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**THE MEDIATING EFFECT OF
EMPLOYEES' COMMITMENT IN THE RELATIONSHIP
BETWEEN ORGANIZATIONAL SERVICE ORIENTATION,
JOB SATISFACTION AND SERVICE ORIENTED
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**



**DOCTOR OF BUSINESS ADMINISTRATION
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SERVICE ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

By



MOHAMAD ZAINOL ABIDIN BIN ADAM

UUM
Universiti Utara Malaysia

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**OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
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(Internal Examiner)

Tandatangan
(Signature)

Tarikh: **25 Februari 2018**
(Date)

Nama Pelajar
(Name of Student)

: Mohamad Zainol Abidin b. Adam

Tajuk Tesis / Disertasi
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Nama Penyelia/Penyelia-penyelia
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ABSTRACT

Organizational citizenship behaviour is important to organisations because it helps to promote organisational effectiveness and efficiency without the need for formal organisational resources. Hence, this study aims to examine the influence of organizational service orientation and employees' job satisfaction on service-oriented organizational citizenship behavior (SOOCB) with the mediating role of service employee commitment. A research framework was established based on existing literature to test the relationship among these variables. Social Exchange Theory was employed to explain the relationship between the studied variables. In order to empirically test the research framework of this study, data were collected by employing a survey instrument. A total of 387 employees in the agricultural service sector was selected using simple random sampling technique. Data collected was analysed using the Statistical Package for Social Science (SPSS). The empirical results revealed that organizational service orientation, job satisfaction and service employee commitment positively influenced employees' service oriented organizational citizenship behaviour. In addition, it was found that service employee commitment mediates both the relationship between organizational service orientation and job satisfaction with service-oriented organizational citizenship behaviour. The results provide insights for managers to provide avenues for employees in delivering quality service to customers. The findings also suggested that employees with a strong sense of belonging as well as being emotionally attached to their organization will contribute to the excellence of the organization's service delivery. Given the growth of services in the agricultural sector, this study provides scholars and practitioners with suggestions and recommendations on how SOOCB can be encouraged in service settings.

Keywords: organizational service orientation, job satisfaction, service employees' commitment, service-oriented organizational citizenship behavior

ABSTRAK

Tingkah laku kewarganegaraan organisasi adalah penting kepada organisasi kerana ia meningkatkan keberkesanan dan kecekapan organisasi tanpa memerlukan sumber-sumber formal organisasi. Oleh itu, kajian ini bertujuan untuk meneliti pengaruh organisasi berorientasikan perkhidmatan dan kepuasan kerja pekerja ke atas tingkah laku kewarganegaraan organisasi berorientasikan perkhidmatan dengan komitmen pekerja perkhidmatan berperanan sebagai perantara. Rangka kerja penyelidikan yang dibentuk adalah berdasarkan kepada literatur sedia ada bagi menguji hubungan di antara pemboleh ubah-pemboleh ubah kajian. Teori pertukaran sosial telah digunakan untuk menjelaskan hubungan antara pemboleh ubah yang dikaji. Untuk menguji secara empirikal rangka penyelidikan kajian ini, data telah dikumpulkan dengan menggunakan kaedah bancian. Sejumlah 387 pekerja dalam sektor perkhidmatan pertanian dipilih menggunakan teknik persampelan rawak mudah. Data yang dikumpul dianalisis menggunakan pakej statistik untuk sains sosial (SPSS). Keputusan empirikal kajian menunjukkan bahawa organisasi berorientasikan perkhidmatan, komitmen kerja pekerja perkhidmatan dan kepuasan pekerja didapati mempengaruhi secara positif tingkah laku kewarganegaraan organisasi berorientasikan perkhidmatan. Di samping itu, komitmen pekerja perkhidmatan didapati bertindak sebagai perantara di antara orientasi perkhidmatan organisasi dan kepuasan kerja dengan tingkah laku kewarganegaraan organisasi berorientasikan perkhidmatan. Penemuan kajian menyarankan agar pengurus-pengurus menyediakan saluran yang baik bagi kakitangan untuk memberikan perkhidmatan yang berkualiti kepada pelanggan. Dapatan kajian juga mencadangkan bahawa para pekerja yang mempunyai semangat kekitaan dan sayang pada organisasinya akan menyumbang kepada kecemerlangan penyaluran perkhidmatan organisasinya. Memandangkan pertumbuhan perkhidmatan di sektor pertanian maka, kajian ini memberikan syor dan saranan kepada cendekiawan dan pengurus-pengurus bagaimana SO-OCB boleh digalakkan dalam organisasi perkhidmatan.

Kata kunci: organisasi berorientasikan perkhidmatan, kepuasan kerja pekerja, komitmen pekerja perkhidmatan, tingkah laku kewarganegaraan organisasi berorientasikan perkhidmatan

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LIST OF ABBREVIATIONS

OSO	Organizational Service Orientation
JS	Job Satisfaction
SEC	Service Employee Commitment
SO-OCB	Service-Oriented Organizational Citizenship Behavior
SET	Social Exchange Theory



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CHAPTER ONE

INTRODUCTION

1.0 Chapter Introduction

This chapter covers the background of the study, problem statement, research questions, and research objectives pertaining to the context of the study. Significant contributions of this study as well as its scope are highlighted in this chapter. Various definitions of key terms are explained and the organization of the research approach is introduced at the end of this chapter.

1.1 Background of the Study

The agricultural sector still plays an important role as a food provider, create employments and generate earnings from export product as well as providing rural employment, uplifting rural incomes and ensuring national food security. The development of the agricultural sector is generally governed by a comprehensive and market driven agricultural policies. The formulation of agricultural policies has enabled the agricultural sector to be sustainable and contributed to the economic development in most countries. The agricultural policy of many nations of the world sets the direction for the agricultural sector, and as a result, this sector has been transformed from a conventional and passive sector that focused on a single commodity to a dynamic, diversified and modern sector. This sector is now seen as a

sector that plays a strategic role in the process of economic development of many countries. It has already made a significant contribution to the economic prosperity of advanced countries as well as its role in the economic development of less developed countries is of vital importance. In other words, where per capita real income is low, emphasis is being laid on agriculture and other primary industries. Increase in agricultural production and the rise in the per capita income of the rural community, together with the industrialization and urbanization, lead to an increased demand in industrial production (Macatta, 2016).

As a matter of fact, if the process of economic development is to be initiated and made self-sustaining, it must begin with the agricultural sector (Ware, 2016). Therefore, the agricultural development is a must for the economic development of a country. Even developed countries lay emphasis on agricultural development since it provides the main source of food, income and employment to their rural populations.

According to FAO (2000), it has been established that the share of the agricultural population in the total populace is 67% that agriculture accounts for 39.4% of the GDP and that 43% of all exports consist of agricultural goods. It has become increasingly evident in the last few years that the conception of both economists and policy makers regarding the role of agriculture in economic development has undergone an important evolution. In this relation, improvements in agriculture and land use are fundamental to achieving food security, poverty alleviation and overall sustainable development (Khanna & Solanki, 2014). The agriculture sector also has a significant effect on the investment in a country. In addition, it has already made a significant contribution to the economic prosperity of advanced countries and its role in the economic development of less developed countries is of vital importance (Azer, Che Hamzah, Mohamad, Abdullah, 2016). By

2030, crop production in the developing countries is projected to increase drastically. In spite of this noticeable increase in the volume of crop production, in terms of annual growth rates this would imply a considerable slowdown in the growth of crop production as compared with the past, for the reasons related to the deceleration in the growth of aggregate demand. Most of this increase (about 80 percent) would continue to come on account of a further intensification of crop production in the form of higher yields and of higher cropping intensities (multiple cropping and reduced fallow periods), with the remainder (about 20 percent) coming on account of further arable land expansion (FAO, 2000).

In Malaysia, the agricultural sector also plays an important role in the economic development – providing rural employment, uplifting rural incomes and ensuring national food security. The overall agriculture sector is broad, encompassing industrial crops such as oil palm and rubber, food and cash crops (also known as agro-food, food that is produced by agriculture) such as paddy and livestock, and specialty products such as edible bird's nests and herbs. Traditionally labelled the poor man's sector, the contribution of this sector is slowly changing entrepreneurial farmers in diverse businesses entity have been able to move into Malaysia's top 20 percent income group. Internationally agriculture has become the centre of cutting-edge research and development as the drive to feed the global population within environmentally sustainable constraints is leading to experimentation in solutions such as vertical farms, laboratory-grown meat and advanced genetic engineering. The growing global demand for agricultural products provides great potential to expand the sector's contribution to GNI and elevate rural incomes.

Despite the interesting facts of Malaysian agricultural industry, it faces several issues and challenges. Among such issues are agriculture as a multifunctional

resource, efficient allocation of available land to agricultural sub-sectors, deforestation and oil palm expansion, food-fuel dilemma and palm oil 'price war', extensive use of agro-chemicals, and shortage of domestic agricultural labor (Othman & Jafari, 2014). To monitor and deal with these issues, Ministry of Agriculture and Agro Based Industry depends on their agricultural service employee's performance.

The role of agricultural service employees is to help farmers form sound opinions and to make good decisions by communicating with them and providing them with the information that they need. One main role of the agricultural service employees is to ease the flow of innovations to farmers. Feedback from farmers must be reported back to the agricultural organization so that it appropriately adjusts its programs to fit the changing needs of farmers. The success of agricultural service employees in playing the role effectively depends on the extent of their effort in contacting clients, i.e. farmers, the compatibility of the selected innovations and extension programs to farmers' needs, the agents' empathy with them, their credibility in the farmers' eyes, the extent of their work through opinion leaders and increasing ability among farmers to evaluate innovations (Ladebo, 2004).

The effectiveness of the agricultural service employee's performance has become very important for any agricultural organization in increasing agricultural production and conserving and protecting natural resources (Ghosh & Vijayaragavan, 2003). The quality of human resources practices in an agricultural organization is a determining factor in its success or failure. Agricultural development program success depends mainly on the performance of agricultural service employees (Ghosh & Vijayaragavan, 2003).

In today's challenging and volatile market environment, organizations need to strengthen their position in the marketplace. To be viable and significant in the

market, organizations need to exceed customers' expectations by meeting customers' needs and wants beyond what is being provided by their competitors. Organization that performed better than their competitors gained better benefits such as customers' satisfaction and customer loyalty (Kumar, Batista & Maull, 2011; Bagdare, 2016). In the context of service industry, employees that represent the organization play a significant role in maintaining the high reputation of the organization. Employees, especially service employees determine the overall organization service delivery success.

Employees' behavior during the service delivery contact resulted in service quality evaluation by their customers. More importantly, service delivery activities in agricultural industries demand their service employees to perform beyond customers' expectations. They need to take extra roles and go extra miles in their service delivery activities in order to match or exceed customers' needs and expectations. Hence, in this relation, organizations will necessarily become more dependent on individuals who are willing to voluntarily do extra work, regardless of formal job requirements (Somech & Drach-Zahavy, 2004). In management and marketing literatures, performing beyond expectations and engaged in these extra role behaviors are considered as organizational citizenship behavior (OCB).

