perceived 18 of them were related to in-role behaviour. Hence, how an employee defines their job related to OCB depends on how engaged they are with OCB. Finally, she defined OCB as "ill-defined and varies from one employee to the next and between employees and supervisors"(Morrison, 1994).

Organ (1997) disapproved what Morrison had developed and stated that in this era, employees' jobs were not just what are expressly defined task and responsibilities. There may be many other ad-hoc duties that were assigned to employees, whereby they were not being defined clearly. Moreover, the work structure of employees are determined by the requirements which were very dynamic. Hence, they need not follow any specific procedures or guidelines to achieve them. However, Organ did not rebut anything that had been mentioned by Morrison (Organ, 1997).

The other dimension that received criticism was rewards. Mackenzie, Podsakoff and Fetter (1991) viewed that monetary rewards may be given to acts of OCB, which make them seem to be in-role behaviour. In other words, certain doings of OCB may result in cash rewards and this may not be labelled as doing something extra (Mackenzie, Podsakoff, & Fetter, 1991). Organ (1997) accepted the validity of this criticism and finally came to a conclusion whereby OCB improves the quality of service, increase the efficiency and performance of organisations.

Finally, Organ (1997) revised OCB's definition to "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". As mentioned, it was to focus on behaviours apart from what was described in an employee's job description. If all these were done, it would have an impact towards organisational effectiveness.

The redefined definition of 'support task performance' was endorsed by Williams and Anderson (1991). They opined that a minority of organisations and employees regards citizenship behaviour as less important job function as compared to their core tasks or in-role performance. Certainly, employees are hired by organisation to perform their assigned duties and core tasks. If there was a high degree of citizenship behaviour and such that employees slightly neglected their assigned duties, it would seem rather inappropriate (Williams & Anderson, 1991).

Werner (1994) also agreed on the findings of Williams and Anderson (1991). He mentioned that the lower were employees' core task performance, their superiors would had a tougher time rating them although they did exhibit a high degree of citizenship behaviour. On the other hand, if the core task performance of employees were higher, the weightage of their citizenship behaviours would play a role in the ratings. If the citizenship behaviours were also high, there may be a high overall ratings by the superiors. In conclusion, both researchers agreed that the citizenship behaviours were part of effectiveness of an organisation. However, they were not the crucial and sole element that affects organisational performance (Werner, 1994).

2.2   Measures of OCB

There are five dimensions of OCB suggested by Organ (1997), namely civic virtue, conscientiousness, sportsmanship, altruism and courtesy.

Civic virtue notes the extent of involvement and participation in the corporate governance that drive the organisations to achieve greater heights. Podsakoff, Mackenzie, Paine and Bachrach (2000) explained that such behaviour shows an employees' voluntary recognition of being a part of the organisation and accept any responsibilities that follow. Walz and Niehoff (1996) found that civic virtue increases the performance quality and reduce customer complains in the food and beverage industry.

Conscientiousness refers to obeying the rules and regulations of the organisation, both formally and informally. McCrae and Costa (1987) described that this measure can be somewhat related to organisational politics among employees. On top of that, Kidder and McLean Parks (1993) opined that males are of a higher probability in engaging conscientious behaviour over females as they have a tendency for equity over equality.

Sportsmanship refers to possessed behaviours of tolerance towards inconvenience, stresses, pressures and disruptions. Podsakoff and Mackenzie (1997) explained that a high degree of sportsmanship will increase the morale of the employees and as such, reduce their turnover.

Altruism represents the degree of an employee to provide assistance and help others who are in need to ensure their problems are solved. It refers to help employees help each other when they are at work. Podsakoff, Mackenzie, Paine and Bachrach (2000) explained that this dimension is significantly related to positive affection towards work.

Courtesy is any helping actions that are taken to prevent potential work-related problems or preventive actions to mitigate future problems or risks. A research conducted by Podsakoff, Mackenzie, Paine and Bachrach (2000) noted that employees who displayed this dimension would reduce intergroup conflict and thereafter reduces the time spent on conflict management activities.

In this matter, Williams and Anderson (1991) further categorised all five dimensions into two namely, organisational citizenship behaviour individual (OCBI) and organisational citizenship behaviour organisational (OCBO). OCBI consists of altruism and courtesy as it focused on individuals in organisations. Meanwhile, OCBO consists of conscientiousness, civic virtue and sportsmanship and they are focused on the good of organisations.

2.3   Job Satisfaction

Job satisfaction is the most studied dimension in organisations or management. How is it ever possible to make an employee satisfied with his or her job (Spector, 1997)? However until today, there is no specific definition as to what it represent, although it has been widely studied for many years by various researchers.

Spector (1997) suggested that job satisfaction can be interpreted as the extent employees like or dislike their work which will motivate them to go to work. He also listed out three key features that are synonymous with job satisfaction. Firstly, organisations have possesses traits of human-values and treat all equally with respect. This would induce employee effectiveness as a positive mental and emotional state tends to increase employees' job satisfaction.

Secondly, a highly satisfied employee induced a more positive behaviour and vice versa. This positive behaviour caused an impact towards daily functions or effectiveness of the organisation. Finally, job satisfaction could act as an indicator to determine if a change of organisational activities is required. Performance of various functions and units could be ascertained by measuring the degree of job satisfaction of them (Spector, 1997) .

Another researcher mentioned that job satisfaction could be determined as gaining positive emotion upon an appraisal from an employee's job (Locke, 1976). In supporting their research, Kinicki and Kreitner (2003) suggested that it was the attitude, feeling or emotional response that employees had towards various job aspects.

Briefly, job satisfaction is a combination of various dimensions and a sum of many aspects. An employee may be contented with an aspect of his job but less so in another aspect.

Locke (1976) opined that it is the recognition of gaining positive emotion from an appraisal of an individual's job. Furthermore, Kinicki and Kreitner (2003) stated

that it is the attitude, feeling or emotional response that people have towards their different aspects of the job. Job satisfaction was of different dimensions and it was the total sum of several aspects. This meant that a worker can be contented with one aspect of the job and discontented with another aspect of the job. For example, a worker was satisfied with his relationship with the supervisor but disliked the travel distance from his home to the office (Kinicki & Kreitner, 2003).

Furthermore, one of the early researchers suggested that job satisfaction was any psychological, physiological and environmental circumstances that brings true satisfaction out of an employee (Aziri, 2011) . On the contrary, Aziri (2011) opined that although it is influenced by plenty of external environmental factors, it is still closely related to the inner feelings of employees.

Besides that, if an employee is satisfied with his job, it signifies his perceived outcomes are similar with his expectation. Another definition is that job satisfaction is closely related to an individual's behaviour in work (Davis & Nestrom, 1985). It represents all positive and negative attitude of employees towards work. For instance, when a worker is in a positive mood and believe that he will succeed in work, he will have a sense of achievement.

From here, job satisfaction can be related to productivity and personal well-being (Kaliski, 2007). An employee enjoying his job beaming with enthusiasm and joy while performing his duties well would eventually be rewarded for the effort produced. As such, a motivated workforce with top quality performance could be inferred to as having a high degree of job satisfaction. Ultimately, relevant rewards such as salary increment, promotion, recognition and so forth are provided to the employees. Also, job satisfaction are identified to the extent where the workers are contented with the rewards received or not (Statt, 2004).

Upon determining all the definitions above, Locke (1976)'s definition is the most suitable for this study. Job satisfaction is induced due to positive emotions from an appraisal on an employee's work. This is also supported by Spector (1997) and

Aziri (2011) whereby job satisfaction is due to the inner feelings of employees and to the extent whether they like their jobs.

Finally, job satisfaction can be referred to an employee's general attitude towards his or her job (Robbins, 2003). Also, it depends on the nature of the job and expectations of the job towards an employee (Al-hussami, 2008). In short, job satisfaction is viewed as response of employees towards job with respect to his own feelings and values.

As job satisfaction is an ever going discussion, researchers are constantly paying attention on job satisfaction (Benjamin, 2009). In short, job satisfaction is inversely related to turnover intention (Freeman, 1977) and absenteeism (Clegg, 1983). However, it is positively related to employees' productivity (Judge, Thoresen, Bono, & Patton, 2001). With this, most studies have shown that job satisfaction can have a huge impact towards organisations' businesses and profitability and job satisfaction is a key component to achieving this (Al-hussami, 2008; Freeman, 1977).

2.4   Relationship between OCB and Job Satisfaction

The first few researchers found a strong relationship between OCB and job satisfaction twenty years ago. Job satisfaction, along with its dimensions are positively related and significant towards OCB (Bateman & Organ, 1983). Looking into a more in-depth study on the dimensions of OCB, job satisfaction relates significantly and positively to altruism (Smith, Organ, & Near, 1983) but not with conscientiousness in general (Schnake, 1991).

A meta-analysis done by Organ and Ryan (1995) has shown that job satisfaction, along with organisational fairness and commitment exhibits a strong correlation with OCB. This finding was supported as job satisfaction along with its various dimensions of job itself, salary, supervision and colleagues is related to OCB (Organ & Ryan, 1995).

