Faculty of Economics and Business

Determinants of Organizational Citizenship Behavior among University Employees in Shandong, China

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DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Malaysia Sarawak. Except where due acknowledgements have been made, the work is that of the author alone. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

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ABSTRACT

This study is centered on a comprehensive examination of the factors that influence employee organizational citizenship behavior (OCB). In particular, it delves into the intricate relationships between employee job performance, personal development, and job satisfaction, and how these variables impact the manifestation of organizational citizenship behavior within the workplace. The study employs a quantitative analysis method, allowing for a detailed and data-driven exploration of these relationships. The target population for this study consisted of lecturers from Shandong University. Using purposive sampling, 500 questionnaires were distributed, resulting in 412 valid responses, achieving a response rate of 82.4%. Among the respondents, 183 were male, representing 44.42% of the sample, while 229 were female, accounting for 55.58%. Through rigorous data collection and analysis, this study substantiates the positive influence of job performance, personal development, and job satisfaction on employee OCB. These findings underscore the interconnectedness between various facets of employee engagement and their propensity towards altruistic behaviors within the organizational context. The validation of these relationships provides empirical support for the hypotheses posited in the study, consolidating existing theoretical frameworks and contributing to a deeper understanding of the mechanisms driving employee behavior and organizational effectivenes.

Keywords: Job performance, personal development, job satisfaction, organizational citizenship behavior

ABSTRAK

Kajian ini tertumpu kepada pemeriksaan menyeluruh terhadap faktor-faktor yang mempengaruhi gelagat kewarganegaraan organisasi (OCB) dalam kalangan pekerja. Khususnya, ia menyelidiki hubungan rumit antara prestasi kerja, pembangunan peribadi, dan kepuasan pekerja, serta bagaimana pembolehubah-pembolehubah ini memberi kesan kepada manifestasi tingkah laku kewarganegaraan organisasi di tempat kerja. Dengan menggunakan kaedah analisis kuantitatif, kajian ini menyediakan penerokaan terperinci dan berasaskan data mengenai hubungan tersebut. Populasi sasaran bagi kajian ini terdiri daripada pensyarah dari Universiti Shandong Menggunakan persampelan bertujuan, 500 borang soal selidik telah diedarkan, menghasilkan 412 jawapan yang sah, mencapai kadar respons sebanyak 82.4%. , manakala 229 adalah wanita, menyumbang 55.58%. Melalui pengumpulan dan analisis data yang teliti, kajian ini membuktikan pengaruh positif prestasi kerja, pembangunan peribadi, dan kepuasan pekerja terhadap OCB. Penemuan ini menekankan kaitan antara pelbagai aspek penglibatan pekerja dan kecenderungan mereka terhadap tingkah laku altruistik dalam konteks organisasi. Pengesahan perhubungan ini memberi sokongan empirikal kepada hipotesis yang dikemukakan, sekaligus mengukuhkan rangka kerja teori sedia ada dan menyumbang kepada pemahaman yang lebih mendalam tentang mekanisme yang mendorong tingkah laku pekerja serta keberkesanan organisasi.

Kata kunci: *Prestasi kerja, pembangunan peribadi, kepuasan pekerja, tingkah laku kewarganegaraan organisasi*

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OCB	Organizational Citizenship Behavior
OCB-I	Organizational Citizenship Behavior - Individual
OCB-O	Organizational Citizenship Behavior - Organizations
SET	Social Exchange Theory

CHAPTER 1

INTRODUCTION

1.1 Introduction

The aim of this chapter is to delineate research pathways through the formulation of research objectives and goals. It is evident that the organizational citizenship behavior (OCB) of university personnel is exerting an influence on the progress of Chinese universities. Hence, it can be asserted that concentrating this investigation on this subject will facilitate a comprehension of the diverse factors' impact on university staff. This chapter furnishes rationales for the study to underscore the importance of executing it in the most effective manner. This research endeavor can provide valuable insights and recommendations for enhancing OCB among university employees in Shandong Province, China. This chapter delve into the research's background, the current research problem, its significance, research objectives and questions, as well as the delineation of research items.

1.2 Research Background

The Shandong Government has introduced a series of policy measures aimed at promoting the integrated development of local universities (Shandong Provincial People's Government, 2021). These policies include supporting Shandong University to build a "world-class university", accelerating the construction of urgently needed specialty industries, and promoting joint research and development of key technologies between universities and enterprises.