OCB has become a major construct in the field of management and marketing. It has received a great deal of attention from scholars and practitioners (Bateman & Organ, 1983; Bergeron, 2007; Bolino, Turnley & Bloodgood, 2002; LePine, Erez & Johnson 2002). OCB "represents individual behaviours that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (Organ, 1988;p.4). Similarly, OCB describes a wide range of individual actions that go

beyond assigned tasks, often for the benefit of the organization they represent and that may be motivated by personal aspirations. These individual behaviours lubricate the social machinery of the organization, provide the flexibility needed to work through many unforeseen contingencies, and help employees in an organization cope with the otherwise awesome condition of interdependence on each other (Organ, 1988). More specifically, Morrison (1996) and Bienstock, DeMoranville and Smith (2003) indicated that customer-contact personnels discretionary behaviors, not formally prescribed by the organization – organizational citizenship behavior (OCB) – influence the quality of service delivered to the customers. Thus, it is of interest to identify the antecedents of OCB that stimulates this behavior and to increase the quality of the service that is being delivered

Importantly, agricultural service employees must provide agricultural related services that reach directly to the farmers. They must provide services that are conducive to the farmers' time, regardless whether it is outside of the office working hours. In this relation, efficient agricultural service employees must focus on services that provide interaction directly with farmers. They must also aim to deliver the service in different ways and at different levels. Hence, good and efficient agricultural service employees should exhibit service oriented-organizational citizenship behaviour (SO-OCB). Similarly, agricultural service employees' commitment as well as farmers' participation in the service process are important in facilitating conditions for effective agricultural growth, and are themselves best served by organisational climates which encourage the formation of local groups, administrative decentralisation of government agencies, and procedures to allow farmers in the processes of planning and decision-taking (Ladebo, 2004).

Researchers and managers are still looking for better methods for the improvement of organizations. In this context, there is an important role of searching organizational predicates of excellent organization outcome, also an assessment of organization's ability to provide excellent services. It is very critical to obtain the knowledge about the organizational citizenship behaviour of these service related employees and how do these behaviour influence their service delivery. Furthermore, in the contexts of agricultural sector, most international studies generally focus on the evaluation of the extension system and methodology rather than personnel. For example, most research focused on economic evaluation of the performance extension system, economic impact of extension system of agriculture extension and measuring performance indicators of paid-extension system. However, it is rarely found a research that focusing on the aspects of service employees' leadership competencies and their service delivery performance.

In addition, the role of the organization in facilitating positive OCB and allowing employees optimum performance without the potential negative effects remains a vital but complex area of study. Hence, therefore, this study elaborates on the problem of organizational service orientation (OSO) and attempts to evaluate the state of service orientation in the agricultural industry in Malaysia. In addition, this study investigates the extent to which service employees' commitment mediates the relationship between job satisfaction and organizational service orientation (OSO) towards service-oriented organizational citizenship behavior (SO-OCB) among agricultural service employees in the public sector.

1.2 Problem Statement

Customer-contact employee attitude and behaviour influence the consumer satisfaction and service quality (Bowen & Schneider, 1985; Crosby & Stephens, 1987; Bitner et al., 1990; Podsakoff & Mackenzie, 1994; Hartline & Ferrell, 1996; Kelley & Hoffman, 1997; Barroso, Martin & Martin 2004). More specifically, Morrison (1996) and Bienstock, DeMoranville and Smith (2003) indicated that customer-contact personnel discretionary behaviours, not formally prescribed by the organization – organizational citizenship behavior (OCB) – influence the quality of service delivered to the consumer. In addition, high levels of OCB guide to greater efficiency and help to bring about new income for the organization. Securing needed resources in today's environment refers not only to the attraction of new members or raw materials, but also to such intangible resources as goodwill and the improved image and reputation of the organization (Glomb, Bhawe, Miner & Wall, 2011).

In the Malaysian agricultural sector, transfer of agricultural technology and development of the farmers' capacity and potential has been identified as two key factors in ensuring effectiveness of any agricultural service. The transfer of technology aims to communicate effectively the result of research from agricultural research agencies and departments to the farmers through educational activities that aim to nurture a self-motivated farmers who can act voluntarily in their society and able to make rational decisions and solve their problems. The effectiveness of agricultural services is also highly dependent on the ability of agricultural service employees who are competent as the whole agricultural activity and process is dependent on them to transfer information from the agricultural department to the customers.

Previous studies have identified various competencies needed by agricultural service employees in technical areas and human development areas as well. However, if these service employees are to work according to the office working hours, then the transfer of agricultural technologies would not happen as hope since the target customers (i.e. the farmers) usually work in their field in various hours of the day. Hence, OCB among agricultural service employees are important and factors influencing the OCB need to be studied.

Ideally, organizational service orientation practices such as servant leadership, human resource management practices, service encounter practices and service systems designed to ensure quality customer service (Lytle et al., 1998; Lee et al., 2001) are identified as crucial activities in order to enhance overall service performance (Urban, 2009) specifically through employees' behaviour such as OCB. In the context of service such as agricultural activities, customer contact employees such as agricultural service employees stay late to deal with farmers outside the office, and take the extra mile to help other co-workers who are having difficulty, which is beyond their normal prescribe roles (David & Kandampully, 2011). With the complex nature of agricultural activities, that demand long and unspecific working hours, labor intensive and production, SO-OCB seems relevant in agricultural context with have not been sufficiently studied. The service orientation stays in the strong relationship with intangible aspects of an organization. It exists when the organizational climate for service crafts, nurtures, and rewards service practices and behaviors known to meet customer needs (Lynn et al., 2000). A further direction for research could be to elaborate and investigate some of the antecedent constructs to market orientation and organizational commitment in the public sector (Caruana et al., 1997; Urban, 2016).

Besides that, job satisfaction (JS) was identified as one of the factors that affect OCB (Osman, Othman, Rana, Sulaiman & Lal, 2015; Sesen & Basim, 2014; Kamel, El Amine & Abdejalil, 2015; Zeinabadi & Salehi, 2011; Maharani, Troena & Noermijati, 2013; Nadiri & Tanova, 2010; Hyo Sun Jung & Hye Hyun Yoon, 2017; Miao & Kim, 2010). As agricultural service employees work longer and unspecified hours, issues such as employees' satisfaction is crucial specifically in explaining SO-OCB (Osman et al., 2005).

Despite numerous studies in explaining the relationship between JS and SO-OCB, the strength of their relationships was found to be rather inconsistent, ranging from low to moderately related. Research on the concept of job satisfaction, pondered mainly on its effect on employee turnover (Grissom et al., 2012), level of commitment (Hartmann et al., 2014; Sieger et al., 2011), and degree of absenteeism (Mueller & Price, 1990). Porter et al., (1974) and Agho et al., (1993) have indicated that job satisfaction accounts for the changes in employees' identification and participation and attachment to its respective organization, absenteeism, and retention. It is not obvious whether enhanced job satisfaction results in organizational commitment, or whether augmented organizational commitment results in a higher degree of job satisfaction, research shows that organizational commitment and job satisfaction are connected with organizational results (Rezaei, 2016). Based upon the inconsistencies, there is a need to re-examine the relationship, possibly in the presence of mediating variables.

Commitment is a central concept in performance related studies. Lawler, Mohrman and Ledford (1995) found that commitment has positive effects on productivity, quality and competitiveness of organization. One of the characteristics of commitment is the mediating role that it plays in work organizations. For example,

Iverson, Mcleod and Erwin (1996) argued that the importance of commitment stems from its impact as a key mediating variable in determining organizational outcomes. Vandewalle, Dyne and Kostova (1995) found that commitment fully mediated the relationship between psychological ownership and extra-role behaviours. The study revealed that commitment played a partial role in mediating the relationships between job security and satisfaction and withdrawal cognitions. Tompson and Werner (1997) examined commitment's role in mediating the relationship between inter-role conflict and organizational citizenship behaviour (OCB). They found that commitment fully mediated the relationship between role conflict and one of the OCB dimensions. Allen and Rush (1998) investigated commitment's role in mediating the relationship between OCB and performance judgements. They found that perceived affective commitment mediated the relationship between OCB and overall evaluation. Thus, there is a possibility of mediating roles of service employees' commitment on the relationship between organizational service orientation and employee job satisfaction on service oriented OCB (Wang, 2015). This formed one of the major gaps to be investigated in this study.

Based on the above discussion on the gaps and issues, this research will examine the effect of organizational service orientation and employees' job satisfaction on service-oriented organizational citizenship behaviour. This research will also examine the mediating effect of service employee commitment on the relationship between OSO and employee job satisfaction on SO-OCB.

1.3 Research Questions

Several research questions are to be answered by the end of this study. This study intends to realize whether highly service committed employees will have high service-oriented organizational citizenship behaviour. Similarly, it also aims to ascertain whether if the perceptions of these employees that their organization are highly service oriented, they will demonstrate high service commitment thus leading to high service oriented organizational citizenship behaviour. Finally, this study aims to identify whether employees' job satisfaction will result in higher service commitment and leads to a higher service oriented organizational citizenship behaviour.

Based on the background of the study and the research problem, this study attempts to answer the following research questions:

1. Does organizational service orientation (OSO) has a relationship with service-oriented organizational citizenship behaviour (SO-OCB)?
2. Does employees' job satisfaction (JS) has a relationship with service-oriented organizational citizenship behaviour (SO-OCB)?
3. Does organizational service orientation (OSO) has a relationship with service employee commitment (SEC)?
4. Does employees' job satisfaction (JS) has a relationship with service employee commitment (SEC)?
5. Does service employee commitment (SEC) has a relationship with service-oriented organizational citizenship behaviour (SO-OCB)?

6. Does service employee commitment (SEC) mediate the relationship between organizational service orientation (OSO), employees' job satisfaction (JS) and service-oriented organizational citizenship behaviour (SO-OCB)?

1.4 Research Objectives

The general objective of the study is to examine the effect of organizational service orientation (OSO) and employees' job satisfaction (JS) towards service-oriented organizational citizenship behaviour (SO-OCB). Besides, for the purpose of the study, service employee commitment (SEC) is also put forward as the mediating variable.

Specifically, the study intends to:

1. Examine the relationship between organizational service orientation (OSO) and service-oriented organizational citizenship behaviour (SO-OCB).
2. Examine the relationship between employees' job satisfaction (JS) and service-oriented organizational citizenship behaviour (SO-OCB).
3. Investigate the relationship between organizational service orientation (OSO) and service employee commitment (SEC).
4. Investigate the relationship between employees' job satisfaction (JS) and service employee commitment (SEC).
5. Examine the relationship between service employee commitment (SEC) and service-oriented organizational citizenship behaviour (SO-OCB).
6. To examine the mediating effect of service employee commitment (SEC) on the relationship between service orientations (OSO), employees' job

satisfaction (JS) and service-oriented organizational citizenship behaviour (SO-OCB).

1.5 Significance of the Study

A focus on customer-contact employee OCBs provides opportunities for extending prior research on OCB predictors in literature. First, it becomes possible to consider previously studied attitudinal antecedents of a new service oriented conceptualization of OCBs. Although the meta-analysis by Organ and Ryan (1995) revealed generally stronger relationships between employee attitudes and OCBs than more traditional measures of job performance, it did not support any of the employee attitudes as superior predictors of OCBs.

In addition, OCBs are important to the agricultural sector. Technology transfer in the agricultural sector is changing. Agricultural service employees need to help farmers whenever help is needed. Therefore, OCBs are of critical importance to agricultural related organizations because they contribute to the efficient use of scarce resources and increase organizational productivity (Kao, 2017). The assurance of quality is heavily dependent on experience, expertise and interaction among different agricultural service professions. OCBs are deemed indispensable due to their importance in promoting positive relationships among employees and involving employees in the organization's activities (Chu, Lee, Hsu, & Chen, 2005; Kim, Hornung & Rousseau, 2011). In acute situations, for example, there are not always dedicated individuals to perform extra jobs.