In 2002, a study of human-service professionals in Australia noticed that job satisfaction is related to OCB (Murphy, Athanasou, & King, 2002). Besides that, the study also showed the differences between in-role behaviours and OCB. From a regression analysis, the results clearly showed that job satisfaction and organisational commitment were not significantly related to OCB. However, both intrinsic and extrinsic job satisfaction were significantly correlated with OCB. In conclusion, Murphy, Athanasou and King (2002) summarised that different antecedents will caused different forms of OCB as shown in the study of Smith, Organ and Near (1983).

Ultimately, it was found that individual's characteristics which include underlying motivations will be able to induce a high OCB whether it is for personal gain, coworkers' gain or organisational gains (Organ, Podsakoff, & Mackenzie, 2006).

On top of that, many studies had actually determined the impact of OCB on different industries. In an insurance line, OCB can positively induce sales performance (Podsakoff & Mackenzie, 1994). Besides that, it was found that OCB increases productivity and quality of products among paper mill industry (Podsakoff, Ahearne, & MacKenzie, 1997).

Employees under contract were also studied and again, it was found that job satisfaction has a huge significance with OCB. Also, a higher OCB exhibits better service quality (Yoon & Suh, 2003). In another study of sales personnel, the relationship of job satisfaction, organisational commitment and OCB were assessed. The results showed that intrinsic job satisfaction influence OCB directly (Zeinabadia, 2010).

Based on the literature reviews on job satisfaction and OCB mentioned above, it can be hypothesised that job satisfaction is positively related to OCB.

2.5   OCB in Malaysia

OCB has been increasingly popular in Malaysia during the last decade. OCB was used to examine the various variables in an organisation to determine its relationship. In a study between leader-member exchange on OCB with job satisfaction as a mediator, both leader-member exchange and job satisfaction was positively related to OCB (Mohamad Ibrahim, Abd Ghani, & Mohd Salleh, 2013).

Another study on higher level institutions in Malaysia found that intrinsic job satisfaction is significantly related to OCBO but not OCBI. Likewise, extrinsic job satisfaction is positively related to OCBO but not OCBI. Additional attention should be provided towards intrinsic and extrinsic job satisfaction for organisations in Malaysia as it would induce them to do more than what they are told (Mohammad, Habib, & Alias, 2011).

Furthermore, organisational justice has a relationship with OCB. In other words, social exchange theory or social behaviour as a result of a potential benefit or risks is also related to OCB. Interactional justice or how leaders interact and motivate employees has significant influence on OCB (Awang & Wan Ahmad, 2015).

Finally, in a study more related to this study, it was found that OCB has a relationship with job satisfaction and turnover intention. However, it is seen from this study that OCB does not really reduce turnover intention of employees in dining restaurants (Noni Huak, Pivi, & Hassan, 2015).

In summary, OCB is continuously being studied by many local researchers and it is until today, still deemed relevant to our workforce. However, very limited research on the relationship between OCB and job satisfaction was found in the healthcare industry. Hence, this research will be able to give some insights and information on the relevance of OCB and job satisfaction in the healthcare industry.

2.6   Social Exchange Theory

One of the early gurus of this theory was Peter Blau. He proposed this theory where is defined as 'voluntary actions of individuals that are motivated by the returns they are expected to bring and typically in fact bring from others' (Blau, 1964). The returns that are expected maybe in the form of impersonal gains such as financial or socio-emotional such as respect, loyalty or acknowledgement (Aselage & Eisenberger, 2003). Nonetheless, it is more of the socio-emotional aspect that gives rise to feelings of appreciation and trust (Blau, 1964).

Actually, there is always a norm of reciprocity from which the social exchange occurs (Gouldner, 1960). The exchange is initiated when a party provides a benefit to the other party. If the party reciprocates, a form of beneficial exchange will be created along with feelings of mutual obligation (Coyle-shapiro & Shore, 2007). In a wider perspective, there is a feeling of obligation to repay favourable treatment to the party that provided benefits.

Aselage and Eisenberger (2003) also explained that the social exchange process becomes stronger when the exchanged resources are favourable to one another. In typical scenarios, employees value well-deserved treatment while employers seek loyalty and dedication in work (Coyle-shapiro & Shore, 2007).

In determining the relationship between norm of reciprocity and OCB, Witt (1991) determined that there is a positive relationship between these two variables. Two years later, Witt and Broach (1993) also found out that social exchange ideology also gives rise to a better job satisfaction of employees.

The importance of social exchange theory is crucial to this study as in recent years it has been the underpinning concept to understand an organisation's behaviour at work. Most of all, it is able to give possible explanations on employee's positive outcomes (Yee, Chiu, & Ng, 2007).

2.7　Healthcare Industry in Malaysia

The healthcare industry is rapidly growing due to the soaring incidences of chronic diseases. At a market size of USD500 billion, the Asia Pacific healthcare industry, which comprises of pharmaceuticals, medical devices and healthcare technology accounts for up to 30% of global revenues, and remains the fastest growing region globally with a growth rate of 11.5% forecasted for 2016 (as compared to global projected growth rate of 6.9%).

More specifically in Malaysia, it is well-positioned to gain opportunities in this industry especially areas such as primary care, specialty services, diagnostics services, medical tourism and age care (Low, 2016).

Malaysia has to focus more on developing healthcare resources, specifically healthcare specialists and ancillary healthcare workers. Besides that, the technical healthcare skills has to be improved too as there is a resource gap (Low, 2016).

With this, healthcare companies should make an effort to retain the top employees of their organisation in order to constantly be ahead of their rivals and maintain a competitive advantage in their industry.

2.8   Proposed Conceptual Framework

Figure 1: Proposed Conceptual Framework

Exogenous Variables   Endogenous Variable
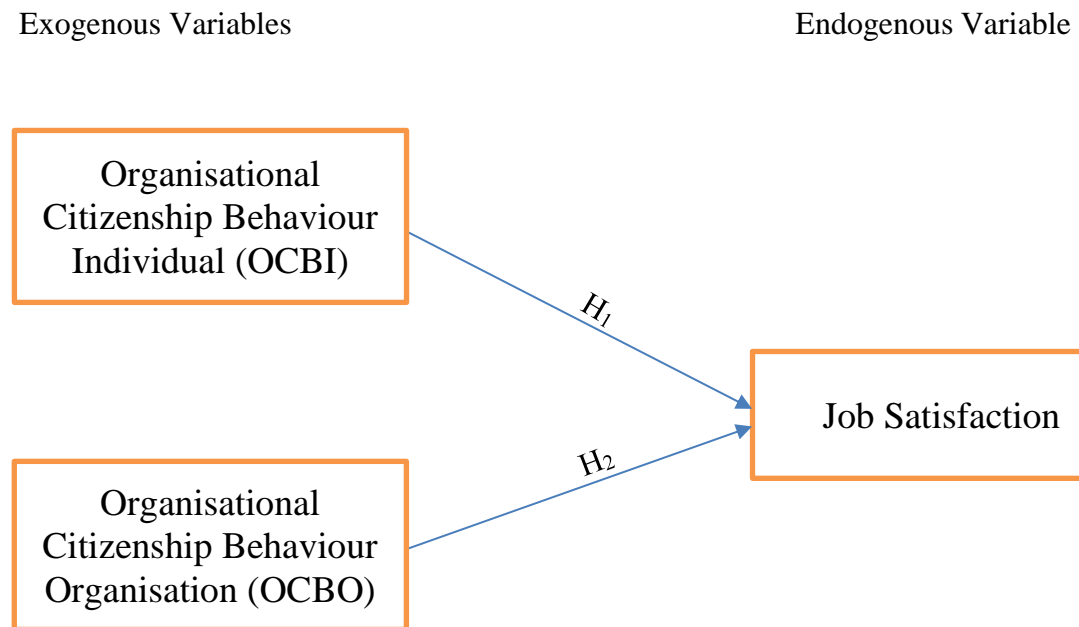
Note. Developed for this study

2.9   Proposed Hypotheses Development

As discussed earlier, the dimensions of OCB are classified into Organisational Citizenship Behaviour Individual (OCBI) and Organisational Citizenship Behaviour Organisation (OCBO). When employees demonstrate a higher level of OCBI, they will then display a higher level of job satisfaction. Likewise, when employees demonstrate a higher level of OCBO, they will also display a higher level of job satisfaction.

Based on the above literature review conducted, the following hypotheses are developed:

H_1: There is a positive relationship between OCBI and job satisfaction.

H_2: There is a positive relationship between OCBO and job satisfaction.

2.10   Conclusion

Based on various materials gathered from past literatures and journals, both the exogenous and endogenous variables in this chapter are clearly defined. On top of that, an appropriate research framework and hypotheses have been developed through thorough reviewing and studying of various journal articles. The following chapter involves the description and discussion of research methodology used to discuss the results of this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.0   Introduction

A research methodology is a systematic and theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. It is also a process to conduct empirical study step-by-step on this study. It collects, explains and analyses the data obtained.

This chapter identifies the research design and data collection procedures adopted to carry out the study. The main objective of this chapter is to explain and illustrate data collection steps carried out. As such, this chapter comprises of the research design, data collection methods, sampling techniques and data analysis methods.

3.1   Research Design

Quantitative research is utilised in this study. Quantitative research utilises numeric measurement after conducting empirical assessment while identifying research aims using an analytical approach (Zikmund, Babin, Carr, & Griffin, 2010). Samples are drawn from the healthcare population in the Klang Valley.