Shandong also plans to introduce renowned foreign universities, promote the

construction of an international talent training platform, and support universities in expanding the scale of graduate training. Ultimately, these policies will help strengthen cooperation between universities and urban areas, promote technological innovation and industrial development. These policies also indicate that Shandong attaches great importance to the construction and development of universities, and employees are an indispensable part of the construction and development of universities. Actively paying attention to the organizational citizenship behavior of university employees can provide more clear information and development directions for the active and healthy development of universities.

In the realm of modern organizations, employees stand as invaluable assets, central to the core functions and efficiency of the entity. The concept of Organizational Citizenship Behavior has gained substantial recognition, particularly in organizational structures characterized by a flattening hierarchy (Zhao & Zhou, 2020). Anitha (2014) have underscored the significance of adopting a people-oriented strategy, which serves as an exceptional and non-replicable source of competitive advantage. Consequently, the motivation of employees' OCB emerges as a critical imperative for businesses in today's highly competitive landscape.

Research by Zhao et al. (2020) has brought to light the profound impact of employees' OCB on innovation and overall performance, especially within private enterprises. Furthermore, recent studies have unveiled that robust OCB can be cultivated through the cultivation of employees' intrinsic work motivation, subsequently leading to an augmentation in their work-related behaviors (Widarko & Anwarodin, 2022).

Research has also confirmed that personal development, job performance, and job

satisfaction are closely related to the development of OCB behavior among employees. Within the context of personal and professional development opportunities, employees tend to experience heightened levels of satisfaction and confidence. This newfound contentment and self-assurance often serve as catalysts, motivating them to actively engage in organizational citizenship behavior, thereby fostering an atmosphere of organizational synergy (Nugroho et al., 2020). Exceptional job performance holds the key to nurturing a strong sense of belonging and responsibility among employees. Consequently, this heightened sense of duty propels them to transcend their basic job responsibilities and actively partake in activities such as assisting colleagues and sharing knowledge, among other pro-organizational behaviors (He et al., 2019).

Furthermore, a positive and symbiotic relationship exists between job satisfaction and OCB. Employees who report high levels of satisfaction are more inclined to exhibit heightened levels of organizational citizenship behavior. This correlation arises from their increased willingness to invest greater effort in supporting the organization, thereby contributing to its enhanced operational efficiency and overall performance (Abubakar et al., 2023).

In light of these critical insights into the nexus between employee behavior, satisfaction, and organizational success, it becomes evident that understanding and fostering OCB among university employees in the Shandong Province, China, is not only pertinent but also imperative. This research aims to delve deeper into these dynamics, shedding light on the unique factors and challenges within this specific context and ultimately providing valuable guidance for enhancing employee’s OCB in this region's universities.

1.3 Problem Statement

The intricate web of relationships between employee job performance, personal development, job satisfaction, and their collective influence on OCB remains a relatively unexplored territory in the realm of organizational research. Despite the widespread recognition of the significance of conducive workplace conditions and their role in shaping employee behavior, there is a conspicuous dearth of studies that delve into the unique context of universities and the myriad factors that exert influence over employee OCB within this setting.

Universities, as educational and research institutions, occupy a distinctive position in the professional landscape. They encompass a diverse range of roles and responsibilities, from educators and researchers to administrators and support staff (Nunan, 2022). These individuals collectively form the backbone of an institution's operations, making the study of their work-related behaviors all the more crucial. While existing research on OCB has predominantly revolved around corporate environments, universities present a unique set of challenges and opportunities. Faculty members, for instance, may engage in OCB by mentoring students, sharing knowledge, or participating in departmental activities (Ferris et al., 2022). Administrative staff may contribute to OCB through their involvement in campus events, aiding students in various capacities, or fostering a positive work atmosphere (Hu et al., 2022). These distinct roles and responsibilities within the academic setting can lead to diverse forms of OCB that warrant specialized examination.

Most existing research on OCB predominantly focuses on corporate employees, overlooking the unique dynamics of university employees in terms of organizational behavior. Corporate environments are typically characterized by hierarchical structures,

profit-driven objectives, and standardized performance metrics (Radu & Smaili, 2021), Unlike corporate employees, university staff are often driven by more intrinsic motivations, the roles of university employees are often multifaceted, encompassing teaching, research, and administrative duties, and are primarily driven by intrinsic motivations (Sułkowski, 2023), such as personal development, pursuit of academic excellence, and a sense of social contribution, rather than immediate financial rewards or career advancement (Akosile & Ekemen, 2022). Consequently, existing studies have not sufficiently accounted for the influence of these factors on the organizational citizenship behavior of university employees. This gap highlights the need for further research into the OCB of university staff.