Therefore, the present study includes job satisfaction and organizational service orientation (OSO) as important OCB predictors. Both job satisfaction and

organizational service orientation have been studied widely in prior OCB research and have been shown to positively impact customer contact employee performance (Kelley, Longfellow & Malehorn, 1996; Moorman, Blakely & Niehoff, 1998; Puffer, 1987, Hyo Sun Jung & Hye Hyun Yoon, 2017). Organ (1994) contended that there is also a basis for believing that the relationship between employee job satisfaction and OCBs may be accounted for entirely by employee disposition. Thus, it is important to consider both types of variables simultaneously to investigate unique contributions to the explanation of OCBs

Understanding employee attitudes and learning where their commitment is targeted can help managers to capitalise on extra-role citizenship behaviours. Managers can bring about positive effects simply through the way they treat their employees. Even if distributions of rewards or procedures used to determine them are out of a manager's control, he/she can still influence employees' feelings of interactional justice by treating people with dignity and respect, showing that they care about the individual's feelings and welfare and providing clear and thorough explanations about procedures used to determine outcomes. SO-OCB can be enhanced by treating factors that increase employee commitment.

From a managerial perspective, one dilemma associated with trying to develop OCB in a workplace is that managers generally are not in a position to require employees to engage in OCBs, since OCBs are understood to be employees' discretionary behaviors. However, Shim and Faerman (2015) suggested that public managers can enhance employees' OCBs in their organizations by developing group norms or providing appropriate work environments that encourage such behaviors. By developing more interdependent or relational job designs, managers can provide more chances for employees to be engaged in OCBs.

1.6 Scope of the Study

In contrast to OCB, which involves civic behaviors that benefit the organization or customer, service-oriented OCB is a sum of behaviors emphasizing active and proactive services (Kao, 2017). Service-oriented OCB emphasizes employees' loyalty to the organization, enthusiastic service to customers, and altruistic actions. The present study focuses on agricultural services employees because agricultural services organization should encourage its employees to exhibit a more service-oriented OCB in order to improve customers' impression of the quality of services offered by these organizations. Therefore, the concept of service-oriented OCB is more suited to this study than the general OCB. This study focuses on three factors influencing service oriented organizational citizenship behaviour (SO-OCB) namely organizational service orientation (OSO), employee job satisfaction (JS) and service employee commitment (SEC) as the mediator. The focus is given to these three constructs because they are known to be the factors that play a major role in determining service oriented organizational citizenship behaviour.

This study utilises agricultural service employees in three agricultural related departments in Northern Malaysia as the subject of study since they played the most important role in organisational success through their organisational citizenship behaviour. Service oriented organisational citizenship behaviour is studied as the dependent variable in this study. Prior studies have found that both organisational service orientation and employee job satisfaction affect service commitment which, will mediate the service oriented organizational citizenship behavior. However, these constructs do not have a strong predictive power for service oriented organisational citizenship behaviour (Jain et al., 2012). In this study, it is argued that while both

organisational service orientation and employee job satisfaction are crucial to ensure service oriented organisational citizenship behaviour, these constructs may not be directly indicative of how well a service oriented organisational citizenship behaviour can be successfully executed. In line with this argument, a new construct as a mediator is being proposed, that is service commitment that allows us to further elaborate how organisational service orientation and employee job satisfaction can lead to service oriented organisational citizenship behaviour. The researcher would like to demonstrate that both organisational service orientation and employee job satisfaction will result in service employees commitment which will then lead to service oriented organisational citizenship behaviour.

Hence, this study examines the relationship between organisational service orientation and employee job satisfaction as well as the relationship between employees' service commitment and service oriented organisational citizenship behaviour. The mediating effect of service employees' commitment on the relationship between i) organisational service orientation and service oriented organisational citizenship behaviour and ii) employee job satisfaction and service oriented organisational citizenship behaviour is also being examined in this study.

The list of respondents are obtained from the staff directory of each department that are understudied. These agricultural service employees were selected to be the respondents in this study because they are regarded as the most important individual who executes and determines the effectiveness of service oriented organizational citizenship behaviour in the agricultural sector.

1.7 Operational Definitions of Key Terms

In order to facilitate a common understanding of the elements of this study, the following operational definitions were used. These definitions are shown in Table 1.1 below.

Table 1.1
The definitions of the variables used in the study

Variables	Definitions
Organizational Citizenship Behaviour (OCB)	Organizations comprise individuals whose behaviors range from the minimalists, who contribute the least possible to maintain membership, to others who go the “extra mile,” discretionarily engaging in extra-role behaviours advantageous to the organization (Kao, 2015b). These “extra” work-related behaviours, which are beyond those prescribed by job descriptions and measured by formal evaluations, are named <u>organizational citizenship behaviours</u> . In this study, organizational citizenship behaviors (OCBs) is referring to the voluntary behaviors not officially defined in the agricultural service employees’ job duties
Service-Oriented Organizational Citizenship Behaviour	Service-oriented organizational citizenship behavior (SO-OCB) is defined as citizenship behaviors performed by customer contact employees targeted at customers (Bettencourt, Gwinner & Meuter 2001; Spence et al., 2014). With the growth of service economy, customer contact employees’ service-oriented behaviors are vital for organizational success in gaining customer loyalty and customer retention (Colwell, Hogarth-Scott, Jiang & Joshi, 2009).

Table 1.1 (Continue)

Employees' Job Satisfaction	Job satisfaction refers to the employee's overall affective evaluation of the intrinsic and extrinsic facets of the job (Robbins, 2013). According to reciprocity norms, higher levels of job satisfaction will encourage employees to engage in service-oriented behaviors that are valued by the firm (Bateman & Organ, 1983; Netemeyer, Boles, McKee, & McMurrian, 1997). Employees' job satisfaction in this study is referring to the agricultural service employees' job satisfaction.
Organizational Service Orientation (OSO)	In this study, organizational service orientation is defined as an organization wide embracement of a basic set of relatively enduring organizational policies, practices and procedures intended to support and reward service-giving behaviors that create and deliver service excellence (Lytle, Hom & Mokwa, 1998).
Service/Organizational commitment)	Organizational commitment in this study is referring to the agricultural service employees' perceived psychological bond to their organization which can influence the actions taken during service encounters that is relevant to their organization (Allen & Meyer, 1990; Klein, Molly & Cooper, 2009).

1.8 Organization of the Study

This thesis is arranged into five chapters. Chapter 1 covers the background of the study, research problem, research questions and objectives, significance of the study, and operational definitions of the key terms. Chapter 2 reviews the previous research literature on OS-OCB, the variables related to the theoretical framework of the present study, and the theories pertaining to it. Chapter 3 draws the research design and the research methodology, while Chapter 4 provides the research findings and the

results of the statistical analysis. Finally, Chapter 5 provides a discussion of the findings, the implications of the findings, the limitations of the study, as well as offering suggestions for future research.



CHAPTER TWO

LITERATURE REVIEW

2.0 Chapter Introduction

This chapter discusses and summarizes the literature on all variables under study. The literature is arranged according to the dependent variables and independent variables, and the relationship between these two variables. The first part of this chapter discusses the dependent variable which is the organizational citizenship behaviour. The second part gives the literature review related to all the independent variables (Organizational Service Orientation and Employee Job Satisfaction) and the mediating variable (Service Employees' Commitment).

2.1 Organizational Citizenship Behaviour

Organizational citizenship behavior (OCB) is defined as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of an organization (Organ Podsakoff & MacKenzie, 2006). It has received a substantial amount of research interest from scholars and practitioners in the field of service management because of its potential impact on the effectiveness of service organizations (Bienstock & DeMoranville, 2006; Jain, Malhotra & Guan, 2012; Yang, 2012). OCB represents a powerful element of freewill conduct, most relevant in modern social and

service organisations, which highlight values of voluntary personal actions especially among paid employees (Jain, 2015).

The concept of organizational citizenship behavior (OCB) was started to be commonly used in the literature regarding management and organization in 1980s. The concept of OCB was first introduced by D. W. Organ and T. S. Bateman in the 42nd National Management Conference in 1982 and in their study entitled “Job Satisfaction and the Good Soldier: The Relationship Between Affect and Employee Citizenship” in 1983, and then by Smith, C. A, Organ, D. W and Near, J. P. in their article “Organisational Citizenship Behaviour: Its Nature and Antecedents” (Podsakoff, MacKenzie, Paine & Bachrach, 2000).

The most comprehensive explanation of the concept of OCB was presented by Organ (1988), which has been considered to be the widely accepted definition in the field of management sciences. According to Organ (1988), organisational citizenship behaviour means that an individual works more than his/her responsibilities where they will put an extra effort that is beyond the standards and job descriptions determined by the organisation and makes extra voluntary effort in this regard (effort which was not included and defined in the official reward system of the organisation). Thus, OCB is when an employee carries out their responsibilities beyond than what is required (Greenberg & Baron, 2000) and makes more effort on behalf of the organisation (Yilmaz & Cokluk-Bokeoglu, 2008). Examples of OCB actions are like participating in volunteer meetings, expressing constructive opinions, and reading all messages circulating in the organization (Kao, 2015b). The concept of organisational citizenship behaviour is also related to the organisational performance. Podsakoff, Blume, Whiting and Podsakoff (2009) stated that OCB is highly important in encouraging the organisational performances of the employees. Moreover, according

to Peelle (2007), OCB is an individual behaviour which plays an important role in the efficiency and effectivity of the organisation. Somech and Drach-Zahavy (2004) highlighted three main aspects of OCB: OCB is based on a volunteer basis, contributes to the organisation and has a multi-dimensional structure.

Meanwhile, because the meaning of OCB can be interpreted differently across various industries, and some types of OCB are more appropriate for certain types of organizations than others (Borman & Motowidlo, 1993; Hsieh et al., 2012), it has been suggested that OCB needs to be further explored in the context of service-oriented OCB (SO-OCB) (Bettencourt et al., 2001; Jiang, Sun & Law, 2011). More specifically, given the growth of commercial services (Sichtmann, Selasinsky & Diamantopoulos, 2011), the study of SO-OCB becomes critical because SO-OCB may play an important role in determining consumer satisfaction and the success of service organizations.

OCB is important to organisations because it helps promote organisational effectiveness and efficiency without the need for formal organisational resources (Bogler & Somech, 2004; Kao & Wang, 2012). Because of the potential benefits that OCB brings to organisations, the first OCB research stream focused on identifying consequences of OCB. Some of the effects resulting from OCB include higher performance evaluations (Lefkowitz, 2000; Chen & Kao, 2012), improved group effectiveness (Ehrhart, Bliese & Thomas 2006), reduced absenteeism (Podsakoff, Whiting, Podsakoff & Blume 2009), increased profitability (Koys, 2001), improved production quantity (Podsakoff, Ahearne & MacKenzie 1997), reduced organisational costs (Podsakoff et al., 2009), and reduced turnover intention (Regts & Molleman, 2013)

On the other hand, Ryan (2001) demonstrated that hard work and independence were antecedents of an employee's OCB. A study by Lee and Allen (2002) revealed that job affect was a significant predictor of OCB directed at individuals. Ehigie and Otukoya (2005) analyzed the impact of perceived organizational support and perceived fair interpersonal treatment on employees' OCB and found that perceived organizational support and perceived fair interpersonal treatment had independent and joint effect on OCB. In her study of emotional contagion, Johnson (2008) and Kao (2015a) discovered that leaders' positive and negative affect resulted in followers' positive and negative emotions, which in turn influenced followers' OCB.

Binnewies, Sonnentag and Mojza (2009) studied the relationship between an individual's state of being recovered in the morning (feeling physically and mentally refreshed) and their OCB and found that being recovered in the morning resulted in the individual's OCB. In their study of intention to quit and OCB, Krishnan and Singh (2010) showed that intention to quit resulted in high levels of organisational deviance and low levels of OCB. On the other hand, Kim, Park and Chang (2011) analysed part-time employees' OCB and found that organisational commitment had a positive impact on OCB. They also found that values, attitudes, and behaviours exhibited by leaders had a significant impact on employees' OCB. In a more recent empirical research conducted by Sun, Chow, Chiu and Pan (2013), it was found that leader-member exchange resulted in favorability and subordinates' OCB.