Numerous strategies are also being used to obtain the data such as survey, archival research and so forth. In this research design, a survey questionnaire is utilised. This involves obtaining samples from a population of healthcare personnel based on a developed questionnaire. In return, the level of job satisfaction and OCB

dimensions are rated by respondents with respect to their personal discretion and opinions using the scales in the questionnaire. Some methods to improve the accuracy of survey responses are also conducted.

This method is more suitable than qualitative research as present study involves a large number of respondents. As such, it is essential to quantify their views using scales and generate the result using statistical tool such as SmartPLS.

Finally, this research is a causal research. As explained by Zikmund, Babin, Carr and Griffin (2010), causal research allows causal inferences to be developed by researchers. They will then try to determine the cause and effect relationship. This is because there is always a reason (cause) for something to occur (effect). As the study is to determine the reasons behind the job satisfaction level of healthcare employees due to OCB, this is a causal research.

3.2 Time Horizon of the Research

For this research, a cross-sectional study is utilised. Cross-sectional studies compare various population groups at a single point of time. It is done to predict the prevalence on the outcome of the studied population. It is mainly used when the research is descriptive, usually by survey. The main aim is to determine the association between independent and dependent variables at that specific time (Levin, 2006).

Some of the advantages of a cross-sectional study is that it is less expensive and requires lesser time to conduct. Also, it enables the estimation of the outcome as sample is drawn from the population. Hence, it is easier to link up to the inference and hypothesis. However, it is difficult to make causal inferences and the results may be different if another time-frame of the study is being conducted (Levin, 2006).

3.3   Data Collection Methods

Both primary and secondary data are used in the study. This is because a combination of both can gradually reduce the chances of getting biased information (Sekaran & Bougie, 2010).

Primary data is defined as "first hand data obtained on interested variables for the purpose of a research". The collection of primary data takes longer time as compared to secondary data as it requires plenty of interaction with respondents via distribution of self-administered questionnaire (Sekaran & Bougie, 2010).

Secondary data is defined as "any relevant information gathered from other researchers" (Sekaran & Bougie, 2010). In this study, plenty of journals and past literatures were being studied. Furthermore, journal search engines such as Scopus, Emerald and Springer Link to locate relevant materials for study are used.

On top of that, relevant statistical data are collected via governmental websites, and other websites were surfed to gain more relevant information. In short, secondary data collection was less time consuming than primary data.

3.4   Sampling Design

Sampling is a process of identifying representatives for a specific purpose from a targeted population. The process is done in fair manner. To conduct the survey in an accurate and effective manner, we are required to gather samples to answer our research questions (Sekaran & Bougie, 2010)

3.4.1   Target Population and Sample Size

Target population refers to the population which the researchers want to conduct the sampling from. In this research, the study was done on the healthcare industry

in Klang Valley. Information was gained from them to understand how their behaviour will affect job satisfaction in their organisation (Sekaran & Bougie, 2010). Ideally, the targeted respondents are approximately 200 samples drawn from the target population with a confidence level of 95%.

According to Central Limit Theorem, the sample size should ideally be 30 and above to be considered as a large sample size. A large sample size is assumed to be normally distributed. As most data analysis requires the assumption of normal distribution, the sample size must be more than 30. The sample size is assumed to be normal and parametric test will be used.

3.4.2 Sampling Frame and Sampling Technique

A sampling frame denotes the entire population's elements whereby samples can be taken (Sekaran & Bougie, 2010). Unfortunately due to the limitations of obtaining the list of all employees working in the healthcare industry in Klang Valley, it is impossible to collect such large population details. Furthermore, each organisation are concerned with their employee's personal information.

There are two types of sampling method, namely, probability sampling and non-probability sampling. As probability sampling requires the actual population of healthcare employees in the Klang Valley, it is certainly not feasible in this study. As such, non-probability sampling is used in this study. Non-probability sampling is defined as the target population's element that had been given with any chance of being chosen as the sample (Sekaran & Bougie, 2010).

Non-probability sampling was chosen as probability sampling requires the researcher to gather the set of healthcare employees in Malaysia and all samples will have an equal and fair chance to be selected. Given the limited time of four months for this study to be completed and the huge number of workforce in Klang Valley, it is impossible to conduct probability sampling. Convenience sampling, a

form of non-probability sampling was utilised to identify respondents from our selected population.

On the other hand, the gathering of information was done on a voluntary basis, or more precisely, snowball sampling. Snowball sampling is utilised if researchers cannot find the study objects. After identifying an initial subject, assistance is sought to include other respondents that possesses the same traits as them to be studied in this research.

Snowball sampling is helpful in obtaining the required subjects at a faster pace and at a lower cost. Due to the limited funds and time of this study, this is be the most ideal method of obtaining sample. However, its disadvantages is community bias that can provide inaccurate and varied results. Furthermore, there is a lack of control of sampling method. There is low control on how the sample obtained as the method where main subject and subsequent subjects communicate is not noticeable.

Taking into consideration the various concerns, snowball sampling has to be carefully conducted in order to avoid any bias information. While it is practically difficult, it has to be done as carefully as possible and all research subjects are carefully determined before they are considered into it.

3.5 Questionnaire Design

There are three sections in the questionnaire namely Section A, Section B and Section C as shown in the table below:

Table 1: Three Sections of Questionnaire

Section	Components / Variables
Section A	Demographic Profile
Section B	Job Satisfaction
Section C	Organisational Citizenship Behaviour (OCB)

Note. Developed for this study

There is a total of 33 questions which have to be answered by the respondents. Section A consists of eight questions on their demographic profiles, Section B consists of five questions on job satisfaction while Section C measures the five constructs of OCB. All questions are drafted to ensure that the respondents only choose one option from the various options pre-determined.

3.6 Construct Management

3.6.1 Section A: Demographic Profile

This section identifies the respondents' demographics to know their background.

Table 2: Questions in Section A of Questionnaire

Questions	Topic Covered	Levels of Measurement
1	Gender	Nominal
2	Age	Interval
3	Race	Nominal
4	Marital Status	Nominal
5	Education Level	Interval
6	Length of Services (years)	Interval
7	Working Hours per Week	Nominal
8	Job Position	Nominal

Note. Developed for this study

3.6.2 Section B: Job Satisfaction

Section B contains questions on the measurements of job satisfaction of the respondents. The origin of this construct was developed by Brayfield and Rothe (1951) and it remained popular till these days (Brayfield & Rothe, 1951). A global measurement of five questions were identified to give an overall view on the measurements of job satisfaction instead of specific facets (Yücel, 2012).

3.6.3   Section C: Organisational Citizenship Behaviour

The final section examines the five construct of OCB of the respondents. Twenty related questions whereby five questions for civic virtue, four questions for conscientiousness, four questions for sportsmanship, three questions for altruism and four questions for courtesy are asked (Lo & Ramayah, 2009). All these questions were developed by Organ (1997) and Organ, Podsakoff and Mackenzie (2006). These twenty questions are more related towards the Malaysian culture, as determined by Lo and Ramayah (2009).

The following table summarises the questions adopted from various authors in this study:

Table 3: Description on Development of Questionnaire by Key Authors

Authors (Year)	Description
Organ (1997)	Developed a total of 53 questions related to five measures of OCB
Organ, Podsakoff and Mackenzie (2006)	Further summarised the questions into 35 more related to current organisational behaviour and situation
Lo and Ramayah (2009)	Extracted 20 questions that are much more relevant in the Malaysian context

Note. Developed for this study

3.7   Data Processing

Once the questionnaire had been collected, it is important to conduct manual checking. Incomplete questionnaires are removed from the data analysis as missing data will affect the results of this study. In cases where there has been one or two questions not answered, it has been filled in based on the likely response style of the respondents. This is done to protect the accuracy of the data obtained and our study.

Upon completing the manual checking and verification, numbers are assigned to each questionnaire or labelling to each respondent. Doing this ensures a smoother process of data entry. When all the data are entered, data analysis can be conducted.

3.8   Methodological Consideration

The advanced development in statistical analysis technique especially Partial Least Squares Structural Equation Modeling (PLS-SEM) permits the development of parsimonious predictive-based research mode (Becker, Klein, & Wetzels, 2012; Hair , Hult, Ringle, & Sarstedt, 2013). PLS-SEM uses variance-based technique and eases assumptions on sample size, number of indicators as well as data normality in comparison to covariance-based SEM (CB-SEM). CB-SEM is commonly used for research that is more confirmatory oriented (Barroso, Carrión, & Roldán, 2010).

Nevertheless, PLS-SEM complements CB-SEM in a number of ways. Among others is that PLS-SEM facilitates the use of formative indicators/dimensions in the model. It addresses issues related to model specification particularly in the field of marketing (Jarvis, Mackenzie, & Podsakoff, 2003), and subsequently spur the concern over the validity of the results claimed by past researchers.

Jarvis, Mackenzie, and Podsakoff (2003) conducted a study using meta-analysis and was reported that the rate of misspecified models is as high as 32% in marketing studies. The study pointed out that many indicators or dimensions which should

have been measured formatively were measured reflectively, hence casting doubt on the practical meaningfulness of the results and implications.

Prior to the use of second generation statistical analysis technique, researchers had issues assessing the underlying dimensionality of multiple dimensions and hence the assessment of hierarchical component model (HCM) was not possible. When CB-SEM was adopted, researchers began to assess constructs with dimensions. PLS-SEM holds an advantage in HCM model specification as it allows combination of reflective and formative measurement in the same model (Becker, Klein, & Wetzels, 2012).

