UNIVERSITI TEKNIKAL MALAYSIA MELAKA

Faculty of Manufacturing Engineering

MEASUREMENT OF KEY FACTORS AFFECTING EMPLOYEE EXTRA-ROLE BEHAVIOR IN MINISTRY OF MUNICIPALITIES AND PUBLIC WORKS IN IRAQ

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Master of Manufacturing Engineering

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A thesis submitted in fulfilment of the requirement for the degree of Master of Manufacturing Engineering (Manufacturing System Engineering)

Faculty of Manufacturing Engineering

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

2014

DECLARATION

I declare that this project entitle "Measurement of key factors affecting Employee Extra-Role Behaviour in Ministry of Municipalities and Public works in Iraq" is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in the candidature of any other degree.

Signature　　　　　：

Name　　　　　： Salam Oleiwi Radhi Al-Zubaidi

Date　　　　　：

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APPROVAL

This project submitted to the Faculty of Manufacturing Engineering of UTeM as a partial fulfilment of the requirement for master of manufacturing engineering (manufacturing engineering system). The member of the supervisory committee is as follows:

Signature :

Name :Prof.Madya Dr.Mhod Rizal bin Salleh

Date :

ABSTRACT

This study is about the employee extra role behavior and trust within an organization. The researcher has examined many variables including the psychological support, trust in management, reward expectation, management value and other motivational aspects of the research. The researcher has also made use of quantitative research methods to gather the information required for the research study which is limited to the Ministry of Municipalities and Public Works (MMPW) in Iraq. The gathered information was tested using Statistical Package for the Social Sciences (SPSS) for various tests such as regression and reliability scale to check for the reliability and validity and the results were very significant when the hypothesis were tested which were laid down earlier in the research study by the researcher.

ABSTRAK

Kajian ini adalah mengenai tingkah laku pekerja terhadap peranan tambahan dan sifat amanah dalam sesebuah organisasi. Penyelidik telah memeriksa banyak pembolehubah termasuk sokongan psikologi, amanah dalam pengurusan, jangkaan ganjaran, nilai pengurusan dan lain-lain aspek yang membantu motivasi penyelidikan ini. Penyelidik juga telah menggunakan kaedah penyelidikan kuantitatif bagi tujuan mengumpul maklumat yang diperlukan untuk kajian penyelidikan yang terhad kepada Kementerian Perbandaran dan Kerja Raya (MMPW) di Iraq. Maklumat yang dikumpulkan telah diuji menggunakan Statistical Package for the Social Sciences (SPSS) untuk pelbagai ujian seperti regresi dan skala kebolehpercayaan untuk memeriksa kebolehpercayaan dan kesahan dan hasilnya adalah amat ketara apabila hipotesis diuji seperti yang telah ditetapkan pada awal kajian penyelidikan oleh penyelidik.

DEDICATION

I would like to present my work to those who did not stop their daily support since I was born, my dear mother, my kindness brother, my wife and my son "Ahmed". They never hesitate to provide me all the facilities to push me forward as much as they can. This work is a simple and humble reply to their much goodness I have taken over during that time. I don't forget my brothers, sisters. (Allah's mercy them).

Salam Oleiwi Radhi Al-Zubaidi

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قــال تـعـالى في محكم كتـابـه الكـريم

وَقُلِ اعْمَلُواْ فَسَيَرَى اللّهُ
عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ

صدق الله الـعظيم

الايـة ١٠٥سورة الـتوبـة

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Employees are the most important assets in the organization. The performance of any organization mainly depends on the firm's ability to capture, exploit and to develop knowledge which is within the organization. The main block which every organisation is to gain access to the knowledge which the employees in the organization have and this is where the extra role behaviour comes in to the concept which is outside the job description (Conway *et al.*, 2004).

Employee trust is another issue which many organizations are facing over the years. Trust is one of the main aspects and is the central hub in every organization. This is one of the important ingredients which can enhance the co-operation within the organization. Everybody is aware the need and importance of co-operation but even though there are some complexities which arise in the organization and this are the consequences which leads to changes in the nature of work and many organizations have started to make use of intrinsic motivation as a strategy to overcome this issue of employee trust. (Bagraim and Hime, 2007).

The role of the managers mainly in the organizations is to control the undesirable behaviour which is exhibited by many employees and try to convert negative behaviour into positive one (Sharkie, 2009). Managers can use misbehaviour to their advantage in allowing it to occur and then reinforcing what behaviour should be, this way, employees

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are constantly reminded about hierarchies within the organization and it becomes a learning process for the employee.