2.1.1 Dimensions of Organizational Citizenship Behavior

The five-dimensional classifications of Organ (1988) in the field of organisational citizenship behaviour which was developed depending on the responsibilities resulting from being a civil citizen (altruism, conscientiousness, courtesy, civic virtue, and sportsmanship) is the most commonly used classification in the literature. There have been five distinct elements constituting the concept of OCB (Bell & Menguc, 2002; Organ, 1988). Altruism is the discretionary behaviours motivating employees to help other employees' work related problems whereas courtesy is also discretionary behaviours, not to create work-related problems with others. Conscientiousness indicates the discretionary extra-role behaviours that exceed the requirements of the task, job, and work ethics (MacKenzie, Podsakoff & Fetter, 1993). Courtesy refers to the gestures that help others to prevent interpersonal problems from occurring, such as giving prior notice of the work schedule to someone who is in need, consulting others before taking any actions that would affect them (Organ, 1990). Courtesy or gestures are demonstrated in the interest of preventing creations of problems for co-workers (Organ, 1997). The sportsmanship of employees is to tolerate circumstances unexpected or less preferable without complaining. Lastly, civic virtue is the behaviour to participate organizational practices with the concern in the life of the organization (Podsakoff et al., 1997).

The Table 2.1 below presents the definitions and the relevant examples in regards to each dimension of organisational citizenship behaviour developed by Organ (1988) and Podsakoff, MacKenzie, Paine & Bachrach, (2000). These scales have also been used recently in a research conducted by Rui-Hsin Kao, (2017).

Table 2.1
Dimensions of Organizational Citizenship Behavior

OCB Dimensions	Definitions	Examples
ALTRUISM	Includes all voluntary behaviors aiming to help the other members of the organization gratuitously in case of a problem or while performing a duty.	<ul style="list-style-type: none"> • Helping a new worker so that s/he can easily adapt to the work, • helping a co-worker having a heavy work load, helping other workers use the equipment, • prepare presentations, comprehend the usage of a computer program, • undertakes the duty of a co-worker in case that s/he gets sick etc.
CONSCIENTIOUSNESS (Awareness)	Includes a behavior beyond one's responsibilities. It means that an employee makes extra voluntary effort to contribute to the functionality of the organization.	<ul style="list-style-type: none"> • Coming work at an early hour, • Leaving the workplace at a late hour, • A low level of discontinuation, • Avoiding long and unnecessary breaks, • Continuing working in case that the work that has to be done is not finished in the working hours, • Completing the duties before the due-date, attending the intra-organizational meetings regularly.
COURTESY	Includes the positive behaviors of the members who continuously interact with each other because of their duties and gets affected by the decisions and duties of each other. These behaviors are based on the principle of informing others previously on the act or decision that might affect them.	<ul style="list-style-type: none"> • Informing others on the work schedule when necessary, • Informing and reminding others previously on the decisions that might affect them, asking for the opinions of other workers who get affected by his/her decisions.
CIVIC VIRTUE	Includes a responsible and structural participation in the political process of the organization. It is the constructive intervention w	<ul style="list-style-type: none"> • Contributing to the reputation of the organization, • Observing the opportunities and threats regarding the organization, • Improving and renewing him/herself more than the others, • Following the developments in the field, following the changes in the organization closely.

Table 2.1 (Continue)

SPORTSMANSHIP (Chivalry)	Includes avoidance from negative behaviors that might result in a tension among the members and maintenance of his/her positive mood in case of difficulties or losses while performing a duty.	<ul style="list-style-type: none"> • Being tolerant towards the stress and difficulties caused by the job, • Not complaining about the people disturbing him/her, • Maintaining the positive attitude when problems occur, adopting a positive attitude towards the negative situations, not exaggerating the problems.
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Source: Organ, (1988); Ozdem (2012)

Based on the explanation of the dimensions in Table 2.1 above, it can be concluded that OCB, is action in cooperation with other workers, helping them perform their duties, acting in a kind manner towards others and making extra efforts beyond their responsibilities, makes the organisation an attractive workplace thus increasing employee satisfaction and commitment to it. Therefore, the concepts of organisational and employee commitment may be explained in relation to organisational citizenship behaviour. Hence, the concepts of employee commitment and its relationship to SO-OCB is explained.

2.1.2 Service Oriented Organizational Citizenship Behaviour (SO-OCB)

The form of organisational citizenship behaviours varies depending on the type of the organisation. Service type organisations must meet customers' individual needs when offering services or building organisational images (Borman & Motowidlo, 1993; Spence et al., 2014). Thus, it is necessary for them to explore deeper into the subject of OCBs, especially behaviours demonstrated by the contact employees in the service industries (Podsakoff & MacKenzie, 1997). Currently, only few studies are related to service oriented organisational citizenship behaviour.

However, the majority of them are focused on the OCBs of employees in the manufacturing industries (for example Bettencourt et al., 2001; Hsu, Lin & Chang, 2010; Weng, Lai & Li, 2010). Very few researches explored the behavioural relationship demonstrated by the increasing population of service personnel. In the service industries, service personnel are subjected to frequent contact with customers, and close relationships are often formed between these two parties, despite the varied needs of different customers. Service-oriented OCBs are represented by enthusiasm, courteous demeanour, and the willingness to offer quality services in order to satisfy customers' needs (Cran, 1994; Hogan, Hogan & Busch, 1984; Spence, Brown & Heller, 2011). Therefore, the manifestation of service-oriented OCBs not only builds an effective bridge of communication between the organisation and customers, but

In this relation, to target the role characteristics of the service contact employees, Bettencourt et al., (2001) proposed a three service-oriented OCBs which are loyalty, service delivery, and participation. They argued that previous research identifies three fundamental roles of customer-contact employees of service firms that derive from their unique position as boundary spanners of the firm and that correspond to the three citizenship dimensions of Van-Dyne, Graham and Dienesch (1994).

First, these employees act as representatives of the firm to outsiders and can enhance or diminish organizational image. Thus, it is important for these employees to engage in loyalty OCBs—acting as advocates to outsiders not only of the organization's products and services but also of its image (Spence et al., 2014). Second, customer-contact employees provide a strategic link between the external environment and internal operations by providing information about customer needs and suggested improvements in service delivery. Thus, contact employee participation

OCBs - taking individual initiative, especially in communications, to improve service delivery by the organization, coworkers, and oneself - are fundamental to the firm's ability to meet the changing needs of its customers. Finally, conscientious role performance is also critical for contact employees, especially concerning behaviors that directly impact customers. Research on service quality reveals the importance of reliable, responsive, and courteous service delivery behaviors of customer-contact employees. Therefore, they suggested that it is essential that contact employees perform services delivery OCBs—behaving in a conscientious manner in activities surrounding service delivery to customers. Hence, with the above arguments, they proposed the three service-oriented OCBs which are loyalty, service delivery, and participation (Troughakos, Beal, Cheng, Hideg & Zweig, 2015). They used prior citizenship and service-quality studies as their basis of adapting and developing a 16-item measure of service oriented OCBs, which were used to measure service oriented OCBs in this study.

These three components of service oriented OCB are explained as follows:-

i. Loyalty

Service contact employees not only provide services to customers. They must project the image as advocates of the organization who proactively guard the rights and make all attempts to improve the organization's corporate image (Schneider & Bowen, 1993; Wang, Liao, Zhan & Shi, 2011). Therefore, it is important that service contact employees demonstrate organizational citizenship behaviors.

ii. **Service delivery**

Service personnel must demonstrate reliability, trustworthiness and courteous demeanour during service delivery. Their service behaviors directly affect the customers' intent to purchase and the level of satisfaction. Therefore, dutiful and dedicated role performance is also very important. (George, 1991; Parasuraman, Zeithaml & Berry, 1988; Van Dijk & Kluger, 2011).

iii. **Participation**

To effectively link the external environment to the internal process, service personnel must proactively supply customers the information they need, as well as proposed suggestions to the management for the improvement of the services (Schneider & Bowen, 1993; Parasuraman, Zeithaml & Berry, 1988; Schaubroeck, Lam & Peng, 2016).

Contrary to general OCB, SO-OCB refers to customer contact employees' discretionary behaviours that extend beyond the employees' formal role requirements when servicing customers (Bettencourt & Brown, 1997; Kim, Hornung & Rousseau, 2011). Service-oriented (or customer-oriented) OCB can be defined as citizenship behaviours performed by customer contact employees targeted at customers" (Bettencourt et al., 2001). With the growth of service economy, customer contact employees' service-oriented behaviours are vital for organisational success in gaining customer loyalty and customer retention (Colwell et al., 2009).

Given this nature of SO-OCB, various SO-OCB dimensions have been identified. As mentioned earlier, among various SO-OCB dimensions, Bettencourt et al., (2001) three-dimensional SO-OCB typology has been commonly discussed in the

literature. Specifically, Bettencourt et al., (2001) typology includes service employees' loyalty, participation, and service delivery. Loyalty is exhibited when an employee advocates to outsiders his or her organization's products, services, and image. Participation describes an employee initiatives that help improve his or her as well as co-workers' and the organization's service delivery. Service delivery refers to an employee's conscientious behaviour when delivering service to customers. Because SO-OCB is conceptually different from general OCB (Jiang et al., 2011), few studies have paid particular attention to SO-OCB. For example, Schneider et al., (2005) and Mathieu, Aguinis, Culpepper and Chen (2012) found that service leadership significantly affected service climate, which in turn resulted in SO-OCB and customer satisfaction.

Drawing upon the social exchange theory, the study by Coyle-Shapiro, Morrow and Kessler (2006) demonstrated that perceived organizational support was an antecedent of service-oriented, discretionary behaviour. On the other hand, Payne and Webber (2006) showed that higher levels of employee job satisfaction and affective commitment resulted in more SO-OCB exhibited by employees. Sun et al., (2007) conducted a multi-level analysis of SO-OCB, and discovered that SO-OCB was associated with turnover rate and productivity. In a longitudinal study conducted by Wang (2009), it was revealed that perceived organizational support had a positive impact on SO-OCB and this relationship was strengthened by service climate. In a recent study, Jain et al., (2012) showed that volunteerism exhibited by salespeople predicted their SO-OCB. This brief review on the OCB and SO-OCB literature has suggested their importance on organizational functioning. In spite of what we know about SO-OCB, we still have limited knowledge on the relationship between employee commitment and SO-OCB (Miner, & Glomb, 2010).

In summary, service contact employees serve as a link between the external customers and the internal management operations. Therefore, the organisation expects contact employees to respond to customers' requests with courteous manners and give customers a sense of trustworthiness. Compared with other categorisation relating to OCBs, the dimensions of loyalty, service delivery, and participation best reflect customers' perceptions on the quality of the services and level of satisfaction (Huang, 2006; O'Fallon & Butterfield, 2011).

Therefore, this research aims to verify that employee satisfaction and perceived organisational service orientation affects employee commitment which in turn mediates service oriented organisational citizenship behaviours demonstrated by the contact employees.

2.2 Organizational Service Orientation (OSO)

Organisational service orientation describes staff attitudes and behaviours, which directly affect the quality of the service delivery process in a service organisation and determine the state of all interactions between an organisation and its customers (Yee, Peter, Yeung & Cheng, 2013). An organisational service orientation is defined by Lytle et al., (1998) as an organisation-wide embracement of a basic set of relatively enduring organisational policies, practices and procedures intended to support and reward service-giving behaviours that create and deliver service excellence.