In the present research, OCB consist of two main constructs with OCBI focuses on individual level while OCBO emphasises on organisation level. OCBI and OCBO are considered as HCM with each of them being formatively measured by altruism and courtesy; and conscientiousness, civic virtue and sportsmanship respectively.

3.9   Pilot Test

Pilot study is highly recommended to determine the viability of a study (Leedy & Ormrod, 2005). Pilot testing usually involves testing a questionnaire on a small sample of respondents formally (Zikmund, 2003; Malhotra, 2004). The objective of pilot testing is to identify any problems with the data collection instrument (Sekaran, 2003). Pilot testing also allows comparison of alternative versions of a questionnaire (Zikmund, 2003). Furthermore, pilot testing is conducted to assess the efficacy of questionnaires and to ensure that the meaning of each question is clear to all respondents so that each variable can be reliably measured (Zikmund, 2003).

As such, a pilot study was carried out in this study to identify any problems from the survey questionnaire. 15 respondents were selected from the healthcare industry in Klang Valley to test if any issues arise from the survey questionnaire.

Firstly, the selected respondents for this pilot study were briefed individually on the purpose of this study along with its objectives. The pilot test respondents then proposed some amendments in terms of choice of words and phrases, question layouts and sentence structures.

The pilot test results showed that all constructs composite reliability were above 0.7 and Average Variance Extracted (AVE) were above 0.5. Meanwhile, discriminant validity which is used to examine the cross loading of all the indicators in present study are consistently highest on the construct with which there are associated. Based on this results, the proposed research framework is feasible to be conducted to the proposed target sample.

3.10   Data Analysis

3.10.1 Descriptive Analysis

Descriptive statistics explains presenting raw data from respondents to systematic diagrams. The diagrams enable an easier understanding, interpretation and decision making for readers. All eight demographic profile questions in Section A are presented in frequency tables and pie charts. Pie charts are chosen as they could display the results systematically and easy to read.

3.10.2 Inferential Analysis

Evaluating PLS-SEM results involves completing two stages, whereby Stage 1 examines the measurement models with the analysis varying depending on whether the model includes reflective measures, formative measures or both.

If the measurement model evaluation provides satisfactory results, the researcher moves on to Stage 2, which involves evaluating the structural model (Hair, Hult, Ringle, & Sarstedt, 2013).

In short, Stage 1 examines the measurement theory whereas Stage 2 covers the structural theory which includes determining whether the structural relationships are significant and meaningful together with testing hypotheses.

3.11   Conclusion

This chapter describes the study design, sample size and data collection method utilised as well as relevant data analysis methods. From the above tests and analyses, relevant outputs and findings will be obtained to fulfil the aims of this study. The next chapter explains the proposed data analysis.

CHAPTER 4

ANALYSIS AND RESULTS

4.0   Introduction

An overview of the research design and methodology utilised in this study was provided in Chapter 3. This overview highlights several important statistical techniques that were used to test the validity and reliability of the measuring instrument as well as to empirically test the proposed hypothesised model.

In this chapter, generated results are presented in an orderly manner. Firstly, descriptive analysis in this study are shown in frequency tables and pie charts. After that, inferential analysis obtained from Smart PLS output are explained based upon the assessment of both measurement and structural models.

4.1   Response Rate

A total of 200 questionnaires were distributed and 115 questionnaires were received, indicating a response rate of 57.5%. However, out of 115 questionnaires, only 114 were usable. One of the respondents did not fill in the demographic section and hence it was discarded.

Meanwhile from the remaining 114 questionnaires, two of them contained three unanswered questions. As such, the unanswered questions were filled in based on simple mean imputation.

4.2   Descriptive Analysis

Analyses made on demographic data collected from 114 respondents are explained in this sub-section. The analysed data is presented in pie charts indicating the frequencies and percentages of respondents' characteristics.

4.2.1   Gender

Table 4: Frequency Table on Gender of Respondents

Gender	Respondents	Percentage	Cumulative
Male	46	40.35%	40.35%
Female	68	59.65%	100.00%
Grand Total	**114**	**100.00%**	**100.00%**

Note. Developed for this study

Figure 2: Pie Chart on Gender of Respondents
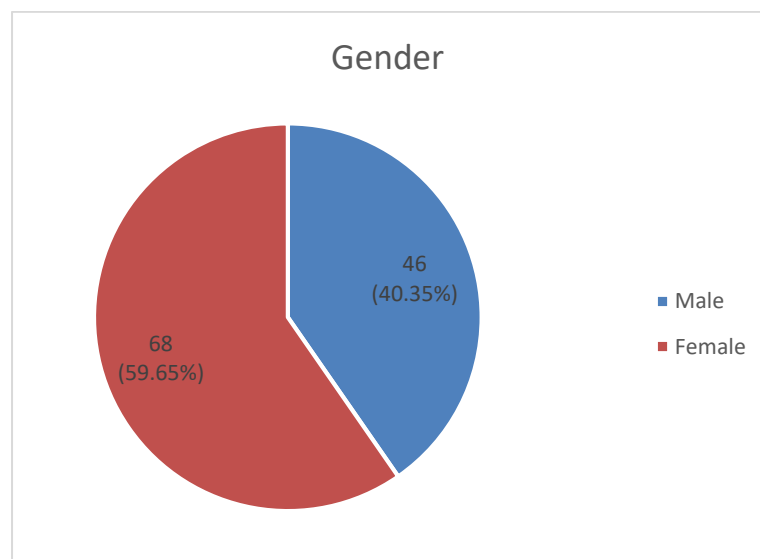
Note. Developed for this study

Based on Table 4 and Figure 2, out of 114 respondents, 46 were male accounting for 40.35%. Female numbered 68 respondents representing 59.35%.

4.2.2 Age Group

Table 5: Frequency Table on Age Group of Respondents

Age	Respondents	Percentage	Cumulative
20 to 29	47	41.23%	41.23%
30 to 39	46	40.35%	81.58%
40 to 49	14	12.28%	93.86%
Above 50	7	6.14%	100.00%
Grand Total	**114**	**100.00%**	**100.00%**

Note. Developed for this study

Figure 3: Pie Chart on Age Group of Respondents
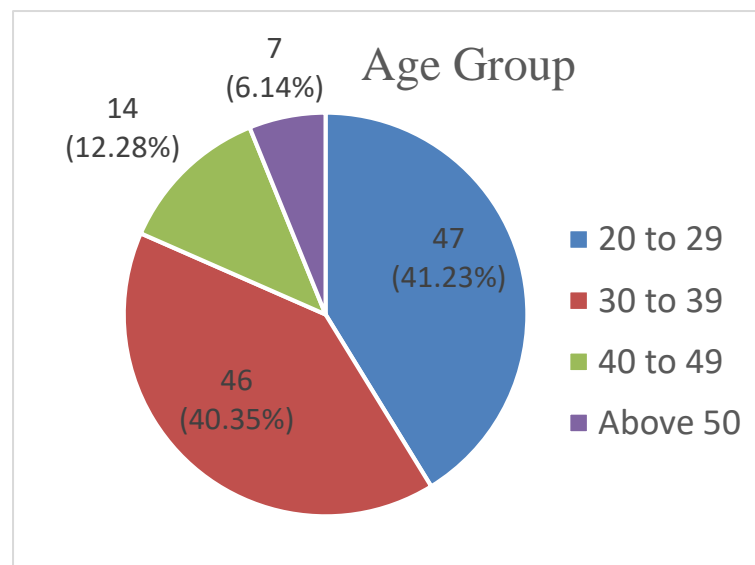
Note. Developed for this study

Based on Table 5 and Figure 3, out of 114 respondents, majority were of 20 to 29 years old with 47 respondents (41.23%), followed by respondents of 30 to 39 years old with 46 in total (40.35%). Next, respondents with age group of 40 to 49 comprised 14 respondents (12.28%). Finally, only 7 respondents (6.14%) were above 50 years old.

4.2.3 Race

Table 6: Frequency Table on Race of Respondents

Race	Respondents	Percentage	Cumulative
Malay	24	21.05%	21.05%
Chinese	78	68.42%	89.47%
Indian	8	7.02%	96.49%
Others	4	3.51%	100.00%
Grand Total	**114**	**100.00%**	**100.00%**

Note. Developed for this study

Figure 4: Pie Chart on Race of Respondents
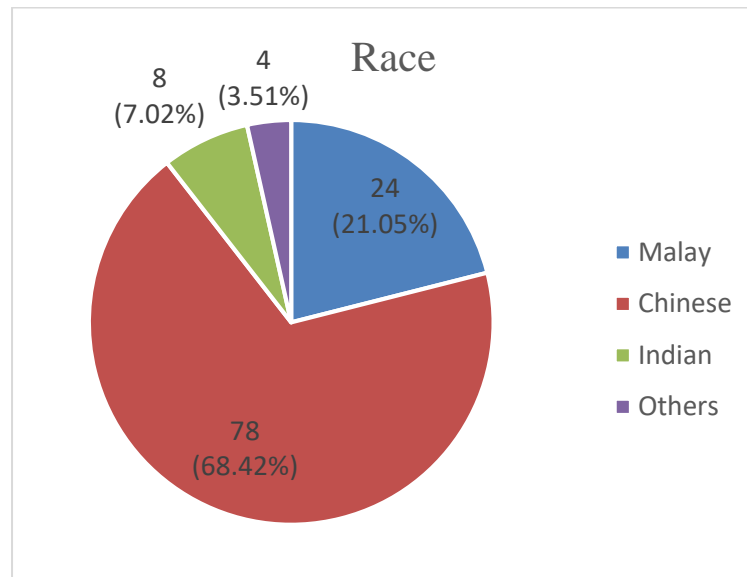
Note. Developed for this study

Based on Table 6 and Figure 4, 78 respondents or 68.42% were Chinese. Malay ranked second with 24 respondents (21.05%), Indian came in third with 8 respondents (7.02%). There were only 4 respondents or 3.51% that were of others races.