However, tolerance of behaviour can lead to uncertainty in what is acceptable and unacceptable, therefore ambiguities can occur. This goes to show that management behaviour and the way managers define misbehaviour can cause complexities in itself as it is a very subjective issue. Managers need to find consistency in the way they define and deal with misbehaviour in order for them to be a clear understanding amongst the workforce of the behaviour expected of them (Sharkie, 2009).

Kiefting and Frost (1985) have taken this into account in providing us with a three perspective framework which does not exclude the ambiguity within the research of organizational behaviour. It provides different insights into organizational culture, insights which aims to provide a less bias view of culture.

Motivation is originated from a variety of resources (needs, cognitions and emotions) and refer to which processes energize behaviour in multiple ways such as starting, sustaining, intensifying, focusing and stopping it (Reeve, 1996).

Human behaviour is already in scripted into an individual before they are employed in an organization due to their culture and to change this is extremely difficult and to change a whole workforces' behaviour is almost impossible.

Trust as mentioned earlier always remains the most crucial element in the organization when it comes to the employee performance and this is always above expectations (Sharkie, 2009; Torlak and Koc, 2007) and the organizations need to make sure that the employees always performed well. The management is also held the responsible to support the employees and it can be done only by sustaining a culture with trust and knowledge sharing among the employees for better relationships trust and performance (Cohen and Prusak, 2001).

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1.2   Background of the Study

At the end of the 2003 war in Iraq, the infrastructure was seriously degraded. The majority of the population had limited or incapable access to necessary basic services. The Ministry of Municipalities and Public Works (MMPW) has been playing a vital role in the sectoral challenges. It is responsible for delivery of safe drinking water, environmental sanitation (waste water and solid waste) services, urban development, municipal road works, and public land management. Currently, the Ministry has offices in 266 municipalities in fifteen of the eighteen governorates in Iraq (MMPW, 2013).

The three Governorates of the Iraqi Kurdistan Region, Dohuk, Erbil, and Sulaimaniyah, are affiliated but administered separately. More than 40,000 employees serve in the Ministry of Municipalities and Public Works working at over 600 locations. The national general directorates provide administrative, financial and technical support to each Governorate and municipality. They are responsible for overseeing water distribution systems, sewerage, and other municipal services. They oversee installation and maintenance of water and sewerage treatment facilities. And they also set and oversee the standards for design and operation for all municipal services, such as refuse collection, municipal roads, cemeteries, abattoirs, and public parks (MMPW, 2013). Hence, the first purpose of this study was to examine the employee extra role behaviour in (MMPW) in Iraq, and more specifically, to explore the fundamental components of an employee extra role behaviour in the ministry, and to identify and determine the four factors: (1) Rewards expectation, (2) Management Values, (3) Psychological Support and (4) Trust in Management that may be related to such behaviours.

1.3   Problem Statement

Employee behaviour cannot be monitored every minute of the day; it would not be cost effective. Therefore management often have a misperception or do not know of the patterns of behaviour within the workforce. Behaviour, or misbehaviour, can only be known when it is seen, unless there are employees who are very loyal towards their managers and willing to report misbehaviour. Behaviour becomes more complicated when misbehaviour is overlooked by management. This could be due to a number of reasons: apart from lack of care, it may seem that the cost of eliminating the misbehaviour may be more than the cost of eliminating it, therefore, it is dismissed. Also, the tolerance of misbehaviour may be seen as a good thing (Conway et al, 2004). As mentioned earlier the MMPW has more than 40,000 employees. It's become hard for the ministry to monitor the pattern of behaviour of each employee. In addition the ministry responsibilities have been increased compared with the years before 2003 where the country is under reconstruction programs.

1.4   Significance of the Study

Human resource practices are mechanisms through which the human capitals of the firm are acquired. Human capital helps (HR) managers to keep the employees motivated, maintained and acquired. (HR) practices have many positive impacts on the firm. HR options are investments in the human capital pool of an organization that provide the capability to respond to future contingent events. Employee Trust in an organisation is very important and a lot of emphasis from the top management has to be laid in this areas so that the employees are also motivated.

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A company needs its managers to manage properly its human capital and human assets under various circumstances. Risks in returns for investments in human capital cannot be ignored and to do so would result in greater, rather than less variability in relationships with employees over time. (HR) options generate the capability for use managing changes incriminatingly. The extent use of (HR) options and their usefulness will depend upon the extent of risks associated with the human capital of the firm. The employee trust in the organisation is very essential. This research study will be very useful for the students pursuing HR related courses and also for many HR professional and management organisations to understand the importance of trust and the importance of human assets in the organisation.