The service orientation stays in the strong relationship with the intangible aspects of an organisation. It exists when the organisational climate for service crafts, nurtures, and rewards service practices and behaviours known to meet customer needs (Lynn, Lytle & Bobek, 2000). It is also taken as something that manifests itself in the

attitudes as well as actions of members of an organisation which highly values the creation and delivery of an excellent service (Yoon et al., 2007).

Yoon, Choi and Park (2007) have conceptualised service orientation as employees' attitudes and actions that highly value the creation and delivery of excellent services. Cran (1994) referred service orientation as individual's re-disposition and an inclination to provide service. Service orientation also is conceptualised as a contextual feature that would have a top-down influence on employee service performance and service quality, which will ultimately impact customer satisfaction (Borucki & Burke, 1999; Johnson, 1996; Yee et al., 2013). The two common approaches to service orientation include individual versus organisational levels. Service orientation at the individual, or micro, level has been associated with personality traits such as being cooperative, self-controlled, dependable, and well adjusted. The focus of investigation is on the potential impact of these traits on service behaviour and manner (Baydoun, Rose & Emperado, 2001). In contrast, the organisational, or macro, approach attributes high-quality service to both training and/or a proper service climate (Schneider & Bowen, 1993).

Service orientation exists when the organisational climate for service crafts, nurtures, and rewards service practices and behaviour known to meet customer needs (Lynn et al., 2000). Service orientation shapes employees' attitudes and behaviours, which would affect the course and quality of interactions between the organisation and its customers and ultimately affect the quality of service delivery process in a service organisation (David & Kandampully, 2011).

Among culture-originated concepts, which express an organisation's ability to provide excellent service to customers, organisational service orientation concept seems to be very accurate and relevant. Organisational service orientation manifests

itself in staff attitudes and behaviours which directly affect the quality of the service delivery process, and determine the state of all interactions between a service organisation and its customers. An organisational service orientation is defined by Lytle et al., (1998) as an organisation-wide embracing of a basic set of relatively enduring organisational policies, practices and procedures intended to support and reward service-giving behaviours that create and deliver service excellence. At the visible level it is reflected by genuine attention to customer needs, as well as sharing, helping, assisting, and giving support to customers. Organisational service orientation is recognised as a kind of predisposition for giving superior service. Its supposed direct impact on the state of service provision makes this concept very interesting and potentially valuable.

According to Lytle et al., (1998) an organizational service orientation (OSO) consists of ten fundamental elements, which were led out from the best-in-class service practices and procedures. These elements (dimensions) are grouped into four service orientation attributes. These attributes and dimensions are as followed: service leadership practices (servant leadership, service vision), service encounter practices (customer treatment, employee empowerment), service system practices (service failure prevention and recovery, service technology, service standards communication), human resource management practices (service training, service rewards).

Leadership is treated by many management theories as the first necessary condition for sustainable organization growth. Along with leadership, very often the strong and long-reaching vision of an organization is mentioned as a critical success factor. Lytle et al., (1998) mentioned the particular importance of servant-leaders in the organizational service orientation (OSO). The direct engagement of servant-

leaders in helping and assisting personnel leads to superior service; it builds special kind of unwritten standards informing staff how to perform a service. The service vision, which might be perceived as a kind of service manifesto, informs the whole staff on long-term objectives and goals.

The service encounter field refers to customer treatment and staff empowerment. How a service provider looks after customers is the first and the most important predictor of the quality perceived by them in many service industries. In the literature output there is a conformity of opinion that says that to get delighted customers it is required to allow direct contact staff to act with very unconstrained manners. Only in this case will employees be able to react flexibly to customers' needs and provide superior service.

Organizational service orientation (OSO) plays an important role in a service enterprise. There are researchers' opinions as well as empirical examinations that acknowledged this. According to some authors organizational service orientation (OSO) plays a crucial role in success of enterprises (Homburg, Hoyer & Fassnacht 2002; Walker, 2007). Service orientation is positively related to the main service delivery characteristics and business performance as well. Empirical investigations show the important influence service orientation on such variables as: service quality image, organizational commitment, profitability (ROA) in a banking sector (Lytle & Timmerman, 2006).

Service orientation is also related to business performance characteristic such as re-patronage intention and positive word of mouth, with mediating role of staff satisfaction, service value, and customer, whose relationship was demonstrated in the medical service industry (Yoon et al., 2007). According to Gonzalez and Garazo

(2006) the organizational service orientation (OSO) has a positive influence on employees' satisfaction and organizational citizenship behavior.

2.2.1 Measurement Scale for Organizational Service Orientation (OSO)

Although the concept of service orientation has been discussed quite extensively by service marketing scholars (Schneider & Bowen, 1995), only a few studies have attempted to develop a valid measurement scale to capture the domain of the construct adequately (Luk, Lu & Liu, 2013). Today, the scale commonly adopted for measurement of service orientation is the SERV*OR scale (Lytle et al., 1998).

The conceptualisation of service orientation (SO) as an organisational variable has been put into practice by the SERV*OR scale (Lynn et al., 2000; Lytle et al., 1998) which evaluates SO as an organisational variable with the aim of identifying employees' perceptions and beliefs concerning the policies, practice and procedures in the organisation which are directed at supporting service delivery. This instrument has been validated and has several uses. First, it can be used as a research tool to measure organisational SO levels in different organisations and sectors; second, in the same organisation it can be used to diagnose and evaluate service provision and dimensions by department, division or branch. Finally it can be used for organisational change, by creating base lines for SO levels and dimensions, to monitor performance levels and connect them to specific measurements such as employee satisfaction, profitability, or customer satisfaction, among others.

The SERV*OR scale contains 36 questions on the ten dimensions in the concept's domain and which are considered basic ingredients for creating and

producing excellent services. These dimensions can be summarised into four components:

- i. Service leadership practices, with the dimensions of servant leadership which comprises management behaviours and styles, and a service vision permeating the whole organisation;
- ii. Service encounter practices, referring to employee/customer interaction, include dimensions such as customer treatment (CT), and employee empowerment so they can take decisions on activities related to their post;
- iii. Service system practices, refers to aspects related to systems of service creation and provision with dimensions such as service failure prevention and recovery and the use of service technologies to provide greater value to customers, together with the communication of service standards, necessary for the service system to work efficiently; and
- iv. Human resource management practices, with the dimensions of service oriented training and reward systems

2.2.2 The Concept of Service Orientation

The concept of ‘service orientation’ has been recognized and operationalized in different ways across numerous studies. Fundamentally, there are two levels at which service orientation can be conceptualized. The first type of service orientation has been constructed to represent personality traits of service providers at the individual level (Yoon et al., 2007). For instance, Hogan, Hogan and Busch (1984) identified a set of attitudes and behaviours affecting the quality of interaction between an organization’s employees and its customers, including helpful, kind, sociable, and

cooperative personality. In this context, service orientation instruments measure a syndrome or a pattern of personality traits whereby certain people are more service oriented than others (Homburg et al., 2002).

On the other hand, there is mounting interest in the recent literature focused on organizational-level service orientation. According to Homburg et al., (2002), two different perspectives can be distinguished at this level. Following their typology, the second type of service orientation is conceptualized in terms of organizational characteristics such as the organizational structure, climate, and culture (Bowen, Siehl, & Schneider, 1989). For example, service orientation has been defined as ‘an organization-wide embracement of a basic set of relatively enduring organizational policies, practices, and procedures intended to support and reward service-giving behaviours that create and deliver service excellence’ (Lytle & Timmerman, 2006). Given this definition, Lytle, Hom, and Mokwa (1998) identified four dimensions of service orientation (SERV*OR scale) as: (1) service leadership; (2) service encounter; (3) service system; and (4) human resource management.

Sequentially, the third type of service orientation focuses on a service-oriented business strategy in response to market information. For instance, service orientation is defined as a strategic response to market information which is designed to implement the marketing concept within the overall framework of customer oriented services (Lee, Park & Yoo, 1999; Koopman, Lanaj & Scott, 2015). Consequently, service orientation can be applied to a firm’s marketing strategy designed to secure the creation and delivery of excellent services in order to examine the effects on company performance in the market and profitability (Homburg et al., 2002). Homburg’s contribution is significant in that he, too, identified that service orientation has been under-researched, that there are gaps in the research, and that there needs to

be more attention focused on the link between strategy and performance. Homburg et al.'s model also contributes to a greater understanding of the dimensions of service orientation as a strategy.

2.3 Relationship between Organizational Service Orientation (OSO) and Service Oriented-Organizational Citizenship Behavior (SO-OCB)

Organizational service orientation (OSO) practices such as servant leadership, human resource management practices, service encounter practices and service systems designed to ensure quality customer service (Lytle et al., 1998; Lee et al., 2001) are identified as a crucial activities to enhance overall service performance (Urban, 2009) specifically through employees' behavior such as OCB. In the context of service such as agricultural activities, customer contact employees stay late to deal with farmer outside the office, and take extra miles to help other co-worker having difficulty which is beyond their normal prescribe role. With the complex nature of agricultural activities, that demand long and unspecific working hours, labor intensive and production, SO-OCB seems relevant in the agricultural context which have not been sufficiently studied. More importantly, based on the literature, OSO that linked the relationship with OCB rather limited (Gonzalez & Garazo, 2006).

In a research by Gonzalez and Garazo (2006), where they studied 149 hotel employees in Spain, it was revealed that only a few OSO practices (such as service communication leadership and service encounter practices) significantly influenced SO-OCB. According to the authors, organizations that intend to promote SO-OCB among customer-contact employees should outline quality standards and clearer roles through open and effective communication. Though OSO is identified as a critical

practice in explaining SO-OCB, there is inconsistent result that identified the best practices that influence SO-OCB. For instance, Sheikhy et al., (2015), who extended the study of Gonzalez and Garazo (2006) by studying 120 telecommunication employees in Iran, revealed that only human resource training and service encounter practices significantly affect SO-OCB. This is also consistent with Tang and Tang (2013) who stressed on the importance of human resource practices on OCB. Based on these studies, it seems that the effect of OSO on SO-OCB is context specific and this is confirmed by Urban (2009) research which indicates that OSO might also differ across sectors. Hence, it is important to test the relationship between OSO and SO-OCB in the agricultural context.

2.4 Employees' Job Satisfaction

The most frequently used definition of job satisfaction in the scientific research is that provided by Locke (1976), who defined it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Simone, Giuliana, João & José, 2016). When defined as an attitude, job satisfaction can be considered a positive (or negative) evaluative judgment one makes about one's job or job situation (Weiss, 2002). Emotions are inextricably linked to such evaluations, and so job satisfaction involves both emotional and one's attitude towards evaluations of his or her job (Saari & Judge, 2004). Robbins (2013) defined job satisfaction as a collection of feelings that an individual holds towards his or her job. Numerous factors, for example, span of control, organizational support and empowerment, was found to influence employee job satisfaction, as reviewed by Rad and Yarmohammadian (2006). Job satisfaction has been observed to affect levels of job dissatisfaction, absenteeism,

grievance expression, tardiness, low morale, high turnover, quality improvement and participation in decision-making.

Employee (job) satisfaction represents one of the most widely studied constructs in industrial psychology (McShane & Von Glinow, 2007). Employee satisfaction has most often been defined as a pleasant or positive emotional state resulting from the perception of work, conception and assessment of the work environment, work experience and the perception of all elements of the work and workplace. Griffin, Hogan, Lambert, Tucker-Gail and Baker, (2010) have distinguished between job satisfaction and organizational commitment and seen the latter as a broader concept – in their opinion, organizational commitment refers to the bond formed between the worker and the employing organization.