4.2.4   Marital Status

Table 7: Frequency Table on Marital Status of Respondents

Marital Status	Respondents	Percentage	Cumulative
Single	57	50.00%	50.00%
Married	51	44.74%	94.74%
Divorced	1	0.88%	95.61%
Separated	4	3.51%	99.12%
Widowed	1	0.88%	100.00%
Grand Total	**114**	**100.00%**	**100.00%**

Note. Developed for this study

Figure 5: Pie Chart on Marital Status of Respondents
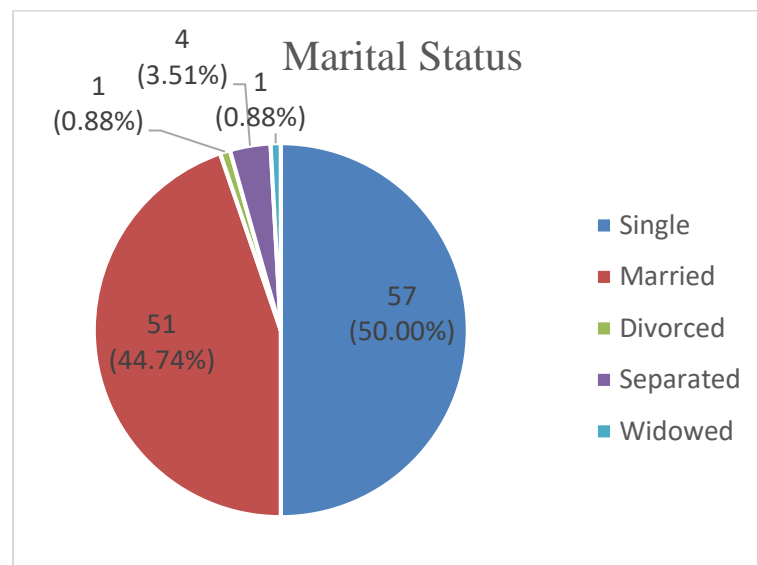
Note. Developed for this study

Based on Table 7 and Figure 5, exactly half of the respondents or 57 (50.00%) of them were still single while 51 respondents (44.74%) were married. Only 4 (3.51%) respondents were separated while one (0.88%) each was divorced and widowed respectively.

4.2.5 Education Level

Table 8: Frequency Table on Education Level of Respondents

Education Level	Respondents	Percentage	Cumulative
Secondary	5	4.39%	4.39%
Diploma	13	11.40%	15.79%
Bachelor's Degree	75	65.79%	81.58%
Post Graduate	21	18.42%	100.00%
Grand Total	**114**	**100.00%**	**100.00%**

Note. Developed for this study

Figure 6: Pie Chart on Education Level of Respondents
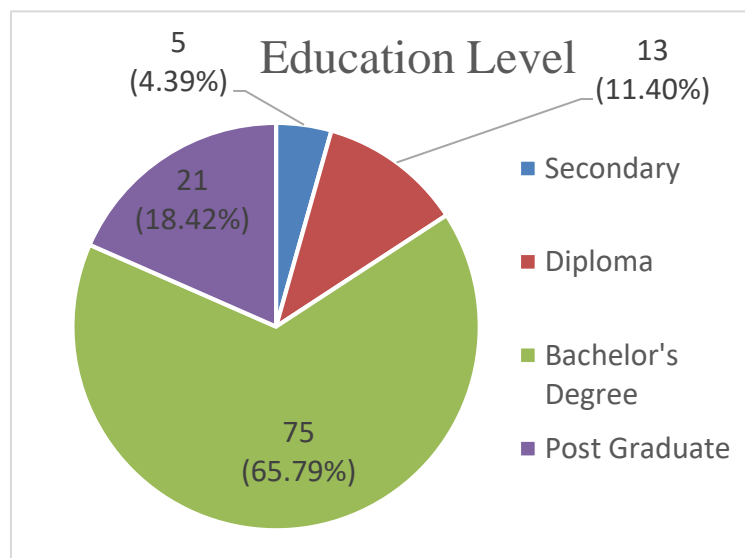
Note. Developed for this study

Based on Table 8 and Figure 6, most respondents were degree holders who accounted for 75 respondents (65.79%). 21 respondents (18.42%) were postgraduates, 13 respondents (11.40%) were diploma holders while 5 respondents (4.39%) were secondary school level.

4.2.6 Duration of Service

Table 9: Frequency Table on Duration of Service of Respondents

Duration of Service	Respondents	Percentage	Cumulative
Less than one year	16	14.04%	14.04%
One to three years	29	25.44%	39.47%
Three to five years	20	17.54%	57.02%
Five to ten years	26	22.81%	79.82%
More than ten years	23	20.18%	100.00%
Grand Total	**114**	**100.00%**	**100.00%**

Note. Developed for this study

Figure 7: Pie Chart on Duration of Service of Respondents
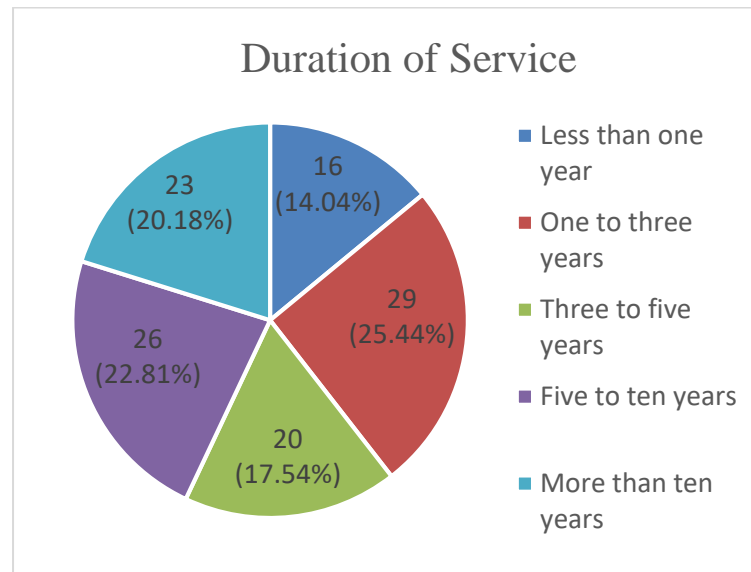
Note. Developed for this study

Based on Table 9 and Figure 7, 29 respondents (25.44%) had served the company for only one to three years, 26 respondents (22.81%) for five to ten years, 23 respondents (20.18%) for more than 10 years, 20 respondents (17.54%) for three to five years while 16 respondents (14.04%) had served the company for less than a year.

4.2.7   Working Hours per Week

Table 10: Frequency Table on Working Hours per Week of Respondents

Working Hours per Week	Respondents	Percentage	Cumulative
Less than 40 hours	36	31.58%	31.58%
More than 40 hours	78	68.42%	100.00%
Grand Total	**114**	**100.00%**	**100.00%**

Note. Developed for this study

Figure 8: Pie Chart on Working Hours per Week of Respondents
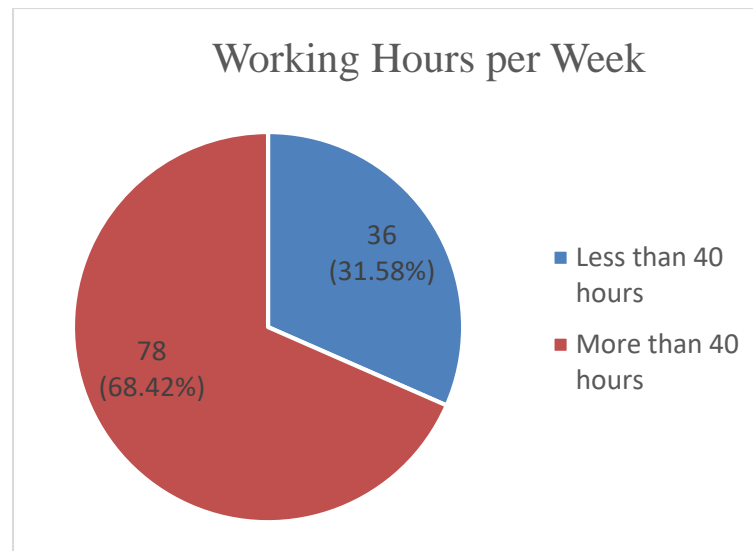
Note. Developed for this study

Based on Table 10 and Figure 8, out of 114 respondents, 78 respondents (68.42%) worked more than 40 hours a week. In contrast, 36 respondents (31.58%) worked 40 hours or less in a week.