1.5   Research Question

The following are the research questions used in this research study;

1. What is the employee, extra-role behaviour concepts and how can influence in overall organization performance?

2. What are the common key factors that influence employee, extra-role behaviour and how to determine these factors?

3. Is there any practical value for employee, extra-role behaviour and its influence key factors conceptual framework in Ministry of Municipalities and Public Works in Iraq?

4. Will the validation of the conceptual framework for employee, extra-role behavior be effective in improving the efficiency of the employee and be useful in Ministry of Municipalities and Public Works in Iraq?

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1.6 Research Objectives

The following are the research objectives used in this research study:

1. To explore and identify the employee, extra-role behavior concepts and it necessity for organization.

2. To study the effect of four key factors: Rewards expectation, management value, Psychological support and trust in Management, towards employee, extra- role behavior.

3. To examine how these factors support the employee, extra role- behavior in (MMPW) in Iraq.

4. To propose a conceptual framework for employee, extra-role behavior.

5. To ensure the employee extra-role behavior framework its "correctness," and make it useful to provide guidelines for future developments in Ministry of Municipalities and Public Works.

1.7 Scope of the study

The scope of the study is examining the extra role-behaviour of the employees in the Ministry of Municipalities and Public Works in Iraq by identifying the four factors: Rewards expectation, Management Values, Psychological Support and Trust in Management that may be related to such behaviours.

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1.8 Organisation of thesis

Figure 1.1 illustrates the overall organisation of the report are as follow:

The chapter one of the research study have discussed about the purpose of carrying out this research where the researcher discusses about the various goals and objectives of the research study. The researcher clearly mentions the problem statement and the significance of carrying out this research study. The chapter two for the research study is about the views expressed in the past by various researchers on this given subject. The researcher has critically analysed the view and comments of the previous researchers on this given subject. The chapter three of the research study have presented the various methods of data collection to be used in this research methodology. The research will make use of primary data and secondary data methods to collect the information which is required for carrying out this research. Formulating the research framework and developing the research questionnaire based on previous study which was done by (Reychav and Sharkie, 2010) (Chapter 3). Figure 1.1 shows the research Methodology Organisation.
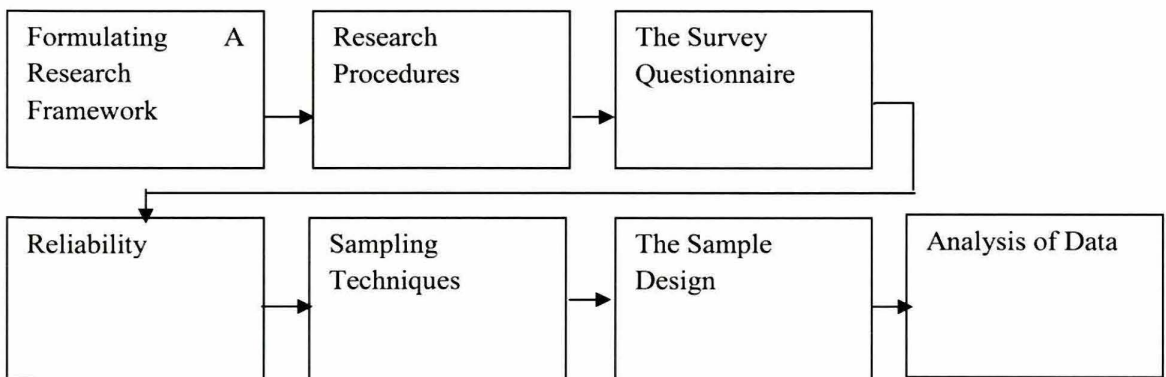