Job satisfaction is an extensively researched organisational concern (Kinicki, McKee-Ryan, Schriesheim, & Carson, 2002). Locke (1976) defining job satisfaction as a pleasurable emotional state resulting from the appraisal a person makes of his or her job. Other researchers define it as an evaluative judgment made about one's job without emphasising the pleasurable emotional state of the person (Bedeian, 2007). There are a number of approaches to investigating employees' job satisfaction. The stress-based approach links the causes of job stress to job satisfaction negatively (Spector, Dwyer & Jex, 1988; Penney & Spector, 2005; Li, Liang, & Crant, 2010). Contemporary researchers have pointed out that an employee who witnesses hassles in his/her routine work on a daily basis experiences a deterioration in morale. These small causes of stress pile up to result in lower levels of job satisfaction (Fuller, Stanton, Fisher, Spitzmüller, Russell & Smith, 2003; Lim, Cortina & Magley, 2008; Albassami, Al-Meshal & Bailey, 2015).

Job satisfaction is sometimes linked with interpersonal treatment (Lim & Cortina, 2005; Badran & Youssef-Morgan, 2015). The negativity that leads to employee mistreatment leads in turn to lower job satisfaction among employees (Judge, Scott & Ilies, 2006). Past research has supported the relationship between low job satisfaction and different types of mistreatment witnessed in the workplace, such as hostile interpersonal behavior (Keashly, Trott & MacLean, 1994; Bauman & Skitka, 2012), bullying (Einarsen & Mikkelsen, 2003) and abusive supervision (Tepper, 2000). Job satisfaction has been shown to have a number of antecedents and consequences (Brown & Peterson, 1993). Gounaris (2006) proposed that higher levels of internal marketing orientation (IMO) in an organization would lead to higher levels of employee satisfaction. He conceptualized IMO as a tripartite organizational factor consisting of internal market intelligence generation, internal intelligence dissemination and response to intelligence. In the realm of banking and financial services, some studies support the expectation that internal marketing positively impacts employee job satisfaction. For example, Tortosa-Edo et al., (2010) found a link between internal market orientation and job satisfaction among cashiers in a US credit union. Sahi et al., (2013) found that internal market orientation impacted employee attitude, which in turn impacted job satisfaction among Indian bank employees. Results from the Preez and Bendixen (2015) of financial services employees in South Africa showed a positive link between internal brand management and job satisfaction. These effects have also been identified in other domains (Gounaris, 2008; Peltier, Schibrowsky & Nill, 2013).

Job satisfaction (JS) connotes emotional processes or feelings such as joy, enthusiasm, pleasure, pride, happiness, delight, and fulfillment and widely considered to represent the contribution of a person's attitudes toward or about the job. Fisher

(2000) and Zhu, Yin, Liu, and Lai (2014) linked emotions and moods with job satisfaction (that is defined as affective responses to one's job, but is usually measured largely as a cognitive evaluation of job features). Balzer, Kihm, Smith, Irwin, Bachiochi, Robie, Sinar and Parra (1997) have defined job satisfaction as the feelings a worker has about his or her job or job experiences in relation to previous experiences, current expectations, or available alternatives. Job satisfaction depends upon employee's perception of how well the job outcomes meet the expectations that they have towards it (Tella, Ayeni & Popoola, 2007). Job satisfaction correlates positively with employees' well-being, while dissatisfied employees report significantly poorer health than satisfied employees (Faragher et al., 2005; Wegge et al., 2010).

Henceforth the term "employee job satisfaction" will be used in this study as it encompasses the notion of satisfaction with the job itself (duties, working conditions, salary) as well as other facets such as leadership, relationships, autonomy, the reward and promotion system, possibilities of professional development, trade union activities, job security, internal and external communications, possibilities of a work-life balance and the organization as an institution

2.5 Relationship between Job Satisfaction and Service Oriented-Organizational Citizenship Behavior

Studies on the relationship between job satisfaction and organizational citizenship behaviour were carried out in many parts of the countries across the globe and across different type of industries. However, the strength of their relationships was found to be rather inconsistent, ranging from low to moderately related.

Osman, Othman, Rana, Sulaiman and Lal (2015) studied the relationship between job satisfactions and organizational citizenship behaviour on employees from an American based organization in Kulim, Malaysia. Their findings indicated that job satisfaction was moderately correlated to organizational citizenship behaviour. Sesen and Basim (2014) in their study showed job satisfaction of school teachers' had an impact on their organizational citizenship behaviours. The relationship was found to be moderately correlated. Kamel, El Amine and Abdejalil (2015) studied the impact of job satisfaction on organizational citizenship behaviour among employees from National Company for Distribution of Electricity and Gas in Algeria. They found out that job satisfaction is significantly related to organizational citizenship behaviour. However, the strength of the relationship was found out to be quite low, that is, at 0.185. The outcomes of few other studies that looked into the relationships between job satisfaction and organizational citizenship behaviour had indicated a low correlation (Zeinabadi & Salehi 2011; Maharani, Troena & Noermijati 2013; Nadiri & Tanova, 2010; Hyo Sun Jung & Hye Hyun Yoon, 2017; Miao & Kim, 2010). Based upon the inconsistencies, there is a need to re-look at the relationship, possibly in the presence of mediating variables.

2.6 Service Employee Commitment (SEC)

Commitment is a central concept in the relationship marketing paradigm (Dwer, Paul & Sejo, 1987; Morgan & Hunt, 1994). It has been variously defined as an implicit or explicit pledge or relational continuity between exchange partners (Dwyer et al., 1987) or as the psychological attachment to an organization (Gruen, Summers & Acito, 2000). Although there is some confusion in the literature based on the

distinction between attitudinal and behavioural commitment (Meyer & Allen, 1997), the focus of this study is on commitment as an attitude that guides or mediates an individual's overt response or behavioural intention to something (Ajzen & Fishbein, 1970). According to Davis and Newstrom (2001) the employee experiences a degree of loyalty related to his bonding with the organization, and his willingness to continue participating or working with it. Organizational commitment is an emotional connection that the employee feels with his job (Ramdhani, Ramdhani & Ainissyifa, 2017).

Commitment has been treated as a multidimensional construct in the marketing research (Gruen et al., 2000; Verhoef, Franses & Hoekstra, 2000). Meyer and Herscovitch (2001), in a comprehensive review of the workplace commitment literature, found that despite the use of different labels, considerable research support has been established for three dimensions of commitment originally proposed by Meyer and Allen (1991) which are affective, continuance and normative and that these dimensions are appropriate regardless of the target of commitment.

Employee commitment is defined as the psychological attachment felt by a person for the organisation. Committed individuals believe in, and accept, organisational goals and values. They want to remain in the organisation and commit themselves to provide quality service on behalf of the organisation (Chen, 2007). In a service climate, employees understand that superior service is expected, desired, and rewarded (Karatepe & Karadas, 2015). Therefore, they are more likely to provide good service (Liao & Chuang, 2004). Customer orientation, one of the components of the service climate, is argued to lead to a sense of pride in belonging to an organisation in which all departments and individuals work toward the common goal of satisfying customers (Dhar, 2015). The accomplishment of this objective is posited

to result in employees sharing a feeling of valuable contribution, a sense of belonging, and commitment to the organisation (Chen, 2007).

Many researchers have given attention to commitment in their studies either as a primary source of interest or as a variable (Meyer, Allen & Smith, 1993). Past research defined organisational commitment in a different way which made it difficult to generalise the studies' results. This resulted in Meyer et al. (1993) suggesting that researchers should clearly define the type of commitment they are interested in and use measures appropriate for the intended purpose. In line with this suggestion, commitment has been studied within different domains like employees' commitment toward their employers, employment, careers, professions, etc. Hence, this study intends to explore the organisational commitment domain of an employees' commitment to their employers.

Furthermore, Pesamaa and Hair (2007) defined two types of commitment which is interpersonal and interorganizational. In their study, they found that interpersonal commitment mediates the effect of trust and reciprocity on inter-organizational commitment. It is an important mechanism developing stronger relationships (Pesamaa & Hair, 2007). It can overcome temporal difficulties which make a commitment as a reasonable parameter to measure the strength and performance in a relationship between a unit and an individual. Mowday, Porter and Steers (1974) conceptually see an organizational commitment to be characterized by the following: high level identification with the organization's goals and values, willingness to make an extra effort for the benefit of the organization and the strong desire to maintain membership in the organization.

In addition, Steers and Porter (1983) concluded that organization's commitment can be viewed from two angles which is as a behavior and as an attitude.

Behavioral approach implies that individuals are committed to an organization when it becomes too costly for him or her to leave. They are bound to the benefits, salary the organization provides. In the attitudinal approach commitment is seen as a state in which an employee identifies with the organization and its goals. It is a more positive approach toward the organization than the behavioral approach. In this approach an employee wants to be part of the organization and work toward its goals.

On the other hand, Meyer and Allen (1991) developed a three-component model of organizational commitment, namely: affective, continuance and normative commitment. They defined affective commitment as the employees' emotional attachment to the organization, continuance commitment as the cost associated with leaving the company and normative commitment as an employee's obligation to remain in the organization. They state that these three forms of commitment can have different impacts on employees' behaviour at work as consequence varied. They found out that while affective and normative commitments have a positive impact on job performance, continuance commitment is unrelated, or even negatively related to job performance. This finding is important as organizations that are concerned about employee turnover rate and want to keep employees by increasing their commitment should consider which type of commitment they want to strengthen.

Meyer, Becker and Vandenberghe (2004) concluded that commitment is a psychological state that characterizes an employees' relationship with the organization and impacts the decision to continue or discontinue membership in the organization. In some cases, employees do not leave the organization because they do not want to leave due to high affective commitments, in some cases because they cannot leave high continuance commitment and in some cases they feel obligated not to leave high normative commitment (Dhar, 2015). Similarly, Meyer and Alen (1993)

as well as Churchill, Ford, Hartley and Walker (1985) also suggested three forms of organizational commitment: compliance employees' interest in gaining rewards from the organization, identify employees feels pride of working for the organization and internalization employees shares the same values as an organization.

2.6.1 Characteristics Affecting Commitment

Mowday, Porter and Steers (1982) suggest four categories of variables affecting commitment: personal characteristics, job characteristics, work experiences and structural characteristics that are most frequently mentioned. In other studies different categories are used. The categories of personal characteristics, job characteristics and organizational characteristics will be described below.

i. Personal characteristics

In general, personal characteristics do not appear to play a large role in determining commitment (Morris, Lydka & O'Creevy, 1993). Personal characteristics that are frequently studied are age and level of education. It is suggested that younger employees are more committed than older employees, because they are highly motivated to start a career and able to cope with change, whereas older employees are less committed because they are often disappointed (Morris et al., 1993). In studies that focus on organizational commitment, however, a small negative correlation is found between level of education and commitment (Mowday et al., 1982). They also found that higher educated employees have a higher task commitment, while a higher

level of education, opens more possibilities to do the work that one likes.

ii. Job characteristics

Peters and Meijer, (1995) concluded that job characteristics are the most important factor to predict commitment. On the other hand, Allen and Meyer (1990) found that factors that contribute to job challenge are highly correlated with commitment. Walton (1985) focused on employee involvement, the combination of doing and thinking in a job, and individual responsibility.

iii. Organizational characteristics

According to Mowday et al., (1982) decentralization and participation in decision making are the most important organizational characteristics that influence commitment. Walton (1985) suggested that commitment will increase in a flat organization where co-ordination and control are based more on shared goals than on rules and procedures and where employee participation is encouraged. An important characteristic is the style of leadership. Peeters and Meijer (1995) found a correlation between the social support of the leader and commitment.