4.2.8   Job Title

Table 11: Frequency Table on Job Title of Respondents

Job Title	Respondents	Percentage	Cumulative
Executive	56	49.12%	49.12%
Lower level management	16	14.04%	63.16%
Middle level management	21	18.42%	81.58%
Senior level management	10	8.77%	90.35%
Others	11	9.65%	100.00%
Grand Total	**114**	**100.00%**	**100.00%**

Note. Developed for this study

Figure 9: Pie Chart on Job Title of Respondents
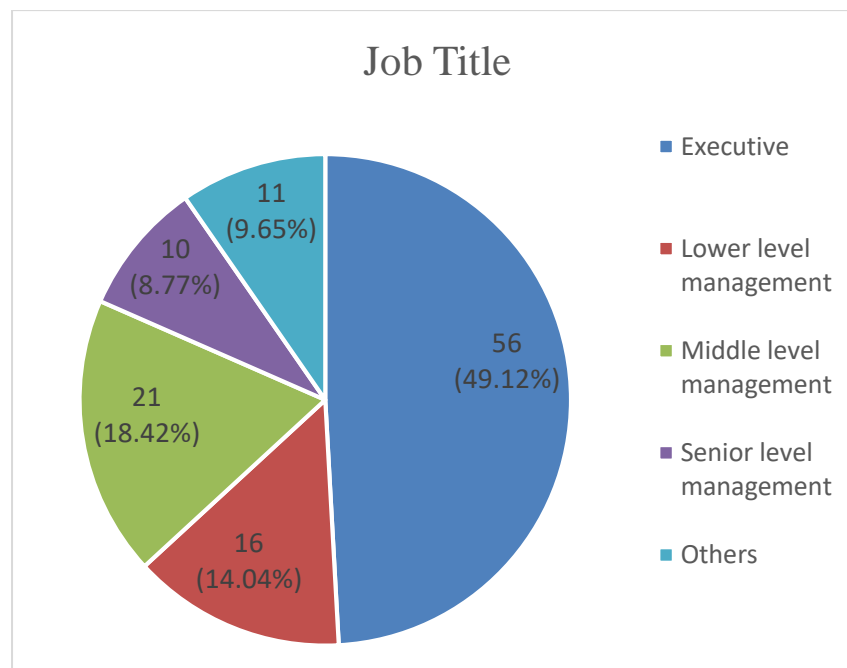
Note. Developed for this study

Based on Table 11 and Figure 9, 56 respondents (49.12%) were of executive level, 21 respondents (18.42%) from middle level management, 16 respondents (14.04%) from lower level management and 11 respondents (9.65%) from other levels of management. 10 respondents (8.77%) out of 114 respondents were from senior level management.

4.3   Stage 1 - Measurement Model

4.3.1   Data Reliability

The factor loadings from the final PLS measurement models are shown in Table 12. An acceptable factor loading that is considered good for an indicator is when its factor loading is higher than 0.50 (Hair, Black, Balin, & Anderson, 2010).

From Table 4.9, the highest factor loading was measure C1 of conscientiousness with 0.870, while the lowest was 0.629 from both measure C2 of conscientiousness and CO3 of courtesy respectively. Overall, all measures have acceptable factor loadings of 0.50 and above.

4.3.2   Internal Consistency Reliability

Composite reliability (CR) values which depict the degree to which the construct indicators indicate the latent construct is a measure of internal consistency reliability. It has to exceed the recommended value of 0.7 (Hair, Hult, Ringle, & Sarstedt, 2013).

From Table 12, the highest CR was altruism with 0.845, while the lowest was conscientiousness with 0.726. Hence, all constructs have acceptable CR of 0.70 and above and they have high internal consistency and all scales used in this study were reliable.

4.3.3   Convergent Validity

Convergent validity can be checked with the values of average variance extracted (AVE). AVE measures variance level gained by a construct versus the level due to measurement error. The AVE is acceptable as long as it is above 0.50. (Hair, Black, Balin, & Anderson, 2010). On the other hand, AVE lesser than 0.50 explains more errors remains in those items than the variance described by the construct.

From Table 12, the highest AVE was altruism with 0.645, while the lowest was 0.525 of courtesy. All constructs have acceptable AVE of 0.500 and above which indicated that the overall amount of variance in the indicators accounted for by the latent construct, exceeded the recommended value.

Table 12: Results of AVE, Composite Reliability (CR) and Factor Loading

Construct	Measure	Loading/ Weight	Composite Reliability (CR)	Average Variance Extracted (AVE)
Altruism	A1	0.850	0.845	0.645
	A2	0.801		
	A3	0.756		
Conscientiousness	C1	0.870	0.726	0.576
	C2	0.629		
Courtesy	CO1	0.770	0.815	0.525
	CO2	0.757		
	CO3	0.629		
	CO4	0.734		
Civic Virtue	CV1	0.804	0.799	0.571
	CV2	0.741		
	CV5	0.719		
Sportsmanship	S1	0.791	0.739	0.587
	S4	0.740		
Job Satisfaction	JS1	0.777	0.825	0.613
	JS2	0.696		
	JS5	0.867		
OCBI	Altruism	0.777	Formative measure	
	Conscientiousness	0.362		
OCBO	Courtesy	0.470	Formative measure	
	Civic Virtue	0.568		
	Sportsmanship	0.337		

Note. Developed for this study

4.3.4 Discriminant Validity

Table 13: Fornell and Larcker Criterion

	Altruism	Civic Virtue	Conscien tiousness	Courtesy	Job Satisfac tion	Sportsma nship
Altruism	**0.803**					
Civic Virtue	0.369	**0.755**				
Conscientio usness	0.472	0.354	**0.795**			
Courtesy	0.449	0.165	0.298	**0.725**		
Job Satisfaction	0.366	0.516	0.327	0.186	**0.783**	
Sportsmans hip	0.291	0.488	0.219	0.212	0.432	**0.766**

Note. Developed for this study. The diagonals (in bold) represent the average variance extracted (AVE) while the other entries represent the squared correlation.

The purpose of this test is to ensure there are not any significant variance among different variables that could have the same reason. In other words, it explains the difference between one construct towards the other within the same model (Hair, Black, Balin, & Anderson, 2010). Fornell and Larcker (1981) explained that the square root value of AVE of each construct must be larger than correlations with the other constructs.

In Table 13, diagonal elements in bold represent the square root of AVE. Off diagonal elements are bivariate correlations between the constructs. From the analysis, it is reported that there is no multicollinearity between constructs.

4.4   Stage 2 - Structural Model

Upon concluding with an acceptable reliability and validity, the structural equation model is examined by looking into the hypothesised relationship among various constructs. In assessing the path coefficients, bootstrapping is conducted on the formative constructs based on sub-samples of 1000 cases. Bootstrapping is essential to examine the statistical significance of the parameter estimate (Hair, Hult, Ringle, & Sarstedt, 2013).

Meanwhile, the critical values of a two-tailed test is described in Table 14. According to Hair, Hult, Ringle, and Sarstedt (2013), the accepted significance level is very subjective and is dependent on the study's field and objectives. From here, it is decided that a five per cent significance level (T-Statistics <1.96) is utilised for this model.

Table 14: Critical Values of A One-tailed Test

Critical Values	Significance Level
1.65	0.10
1.96	0.05
2.57	0.01

Source. Hair, Hult, Ringle and Sarstedt (2013)

Figure 10: Results of Structural Model
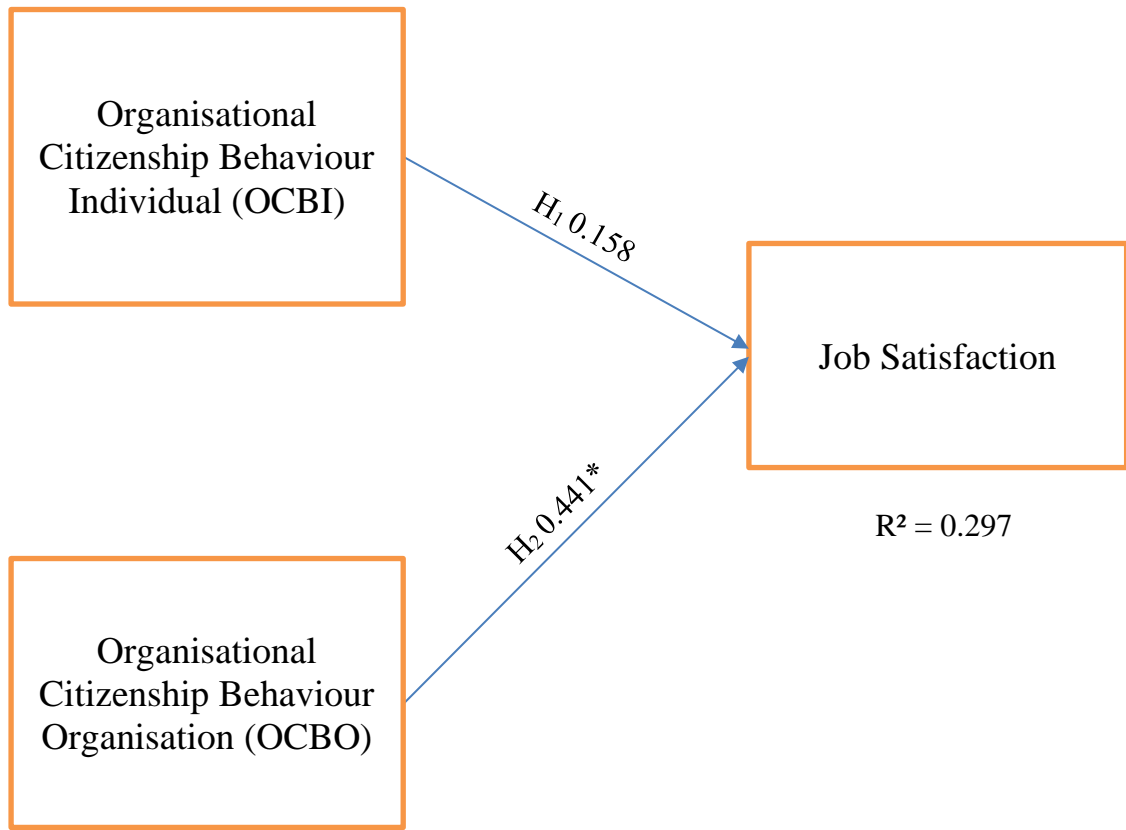
Note. Path significance: * Sig at 0.05

The result of the structural model is shown in Figure 10. Only the second hypothesis was supported. The R^2 value is 0.297. 29.7% of variance in job satisfaction is explained by OCBO.