China has made significant advancements in education, securing a prominent position in the global academic community. The unique characteristics of the Chinese university system, deeply rooted in its national culture, have drawn considerable attention and raised questions regarding the organizational behavior of university faculty and staff (Donglong et al., 2020), particularly within the context of Shandong's education sector. Research indicates that the OCB of faculty and staff at Shandong University is influenced by various factors, such as organizational justice and affective organizational commitment (Donglong et al., 2020). Moreover, further studies reveal that the OCB of these individuals has a substantial impact on organizational effectiveness and job performance, including teaching and research outcomes (Moonmuang & Pruettikul, 2024). These findings underscore the critical role of OCB in Chinese universities. However, there remains a significant research gap concerning the specific factors influencing OCB. Additionally, further exploration is needed to understand how organizational members, particularly those in educational institutions, perceive their organizations (Fang & Yu, 2023).

In addition, the social and political environment in China may undergo changes at different times, which may have an impact on the organizational citizenship behavior of lecturers (Alkhadher et al., 2020). In some cases, lecturers may feel that freedom of speech is restricted, which may have an impact on their active participation in social affairs (Yu, 2020). Due to moral and cultural constraints, lecturers find it difficult to express personal opinions or participate in specific organizations on certain social issues (Zhou et al., 2021). lecturers may face expectations from society, which may sometimes be inconsistent with their personal views or beliefs, leading to some controversy (Yu, 2020). Therefore, in terms of developing lecturer OCB, education in China still faces challenges. Therefore, further research on OCB can help understand the influencing factors of lecturer OCB in the Chinese cultural background and indicate the direction of development.

While numerous studies have consistently established a positive association between job performance and OCB, a subset of research, including Purwanto (2022), Rinaldi and Riyanto (2021), Widarko and Anwarodin (2022), and Yang et al. (2022), has produced inconclusive findings. In contrast, Tistingtyas (2021) reported no correlation between employee performance and OCB, and Sunar (2022) discovered a significant negative impact of organizational citizenship behavior on employee performance. These varied research outcomes underscore the complexity of the relationship between employee job performance and OCB within distinct research contexts. Consequently, further investigation is warranted to validate and deepen our understanding of the nuanced connection between job performance and OCB.

The studies of Setyaningrum et al. (2021) and Hamzah et al. (2020) have both confirmed that personal development has a positive impact on OCB. This proves the close

relationship between the two. However, most research on the relationship between personal development and OCB focuses on the financial industry (Jehanzeb, 2020; Rubel & Rahman, 2018), or information technology industry (Mehboob, 2020), and there is still insufficient research on the education industry. Therefore, this study focuses on university workers in Shandong area to further understand the relationship between their personal development and OCB.

The investigation conducted by Saxena et al. (2019) demonstrated a positive linear correlation between job satisfaction and OCB. Conversely, Hamsani et al. (2019) reported a notable adverse association between intrinsic job satisfaction and OCB. Furthermore, Rinaldi and Riyanto (2021) discovered a negative and statistically insignificant influence of organizational citizenship behavior on job satisfaction. Depending on the specific research context, variations in outcomes may arise, highlighting the need for additional confirmation to comprehend the intricate connection between job satisfaction and OCB.

Addressing this noticeable void in the academic literature can yield multifaceted benefits. Firstly, it will contribute to a more holistic and nuanced comprehension of the determinants of OCB. By dissecting the intricate interplay between employee job performance, personal development, job satisfaction, and their collective influence on OCB, researchers can offer fresh insights that extend beyond the confines of traditional workplace dynamics.

Furthermore, the outcomes of such research can have practical implications for universities seeking to enhance their employee engagement, foster collaboration, and elevate overall organizational effectiveness. Understanding the specific drivers and barriers to OCB within academic institutions can empower university leaders to implement targeted

interventions and policies aimed at cultivating a culture of citizenship behavior (Yamada, 2023). For instance, findings from this research could shed light on the importance of creating opportunities for personal and professional development among university employees. This could involve investing in training and development programs tailored to the unique needs of faculty and staff, thereby boosting their job satisfaction and, in turn, their propensity to engage in OCB.