2.6.2 Effects of Employee Commitment

Earlier studies of commitment, focus on the effect of commitment on employee-turnover. However, what employees do on the job is as important, or more important, than whether they remain. It turned out to be difficult to get empirical evidence on the effects of commitment (Sharma & Dhar, 2015). The most important reason is that it is difficult to measure a direct relationship between, for example, the profit of the organization and commitment, because there are too many intervening factors, for example organizational climate or organizational support. Lawler, Mohrman and Ledford (1995) choose to measure the effects as perceived by managers. They conclude that commitment (and involvement) have positive effects on, among other things, productivity, quality and competitiveness. They also found that committed employees are more satisfied.

2.6.3 Types of Organizational (Employee) Commitment

Allen and Meyer (1991) proposed an analytic view of organisational commitment, splitting it into three definable components – affective, continuance, and normative commitment. Affective commitment is the emotional attachment of an employee to organisational values – how much an employee likes the organisation. Continuance commitment is a measure of the willingness of an employee to continue working for the same organisation. Normative commitment deals with the feelings of obligation, or sense of responsibility an employee feels towards the organisation. Affective, continuance and normative commitments to one's profession indicate identifying him/herself with the profession and working willingly, committing him/herself to the

profession as quitting the job costs too much and as s/he has made many investment in the profession, and feeling responsible and obliged to continue working in the organisation (Meyer, Allen & Smith, 1993). Though each component of organisational commitment may affect other components, for the purpose of designing management strategies, it is easier to segment and visualise the three types of organisational commitments in order to bolster them according to need.

The three components of commitment are explained as follows:-

i. Affective commitment

Affective commitment is defined as the degree to which an employee is psychologically bonded to the service organization on the basis of how favourable the employee feels about the organization (Gruen et al., 2000). This means that the individuals identify themselves with the organization, are happy to be a member of it and are strongly committed to it (Garg & Dhar, 2015). Affective commitment is also defined as the will of the workers to continue working at that organization on an affective and volunteer basis. Workers having such a commitment to their organizations keep working there because they “want to”, not because they “have to”.

Affective commitment, or how much an employee actually likes or feels part of an organization has a tremendous effect on employee and organizational performance (Mittal & Dhar, 2015). High levels of affective commitment in employees will not only affect continuance commitment, but also encourages the employee to try to bring others into the talent pool of the organization. An employee with

high levels of affective commitment acts as a brand ambassador of the organization. On the other hand, an employee with high continuance commitment (due to lack of alternatives), but poor affective commitment may harm the organization by criticizing it in his/her social circles.

Affective commitment of an employee is directly proportional to positive work experience. So, management policies and strategies that make proper strength and weakness assessments of employees and create situations and workflows where the maximum number of employees individually experience positive work experiences, help to build a successful organization.

The great emphasis placed by recruiting managers upon person-organization-fit is also to ensure a high level of affective commitment in employees. Affective commitment is higher when the gap between individual values and organizational values is minimal. However, the congruence between individual values and organizational values in employees can also be built and enhanced by strategies and programs to enhance employee understanding and recognition of organizational values.

Affective commitment has been found to be a strong predictor of a variety of more discretionary customer responses, such as advocacy (Fullerton, 2003), co-production (Gruen et al., 2000), willingness to pay more (Fullerton, 2003), and number of services purchased (Verhoef et al., 2002). In addition to these studies that explicitly identified affective commitment, a number of studies in

marketing have used unidimensional conceptualizations of commitment that tap into the affective dimension (Garbarino & Johnson, 1999; Morgan & Hunt, 1994). These studies have also found that affective commitment is a powerful predictor of a variety of both focal and discretionary customer responses.

Similarly, Ortiz, Rosario, Marquez and Gruneiro (2016) proposed that affective commitment is the most valued behaviour. It is manifested by an emotional link that promotes the employee organizational citizenship, in benefit of the company (Wasti, 2003; Mittal & Dhar, 2015). The necessary commitment is considered the most undesirable in which the only reason to belong to a particular organization is that economic conditions offered are better when compared with the rest of the available options (Clugston, Howell & Dorfman, 2000).

ii. Continuance commitment

Continuance commitment is defined as the degree to which an employee is psychologically bonded to the organization on the basis of the perceived costs associated with terminating the relationship (Gruen et al., 2000). These perceived costs can reflect both a lack of available alternatives and a significant investment in a focal firm (Meyer et al., 2004). An employee who experiences a high level of continuance commitment has, by definition, given thought to the lack of alternatives – i.e. they have considered the relative benefits of remaining with their current organization and have determined that the

costs (e.g. search costs) of finding a suitable alternative outweigh any potential gains. This continuance commitment is conceptually similar to the type of channel member dependence (informed by transaction cost economics) that occurs in marketing channel relationships (Kim & Frazier, 1997).

In other words, continuance commitment means that means that the employees cannot take the risk to quit their jobs as they realize the cost of giving up the opportunities such as wage, pension rights and profit sharing. The fact that the employees keep working at the present organization as there are no alternative job opportunities and he/she will experience difficulties in transferring his/her basic skills to another organization constitutes continuance commitment. Such commitment is also called as rational commitment, which means continuing being a member of that organization as leaving would cost high.

When continuance commitment is not completely driven by affective commitment, it usually boils down to the costs that an employee associates with leaving the organization. Continuance commitment is also driven to a great extent by organizational culture, and when an employee finds an organization to be positive and supportive, he/she will have a higher degree of continuance commitment. Important organizational factors like employee loyalty and employee retention are components of continuance commitment.

iii. Normative commitment

Normative commitment is defined as the degree to which a customer is psychologically bonded to the organization on the basis of his or her sense of obligation to the organization (Gruen et al., 2000). The felt obligation is typically developed from a social pressure to perform in a certain manner or conform to certain standards of behavior (Meyer & Allen, 1997). In other words, Normative commitment means that the employees feel committed to the organization and believe they should not quit their jobs because of the work ethic. This commitment is explained as the condition to continue working at the present organization because of working and some social norms feeling pressure and guilt. Employees with high normative commitment consider working at the organization to be their duty, and continuing working at the organization to be a proper behavior and an obligation because of their personal values and the ideologies causing this obligation.

Normative commitment builds upon duties and values, and the degree to which an employee stays with an organization out of a sense of obligation. There are times in small companies, when payments are delayed, and the employees have to suffer pay cuts or deferred pay, but they stay on, because they do not want to leave an employer during bad times. Normative commitment comes from a sense of moral duty and the value system of an individual. It can be a result of affective commitment, or an outcome of socialization within the workplace and commitment to co-workers.

Normative commitment is higher in organizations that value loyalty and systematically communicate the fact to employees with rewards, incentives and other strategies. Normative commitment in employees is also high where employees regularly see visible examples of the employer being committed to employee well-being. An employee with greater organizational commitment has a greater chance of contributing to organizational success and will also experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces employee turnover and increases the organization's ability to recruit and retain talent.

One mechanism that has been identified as a base of normative commitment is the social norm of reciprocity (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). These norms of reciprocity are found in many committed relationships (such as in friendships, communities, marriage and other partnerships). Studies in this area are often informed by social bond theory that suggests that social ties formed, the strength of those ties, and the identity that results directs behavior (Burke & Reitzes, 1991). As such, higher levels of normative commitment should result in higher levels of employee responses that are more reciprocal in nature. This reciprocity can occur.

Employees may respond in ways that they feel will directly help the service organization (for example, remaining faithful to the organization). While this notion of employee sacrifice for the sake of the firm as an outcome of normative commitment has yet to be explored in marketing. This relationship has been found in

organizational behavior. Normative commitment has been linked to discretionary responses such as organizational citizenship behaviors (i.e. helping the firm) and performing extra duties at work (Meyer et al., 2002). In addition, employees may reciprocate by helping other employees (e.g. through altruistic behaviors or recommendations) and indirectly benefiting the service organization they represent.

Studies have been conducted from 1991 to 1994 using the conceptual model of the three components of organizational commitment of Allen and Meyer (1990). According to Meyer (1997) engaged employees are more likely to remain in the organization, contrary of disengaged employees. Organizational commitment manifests itself as an emotional connection that an employee feels for his job. Moreover, Becker (1960) mentioned that a person commits with his job by an individual decision, which leads him to make investments, such as to contribute to the effort of obtaining benefits provided by the company, such as a pension or retirement plan. Quitting the organization will mean a loss. Research by Caldwell, Chatman and O'Reilly (1990) found that organizational commitment is associated with employee motivation.

Evidence that reveal employees engagement is observed by their actions, or extraordinary behaviour within the organization, like their agreement to work after hours. Lee, Carswell and Allen. (2000) supported the importance of occupational engagement to strengthen various aspects of organizational behaviour. Other studies have established the link between organizational commitment and

demonstrations of organizational citizenship behaviour (Carson & Carson, 1998; Moorman, Niehoff & Organ 1993; Morrison, 1994; Munene, 1995). Research by Feather and Rauter (2004) states that there is a positive correlation between organizational commitment and organizational citizenship behaviours. Schappe (1998) argue that only organizational commitment is a predictor for the meaning of organizational behaviour actions. Affective commitment is the most valued behaviour. It is manifested by an emotional link that promotes the employee organizational citizenship, in benefit of the company (Wasti, 2003). The necessary commitment is considered the most undesirable in which the only reason to belong to a particular organization is that economic conditions offered are better when compared with the rest of the available options (Clugston et al., 2000).

2.7 Mediating Role of Employee Commitment

The majority of commitment studies have treated commitment as an independent variable influencing work outcomes such as turnover and absenteeism, or as a dependent variable affected by demographic factors and some other antecedent variables, for example, role conflict and organizational size. However, one of the most important characteristics of commitment is the mediating role that it plays in work organizations. For example, Iverson, McLeod and Erwin (1996) argued that the importance of commitment stems from its impact as a key mediating variable in determining organizational outcomes.

Ferris (1981) examined commitment's role in mediating the relationships between some antecedent variables and employee performance. Commitment was found to mediate the relationship between work-related characteristics and employee performance. Schaubrock and Ganster (1991) investigated affective commitment's role in mediating the relationship between intrinsic satisfaction and voluntarism. The results revealed that "affective commitment was positively related to voluntarism and it appeared to explain the relationship between intrinsic satisfaction and voluntarism" (Schaubrock & Ganster, 1991). Morgan and Hunt (1994) studied organizational commitment's effect on the relationships between constituency-specific commitments (e.g. managers and work) and work outcomes (e.g. absenteeism). The results confirmed the hypothesized mediating role of global commitment. In an attempt to explain why individuals sometimes feel strongly committed to completely unsatisfying relationships, Rusbult and Martz (1995) examined commitment's role in mediating satisfaction, quality of alternative(s) and investment size relationships with the stay/leave decision. They suggested that the decisions to remain in or to end a relationship are most directly mediated by feelings of commitment. They also found that feelings of commitment completely mediated any link between satisfaction and stay/leave decisions, largely but not wholly mediated the investment-stay/leave relationship and partially mediated the alternative(s) quality-stay/leave relationship.

On the other hand, Vandewalle, Dyne and Kostova (1995) found that commitment fully mediated the relationship between psychological ownership and extra-role behaviour. The study revealed that commitment played a partial role in mediating the relationships between job security and satisfaction and withdrawal cognitions. Tompson and Werner (1997) examined commitment's role in mediating the relationship between inter-role conflict and organizational citizenship behaviour

(OCB). They found that commitment fully mediated the relationship between role conflict and one of the OCB dimensions. Allen and Rush (1998) investigated the commitment's role in mediating the relationship between OCB and performance judgments. They found that perceived affective commitment mediated the relationship between OCB and overall evaluation.