4.4.1 Testing the Hypotheses

Table 15: Results of Path Coefficients and Hypotheses Testing

Hypotheses	Relationship	Original Sample (O)	T-Statistics (|O/STDEV|)	P-Values	Decision
H_1	OCBI -> JS	0.158	1.510	0.066	Not supported
H_2	OCBO -> JS	0.441	4.266	0.000*	Supported

Note. Path significance: * Sig at 0.05

Table 15 explains the results of path coefficients and hypothesis study in the structural model. The path coefficient for H_1 was 0.158 while the T-Statistics was 1.510 and was smaller than the critical value of 1.96. Meanwhile, the P-value was 0.066 which was larger than 0.050. As such, the hypothesis H_1 was not supported.

On the other hand, the path coefficient for H_2 was 0.441 while the T-Statistics was 4.266 and larger than the critical value of 1.96. Also, the P-value was 0.000 which was smaller than 0.050. With that, the hypothesis H_2 was supported.

4.4.2 Collinearity Assessment

Table 16: VIF Value

Construct / Indicator	VIF
Altruism	1.287
Civic Virtue	1.319
Conscientiouness	1.287
Courtesy	1.052
Sportsmanship	1.344
OCBI	1.442
OCBO	1.442

Note. Developed for this study

Variance Inflation Factor (VIF) is also an important measure to determine multicollinearity. Typically, constructs with VIF that is above 10 is considered to be multicollinear. (Hair, Black, Balin, & Anderson, 2010).

From Table 16, it can be seen that the highest VIF value for OCBI and OCBO were 1.442 while the lowest was courtesy with 1.052. As such, all VIFs were less than 10 and it can be concluded that there was no multicollinearity in this study.

4.4.3 Path Co-efficient Assessment

Table 17: Path Co-efficient Assessment on Reflective Measure

	Original Sample (O)	T-Statistics (|O/STDEV|)	P-Values
Altruism_ -> OCBI	0.777	19.320	0.000
Civic Virtue -> OCBO	0.568	6.439	0.000
Conscientiousness_ -> OCBI	0.362	9.081	0.000
Courtesy_ -> OCBO	0.470	3.732	0.000
Sportsmanship -> OCBO	0.337	7.365	0.000

Note. Developed for this study

Based on the bootstrapping, it was determined that all constructs are significant at 95% confidence interval as all p-values were smaller than 0.050

Besides that, the highest t-statistics was Altruism -> OCBI of 19.320 while the lowest t-statistics was Courtesy-> OCBO at 3.732. Overall, all t-statistics at 95% confidence level were larger than 1.96 and as such, they were statistically significant.

4.4.4   Determination of Co-efficient Assessment

Table 18: Determination of Co-Efficient

Original Sample (O)	T Statistics (|O/STDEV|)	P Values
0.297	4.537	0.000

Note. Developed for this study

Based on Table 18, p-value was 0.000 and it was less than 0.050 at 95% confidence level. Meanwhile, t-statistics was 4.537 which was larger than 1.96. Hence, job satisfaction was significant in this study.

The determination of co-efficient (R^2) of job satisfaction was 0.297. In other words, 29.7% of the variance variation can be explained by this study.

4.4.5   Determination of Predictive Relevance, Q^2

Table 19: Predictive Relevance

Predictive Relevance	Q^2
Job Satisfaction	0.142
OCBI	0.451
OCBO	0.259

Note. Developed for this study

The predictive relevance (Q^2) of job satisfaction (0.142), OCBI (0.451) and OCBO (0.259) are larger than 0. This results suggested that both OCBI and OCBO do

possess predictive capacity over job satisfaction (Hair, Hult, Ringle, & Sarstedt, 2013).

4.5   Chapter Summary

This chapter shows a detailed analysis and interpretation of the quantitative analysis of the study model. Descriptive statistics have been presented in detailed. Furthermore, all factor loadings in the measurement model were above the minimal requirements of 0.500 as proposed by Hair, Black, Balin, and Anderson (2010).

On top of that, the internal consistency reliability showed that all scales used were reliable. This is because all CR values were above 0.700. Next, convergent validity demonstrated by AVE values in the model exceeded the required 0.500. This shows that the latent variables explain more than the variance of its indicator variance.

Apart from that, Fornell and Lacker criterion were also examined to validate discriminant validity and they were being met with. Finally, the structural equation model was validated and the findings recommended that only OCBO has a positive relationship with job satisfaction. The following chapter explains the reasons for the results, limitations of the study and future research.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.0   Introduction

The overall outcomes of this study are concluded in this chapter. After the discussion of results were obtained, the implications of this research are being explained. Then, limitations for this study are highlighted. Finally, recommendations for future studies as well as the literature extension are discussed in the last section of this chapter.

5.1   Discussion on Major Findings

Table 19: Summary of Results on the Hypotheses Testing

Hypotheses	Values Scored	Decision
H_1: There is a positive relationship between OCBI and job satisfaction	$ß = 0.158$ $p\ (0.066) > 0.050$	Not supported
H_2: There is a positive relationship between OCBO and job satisfaction	$ß = 0.441$, $p\ (0.000) < 0.050$	Supported

Note. Developed for this study

This study is conducted to determine whether OCBI and/or OCBO has a positive relationship with job satisfaction in the healthcare industry of Klang Valley, Malaysia. There are two hypotheses proposed in this study and only the second hypothesis was supported. The results were summarised in Table 19.

5.1.1 Findings on the Hypotheses

Relationship of OCBI and Job Satisfaction

H_1: There is a positive relationship between OCBI and job satisfaction.

H_1 was developed to examine the relationship between OCBI and job satisfaction. The result obtained showed the path coefficient was 0.158 and p value was 0.066. As p value was higher than 0.05, hence H_1 was not supported.

This finding is congruent with Mohammad, Habib and Alias' (2011) research, whereby intrinsic job satisfaction and extrinsic job satisfaction are not significantly related to OCBI.

For instance, when workers sense that their organisations are being considerate and caring towards their personal growth, career development and advancement in their job, they feel glad and satisfied with their organisations.

Likewise, they find themselves obligated to reciprocate based on Social Exchange Theory by practising and demonstrating positive attitudes and behaviours that will benefit their organisations as a whole compared to any specific individual within the organisation.

Relationship of OCBO and Job Satisfaction

H_2: There is a positive relationship between OCBO and job satisfaction.

H_2 was developed to examine the relationship between OCBO and job satisfaction. The result shown the path coefficient was 0.441 and p value is 0.000. As p value was less than 0.05, hence H_2 was supported. It can be concluded that OCBO has a positive relationship with job satisfaction.

A possible explanation for this is that the result is in line with employees' job satisfaction as a reflection of their feelings, positively or negatively towards their work and towards the organisation's ability of inducing positive or negative feelings.

For example, employers could provide them with various tangible and intangible benefits that are considered as very important to their employees. Consequently, this will have a positive effect on their attitudes and behaviours, particularly towards their organisations as a whole rather than any specific colleague(s) or supervisor(s).

Again, this result was consistent with the research by Mohammad, Habib and Alias (2011) that intrinsic job satisfaction and extrinsic job satisfaction are significantly and positively associated with OCBO.

Finally, this result was in line with the objectives of this study, where there is a significant positive relationship between OCBO and job satisfaction in the healthcare industry.

5.2   Limitations on Scope of Study

As this study involves convenience sampling, it is difficult to achieve a comprehensive OCB measures as independent variables in this study has yet to be fully established. This is due to many researchers that each having different opinions on the measures of OCB. While the five measures of OCB that are proposed by Organ (1988) is still widely used, there are other different opinions by other researchers. For example, a meta-analysis had shown that all measures of OCB are highly correlated and there are some overlaps in between them (Lepine, Erez, & Johnson, 2002).

On top of that, the sample size of 114 in this study is relatively small. Due to the time constraint and insufficient funds for this study, surveys can only be conducted in Klang Valley. Moreover, snowball sampling method fail to generalise from the results obtained.