Figure 1.1: Research Methodology Organisation

The chapter four of the research study have focused on the analysis of the gathered information. The gathered information is analysed using the statistical software package SPSS. The analysis of the Independent Variables (Rewards expectation, Management Values, Psychological Support and Trust in Management) and their impact on the dependent Variable (Employee Extra Role Behavior). Figure 1.2 depicts the organisation of analysis.
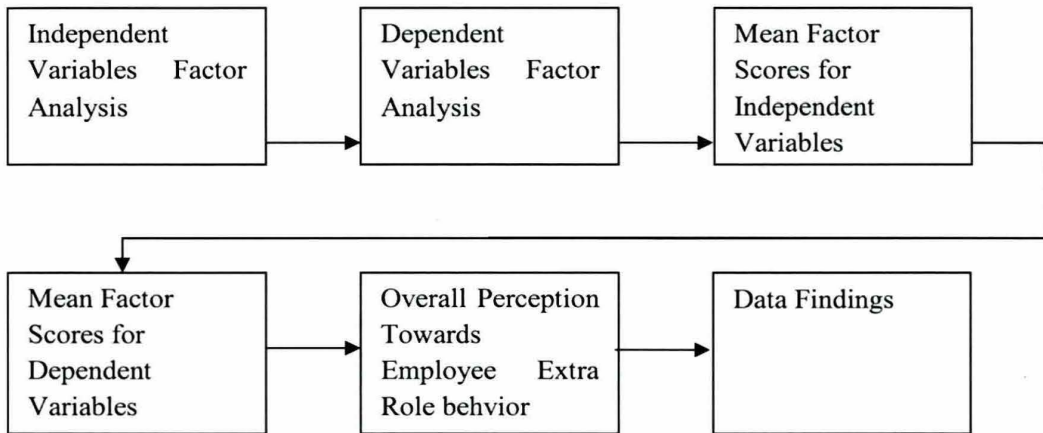
Figure 1.2: The Organisation of Analysis

The chapter five of the research study is presented the findings, conclusion and from the research study. The researcher mentions his findings of the research and the recommendations for the future researchers in that chapter.

1.9   Limitations

The research study is limited to Ministry of Municipalities and Public Works in Iraq only. This study was conducted with a moderate sample size. From a sample of 250 questionnaires were collected and analysed. However, based on the sampling technique

used, the number of sample is sufficient, and indeed it is big enough to run a robust statistical analysis (Balian, 1994). The study was about the employee role behaviour in the Ministry of Municipalities and Public Works

1.10   Summary

Chapter one provides the reader with problems and the background information of the study, which has to be carried out. The chapter focuses research objectives however, the main objective was to identify and examine the factors affecting the extra role behaviour among the employees of the Ministry of Municipalities and Public Works in Iraq. This chapter also discusses the problems, which are to be analysed later, and the research objectives. The reason behind this paper was discussed in this chapter. The research paper was limited to the employee of the Ministry of Municipalities and Public Works in Iraq.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Today the Modern organizations operate based on team-oriented and independent work structures rather than individualized and centrally controlled. This structure has significant positive influence on the cooperation and initiative among employees (Ilgen & Pulakos, 1999).

Based on that, many of organization's managers were focused on employees as one of the most important assets of any organization. They recognized that the employee behaviour playing a crucial role in overall effectiveness of the organization, and they developed effective strategies to motivate their employees to engage in activities that will help in the achievement of predetermined organizational goals (Chiboiwa *et al.*, 2011). In addition, the organization should motivate their employees to go further than their formal job responsibilities, which are called extra-role behaviour or Organizational Citizenship Behaviour (OCB). Extra-role behaviour is defined as individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p.4).

For the last decades' employee, "Extra-role behaviour becomes an important issue in the field of management; several Researchers and organizational managers have shown high interest in organizational behaviour, and most of these studies that have reported that the extra-role behaviours enhanced organizational outcome's level, include reduced level of

cost, satisfaction of customers, increased efficiency and productivity. (Hoffman *et al.*, 2007; LePine *et al.*, 2002).

However, the main purpose of this chapter is to review the relevant literature that underpins this research and also describes how it is related to existing work. It starts by reviewing and discussing issues surrounding employee behaviour, including its concept, the theories and the critical factors, including that is an extensive review of previous studies and recent researches on employee extra-role behaviour.

2.2   Intrinsic Job Motivation

Motivation involves an internal processes that diastoles behaviour with energy and direction. Reis and Leticia, (2001) proposed that throughout the years, two pathways were used to motivate people at work, by fear and punishment or by understanding. When there is a satisfaction towards the job, several benefits appear as low absenteeism, low turnover, and high productivity (Reis & Leticia, 2001), and it will help the institution run efficiently as well. Employers need motivated employees to accomplish survival. They are more productive, more loyal and more effective to the organization. To be effective, managers need to understand what motivates them within the context of the roles they perform. Befort and Hattrup (2003) found that the motivational components of the organization are effecting positively on the extra-role behaviour of the employees.

Some previous research shows that financial motivation may not be the best incentive to stimulate idea generation. The intrinsic job motivations are more important to trigger non-routine behaviours than extrinsic rewards. Amabile (1988) suggests that avoid using money to "bribe" people to come up with innovative ideas. However, as intrinsic job

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