Similarly, identifying the factors that impede OCB within the academic context, such as bureaucratic hurdles or communication barriers, can inform strategies to remove these obstacles (Mousa et al., 2020). Encouraging employees' personal development, promoting their job performance, and improving job satisfaction can also be key gains, prompting universities to implement measures to promote collaborative and supportive work environments (Handayani et al., 2022; Seran et al., 2021).

In conclusion, delving into the intricate relationship between employee job performance, personal development, job satisfaction, and their impact on OCB within the university setting holds great potential. Not only will this research contribute to a richer understanding of OCB determinants, but it will also offer actionable insights that can empower universities to enhance employee engagement, collaboration, and overall organizational effectiveness. As universities continue to evolve and face new challenges, the exploration of these dynamics becomes increasingly pertinent in ensuring their continued success and positive impact on society.

1.4 Research Objectives

RO1: To examine the influence of job performance on employees' organizational

citizenship behavior.

RO2: To examine the influence of personal development on employees' organizational citizenship behavior.

RO3: To examine the influence of job satisfaction on employees' organizational citizenship behavior.

1.5 Research Questions

RQ1: Is there a relationship between the job performance and employees' organizational citizenship behavior ?

RQ2: Is there a relationship between personal development and employees' organizational citizenship behavior?

RQ3: Is there a relationship between job satisfaction and employees' organizational citizenship behavior?

1.6 Significance of the Study

The research significance section is an important component of the research report, which aims to outline the theoretical and practical value of the research. The research significance section can effectively place the research results in a broader context, demonstrating their importance and value.

1.6.1 Practical Significance

This study aims to gain a deeper understanding of the relationship between employee job performance, personal development, and job satisfaction. University leaders

and managers can develop more effective policies and strategies to improve employee job performance and job satisfaction. This will help universities better fulfill their educational and research missions. In addition, research has found that the relationship between employee job performance, personal development, and job satisfaction with OCB can provide guidance for universities on how to motivate employees to actively participate in organizational activities. This helps improve collaboration, teamwork, and overall organizational effectiveness among employees. By optimizing employee job performance and job satisfaction, universities can enhance their competitiveness in the higher education market. Attracting and retaining high-quality faculty is crucial for the reputation and status of universities.

Furthermore, the insights from this research can guide universities worldwide in creating supportive environments that encourage personal and professional growth. Such policies are crucial for retaining high-quality faculty and maintaining competitiveness in the global higher education landscape. The study's findings contribute to a more comprehensive understanding of how universities, regardless of geographical or cultural context, can adapt strategies to meet the evolving demands of education and research.

1.6.2 Theoretical Significance

This study will provide a new field for OCB research, namely higher education. By exploring the OCB of university employees, we can enrich the existing theoretical framework and better understand the determining factors of OCB. This study provides a new theoretical framework for the field of organizational behavior by delving into the interrelationships between employee job performance, personal development, and job satisfaction. This helps theorists better explain and predict employee behavior. By

conducting in-depth research on the behavior and experience of employees in higher education institutions, we can better understand how to optimize the operation of universities to meet the constantly changing needs of higher education today.

1.7 Definition of Terms

Job performance is the measure of how effectively and efficiently an individual fulfills their job responsibilities and contributes to the success of their organization (Koopmans et al., 2011; Kuvaas, 2006; Widarko & Anwarodin, 2022).

Personal development refers to the continuous process of self-improvement, skill enhancement, and self-awareness that individuals engage in to fulfill their potential, grow as individuals, and achieve their personal and professional goals (Caspi et al.,2005; Clegg, & Bradley, 2006; Irving & Williams, 1999).

Job satisfaction is a measure of how content and fulfilled employees are with their job, work environment, and overall experiences within an organization, reflecting their emotional and psychological well-being related to their employment (Abubakar et al., 2023; Gregory, 2011; Tistianingtyas, 2021).

Organizational citizenship behavior refers to discretionary, positive, and voluntary actions that employees undertake in the workplace, which go beyond their formal job responsibilities and contribute to the overall effectiveness and well-being of the organization (Pierce & Maurer, 2009; Podsakoff & MacKenzie, 2014).

1.8 Chapter Summary

Chapter One serves as the foundation of this research, commencing with an