Furthermore, past studies are more of a one-off case and there has not been any established trend on what and how Malaysian employees perceive with respect to OCB. In other words, most studies done are regional and industry-based and cannot be generalised as a whole.

Finally, healthcare industry is a very broad area and it encompasses health professionals such as physicians, nurses, medical technicians, pharmacists and so forth. Hence different job functions will behave differently towards OCB and job satisfaction, it is again hard to generalise all healthcare professionals are such.

5.3   Implications on this Study

Highly satisfied workforce has become one of the most important assets and key source of competitive advantage in most organisations. Hence, it is necessary for organisations to understand the antecedents of job satisfaction.

These findings suggest that in order to enhance level of satisfaction, managers of healthcare industry should look into ways of inducing a work culture of OCBO in their organisations. They could allocate various rewards in promoting various measures of OCBO. For instance, they could give out monthly rewards for the best employee's suggestion on how to improve the company's performance.

If superiors of healthcare professionals intend to improve the quality of care towards patients during times of cost containment and organisational design, they should pay attention in attracting and retaining employees who are capable of demonstrating positive OCBO. This study has attempted to introduce the concept of OCB to the healthcare industry literature by identifying its relationship with an important attitudinal variable which is job satisfaction.

As OCBO is helpful in enhancing employees' task performance, they should pay close attention on how to schedule their limited working hours (Bergeron, 2007). Spending some of their precious time on the measures of OCBO could be helpful in enhancing their career development so long as their task performance maintain above a certain level.

More importantly, if healthcare professionals can effectively schedule their limited working time and obtain a work-family balance, this may reduce conflicts between home and work life which will enable them having more job satisfaction.

Based on the results, majority of the respondents belonged to the younger generation as up to 93 or 81.58% of them were aged 20 to 39 years old. In other words, majority of the respondents were Generation Y. Apart from the above-mentioned managerial implications, another contribution of this study is that this study could spring forth further studies on Generation Y in the Malaysian context.

In Malaysia, Generation Y workers currently form the largest job entrants to the workforce market. However, their work-related characteristics have been claimed to be notably different from those of their generation predecessors (Shaw & Delery, 2005). This study also suggested a need to investigate the work-related

characteristics of Generation Y workforce in Malaysia.

Furthermore, up to 68.42% or 78 respondents are working more than 40 hours a week (more than their normal working hours of eight hours per day). Most of the Generation Y employees nowadays focus on work-life balance (Smith, 2010). In fact, work-life balance also has a positive relationship with job satisfaction (Smith, 2010).

Looking into the OCBI construct of altruism (the degree of an employee to provide assistance and help others who are in need to ensure their problems are solved) and courtesy (any helping action that are taken to prevent potential work-related problems or preventive actions to mitigate future problems or risks), these respondents were already working beyond their normal hours and they may not feel such measures are helpful with their work and will induce job satisfaction.

Furthermore, most employees in Malaysia are mostly looking for job security rather than job satisfaction in this tough economic situation. As retrenchment and downsizing are happening in many companies in Malaysia, most of them are just glad in holding their jobs.

5.4   Recommendations on Future Research

A future research proposal envisages a solution to overcome the limitations of study, as well as areas that deserve further investigation. Firstly, different sets of OCB questionnaires from various authors can be adopted to perform future studies. Likewise, questions could be created and localised based on the local culture to ensure that they are more adaptable to the society.

On top of that, the sampling size and frame could be enlarged to allow a better reliability of results. Future studies could also extend beyond Klang Valley and other states or even nationwide. Such studies could then be able to provide a much

valuable insight towards the job satisfaction of healthcare employees. The studies can also be done based on probability sampling to reduce the generalisation and any bias towards the results of the study.

Also, as this study involves healthcare industry where there can be various professionals based on their respective job functions, future studies can be conducted to only examine the employees of that job function. For instance, a study on the relationship between OCB and job satisfaction can be conducted specifically for pharmacists or nurses only. This will enable a more specific and in-depth study towards the various job functions in this industry.

Furthermore, foreign workers such as expatriates and local employees do have a significant difference in OCB (Ang, Dyne, & Begley, 2003). Future researchers could then explore the influence of OCB on various companies and employees' personal characteristics as well.

Besides that, cultural differences between Asians and Westerners can be a future research consideration. For instance, Asians have a tendency to be more hardworking and committed to get the job done. On the other hand, Westerners are actively promoting work-life balance. With this, different societies will perceive OCB and job satisfaction differently.

Lastly, based on the determination of co-efficient, 29.7% of the variance variation was explained by this study. In other words, there are still some other vital exogenous variables that can explain job satisfaction. For the healthcare industry, future researches could be extended to consist other factors such as organisational commitment, turnover intention, job stress, job motivation and so forth. These factors would be able to complement the effectiveness of the results of this study.

5.5   Conclusion

This study focused on whether OCBI and/or OCBO is positively related towards job satisfaction in the healthcare industry of Klang Valley, Malaysia. The discussion of the major findings concluded that only H_2 was supported. This implied that superiors of healthcare professionals should focus on identifying employees that display a high exhibit of OCBO in order to induce satisfied employees.

The most important limitation is that this study examines the healthcare industry of Klang Valley in a generalised target audience instead of specific job functions. Also, there has not been much OCB studies among healthcare professionals in Malaysia that resulted in limited studies and findings to references. Future researches can be conducted on OCB with other dimensions of organisational behaviour.

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Universiti Tunku Abdul Rahman

The Relationship between Organisational Citizenship Behaviour and Job Satisfaction: Evidence from the Healthcare Industry in Klang Valley, Malaysia

Dear Respondent,

The questionnaire below is conducted as part of course requirements of my Master of Business Administration programme in Universiti Tunku Abdul Rahman (UTAR).

This questionnaire is to be filled in by healthcare employees in Klang Valley, Malaysia. These questions pertain to your experiences in your current job. Please select the most appropriate answer to the questions.

Your answer will be kept strictly confidential and will only be used for this study. Your name will not be mentioned anywhere on the document so please provide an impartial opinion to make this research successful.

Your cooperation is highly appreciated. If you have any questions on how to complete the questionnaire, please feel free to contract me at 016-3234891 or marvin_lew@hotmail.com. Thank you.

Section A: Demographic Profile

Please select the most appropriate option of yourself

Gender[a]

    A. Male

    B. Female

Age[b]

    A. 18 to 24 years

    B. 25 to 34 years

    C. 35 to 44 years

    D. 45 to 54 years

    E. 55 to 64 years

    F. Aged 65 or older

Race / Ethnicity[c]

    A. Malay

    B. Chinese

    C. Indian

    D. Others _____

Marital status?d

    A. Single

    B. Married

    C. Separated

    D. Widowed

    E. Divorced

Education Levele

    A. Primary school

    B. Secondary school

    C. Diploma

    D. Bachelor's Degree

    E. Post-graduate

Duration of service (years)?f

    A. Less than 1year

    B. 1 to 3 years

    C. 3 to 5 years

    D. 5 to 10 years

    E. More than 10 years

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

    A. 40 hours a week or less

    B. More than 40 hours a week

Which of the following most closely matches your job title?[h]

    A. Executive
    B. Lower Level Management
    C. Middle Level Management
    D. Senior Level Management
    E. Others _____

Section B: Job Satisfaction

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

	Strongly Disagree (1)	Disagree (2)	Neither Agree Nor Disagree (3)	Agree (4)	Strongly Agree (5)
I consider my job rather unpleasant$_{js1}$					
Each day of work seems like it will never end$_{js2}$					
I feel fairly satisfied with my present job$_{js3}$					
Most days I am enthusiastic about my work$_{js4}$					
I find real enjoyment in my work$_{js5}$					

Section C: Organisational Citizenship Behaviour

Please describe your personal views of the following statements as objectively as you can, by ticking the box of each statement from the rating scale given below

	Strongly Disagree (1)	Disagree (2)	Neither Agree Nor Disagree (3)	Agree (4)	Strongly Agree (5)
Civic Virtue					
I eager to tell outsiders good news about the company$_{cv1}$					
I am willing to stand up to protect the reputation of the company$_{cv2}$					
I actively attend company meetings$_{cv3}$					
I do not mind taking on new and challenging assignments$_{cv4}$					
I make constructive suggestions that can improve the operations of the company$_{cv5}$					
Conscientiousness					
I am willing to coordinate and communicate with my colleagues$_{c1}$					

I take one's job seriously and rarely makes mistakes$_{c2}$					
I often arrive early to work and start work immediately$_{c3}$					
I comply with company's rules and procedures even when nobody watches and no evidence can be traced$_{c4}$					
Sportsmanship					
I avoid consuming much time complaining on trivial matters$_{s1}$					
I perform only required tasks$_{s2}$					
I try hard to self-study to increase the quality of work outputs$_{s3}$					
I avoid focusing on what's wrong with his/her situation$_{s4}$					
Altruism					
I am willing to assist my new colleagues to adjust to the work environment$_{a1}$					

I am willing to help colleagues to solve work-related problems$_{a2}$					
I am willing to cover work assignments for colleagues when needed$_{a3}$					
Courtesy					
I avoid taking actions that hurt others$_{co1}$					
I avoid hurting other people's rights to common/shared resources (including clerical help, material etc)$_{co2}$					
I do not initiate actions before consulting with others that might be affected$_{co3}$					
I avoid creating problems for colleagues$_{co4}$					