Thus, based on the argument above, there is a possibility of mediating role of service employee commitment (SEC) on the relationship between organizational service orientation (OSO) and employee job satisfaction (JS) on service oriented OCB.

2.8 The Underlying Theories of Organizational Citizenship Behaviour

There are various theories related to organizational citizenship behaviors (OCBs) that can be used to explain the relationship of OCB and its predictors. For example, the Social Exchange Theory (Blau, 1964), Norms Of Reciprocity (Gouldner, 1960) and Social Identity Theory (Tajfel, 1970). However, this study uses the Social Exchange Theory (Blau, 1964), to explain OCB and its predictors.

2.8.1 The Social Exchange Theory

Social exchange theory (SET) is among the most influential conceptual paradigms for understanding workplace behavior. Its venerable roots can be traced back to at least the 1920s, bridging such disciplines as anthropology, social psychology and sociology. Despite different views of social exchange have emerged, theorists agree that social exchange involves a series of interactions that generate obligations

(Emerson, 1976). Within SET, these interactions are usually seen as interdependent and contingent on the actions of another person. SET also emphasizes that these interdependent transactions have the potential to generate high-quality relationships, although as we shall see this only will occur under certain circumstances.

Within contemporary management research, the aspect of SET that has garnered by far the most research attention has been the notion of workplace relationships (Cropanzano & Mitchel, 2005). This model of SET stipulates that certain workplace antecedents lead to interpersonal connections, referred to as social exchange relationships (Cropanzano, Byrne, Bobocel, & Rupp, 2001). Social exchange relationships evolve when employers take care of employees, which thereby engenders beneficial consequences. In other words, the social exchange relationship is a mediator or intervening variable: Advantageous and fair transactions between strong relationships, and these relationships produce effective work behavior and positive employee attitudes. This line of reasoning has received much attention - most of which uses Blau's (1964) framework to describe social exchange relationships.

Social exchange theory explains social change and stability as a process of negotiated exchanges between parties. This theory postulates that human relationships are shaped by the use of a subjective cost-benefit analysis and the comparison of alternatives. This theory has been generally applied in comparing human interactions and the market place. The theory has origins in the economic, psychological and sociological areas of studies. However, it is also quite commonly being applied in the business and management areas to indicate a two-sided, equally contingent and rewarding process involving transactions or simply an exchange. Early theorist introduced this theory to explain OCB and other similar concepts as an important form of contribution by organizational employees (Organ et al., 2006).

According to Blau (1964), social exchange theory explained that certain behaviors would adopt by employees based on norms of reciprocity to show their appreciation towards the organization. Service-Oriented personnel in an organization would take the obligation and responsibility to serve and satisfy various needs of consumers and deliver service beyond their job duties in order to show their gratitude on impartial treatments provided by the organization (Blau, 1964; Gouldner, 1960).

Social exchange occurs when (1) a person, such as the supervisor or individual employee, spontaneously gives another person something of value (2) and the other person who receives the gift feels some obligation to reciprocate the action (Blau, 1964). However, what, when, or how the reciprocation will occur is unspecified at the time of receipt of the gift. In addition, the initiative for social exchange may come either from the top management, supervisors or individual employees (Organ et al., 2006).

On the other hand, when an employee sees and perceives his or her supervisor as the most supportive person in the organization, he or she will want to repay it with a contribution in some form of positive behaviour beyond those specified in the employment contract. This indicates that employees, who perceive relationships with their supervisors, co-workers, customers, or organization as one of social exchange, would be more engaged in exhibiting OCB (Yoon & Suh, 2003)

2.9 Conceptual Framework and Hypotheses

Based on the issues and gaps identified in the discussion of this chapter, this study proposed the following conceptual framework as shown in Figure 2.1 below.

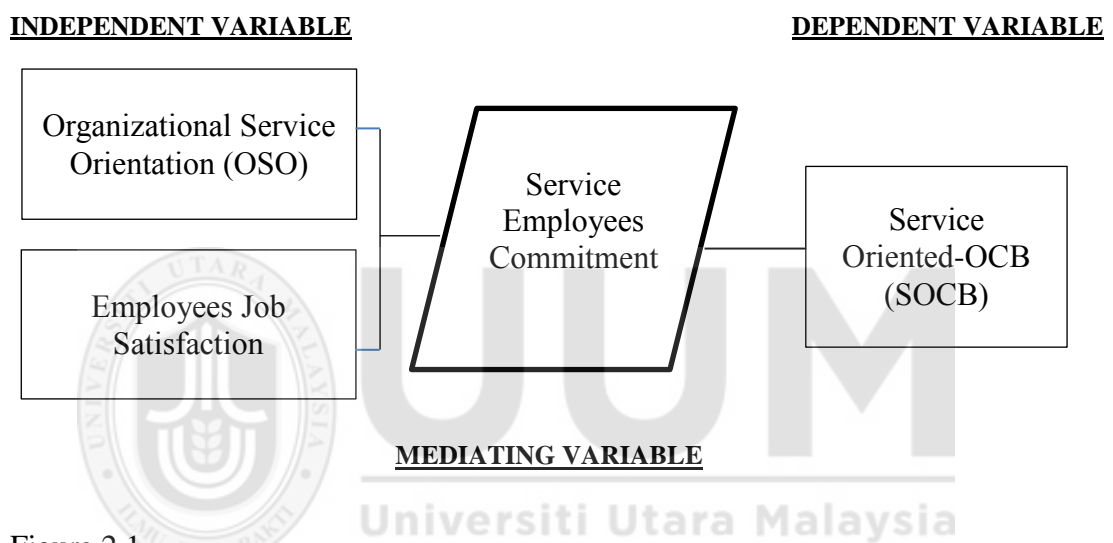


Figure 2.1
Conceptual Framework of the Study

Hence, based on the discussion in this chapter and the proposed conceptual framework, the following hypotheses were formulated:

- H1: There is a significant positive relationship between organizational service orientation and service-oriented organizational citizenship behavior.
- H2: There is a significant positive relationship between employee job satisfaction and service-oriented organizational citizenship behavior.
- H3: There is a significant positive relationship between organizational service orientation and service employee commitment.

- H4: There is a significant positive relationship between job satisfaction and service employee commitment.
- H5: There is a significant positive relationship between service employee commitment and service-oriented organizational citizenship behavior.
- H6: There is a mediating effect of service commitment on the relationship between organizational service orientation and service oriented organizational citizenship behaviour.
- H7: There is a mediating effect of service commitment on the relationship between employee job satisfaction and service oriented organizational citizenship behaviour.

2.10 Chapter Summary

This chapter presents the literature related to this study. It discusses concepts, theories and other research related to service oriented organizational citizenship behaviour (SO-OCB), service employee commitment (SEC), and organizational service orientation (OSO) and employee job satisfaction (JS). The literature presented in this chapter will provide a basis in designing the research methodology of this study. This will be presented in the next chapter.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Chapter Introduction

This chapter describes the research design and methodology employed in this study in order to achieve the research objectives and to answer the research questions. The descriptions of the research design, unit of analysis, selection of the study population, sample size, sampling technique, and questionnaire design will be thoroughly presented in the next paragraphs. The data collection procedures and development of research instruments used to achieve the objective of this study will also be discussed in this chapter. Finally, the various types of statistical analysis used to test the proposed hypotheses will be explained.

3.1 Research Design

The purpose of this study is to examine the relationship between organizational service orientation (OSO) and employee job satisfaction (JS) and service oriented organizational citizenship behaviours (SO-OCB). This study also examines the role of service employee commitment (SEC) as a mediator between OSO, JS and SO-OCB. In achieving the objective of the study, a quantitative correlational research approach was used.

A cross-sectional approach was utilized to gather data regarding the service-oriented organizational citizenship behaviour of individual service employees in Agricultural related agencies/departments in Kedah and Perlis. According to Sekaran

(2003), cross-sectional studies are of necessity carried out only once and the collection of the data occurs at a single point in time. Although cross-sectional research has limitations, its design has some advantages over other methods relative to time and budget constraints. Data collected at one point in time were considered sufficient to support the hypothesis testing. A structured questionnaire was applied in this study.

3.2 Unit of Analysis

The main objective of the present study is to examine factors influencing service-oriented organisational citizenship behaviour. The unit of analysis of this present study is individual service employees who are working in the three selected agricultural service departments in Malaysia. According to Sekaran (2003), the individual level analysis implies that each respondent is treated as an individual data source.

3.3 Population and Sampling

Population refers to the entire group of people, events or thing of interest that the researcher wishes to investigate and sample is subset of the population (Sekaran & Bougie, 2009). Zikmund et al., (2013) defines population as any complete group of entities that share the same common set of characteristics. Sekaran and Bougie (2009), on the other hand, defined population as the entire group of people, events, or things that the researcher desires to investigate. Malhotra (2004) further defined the target population to be the elements of objects in which a researcher obtains the

required information and make inferences. Given the above definition, the target population for this study is agricultural service employees from three major agricultural related service departments in Northern Malaysia. These three major departments are Kedah Department of Agriculture, the Muda Agricultural Development Authority (MADA) and the Kedah Farmers' Association Authority. These departments have been chosen because their employees play a vital role in transferring agricultural technologies to the farmers. The total population of agricultural service employees in these departments is 2065. They are from different categories of employees ranging from G41, G44 and G48 categories, G29, G32 and G38 categories as well as J29, J32 and J36 categories of employees. The list of these categories and employees' list were obtained from the human resource section of each department.

3.3.1 Sample Frame

The sampling frame is a physical representation of all the elements in the population from which the sample is drawn (Sekaran & Bougie, 2010). It is also widely known as the working population (Zikmund et al., 2010). A sampling frame is required to select an appropriate sample size to investigate the issue discussed in a study. Since the objectives of this study is to examine agricultural service employees' organizational citizenship behaviour, the sampling frame was developed based on the information of all agricultural service employees across these three departments. The list of employees were taken from the human resource section from each department.

The justification for the choice of these service employees is found in past literatures which collectively emphasized that the most important individual who

determines the effectiveness of a particular service of a firm is the service employees (Barton & Ambrosini, 2012). In other words, the service employees are responsible for the success of any form of agricultural technology transfer.

3.3.2 Sample size

Zikmund et. al., (2010) defined a sample as “a subset, or some part, of a larger population” (p.387). According to Hair et al., (2010), a sample can be defined as a portion or subset of a larger group or population. In the context of this study, the sample was service employees selected from the sampling frame to participate in the questionnaire survey. The total populations of respondents are about 2065 employees. The table by Krejcie and Morgan (1970) for determining sample size of a known population (as in Table 3.1) was used in determining the sample size for this study. Since the population for this study was 2065, the sample size for this study was 322 service employees.

Table 3.1
Table for determining sample size of a known population

Population size	Sample size
2000	322
2200	327
2400	331

Source: Krejcie & Morgan (1970)

3.4 Research Instruments

A structured questionnaire was used in this study (as in Appendix 1), which comprised of five sections. Section (1) items asked for personal information from the respondents. It also checks respondents' knowledge about the issues investigated in this study to ensure that they possess the required knowledge to respond to the issues asked (Slater & Atuahene-Gima, 2004). Section (2) items examined the service employees' job satisfaction. Section (3) items addressed the front line employees' perception towards the organization service orientation. Section (4) items measured the respondents' service commitment. Section (5) of the questionnaire examined the front line employees' service-oriented organizational citizenship behaviour. A covering letter regarding this study was provided by the researcher on the first page of the questionnaire. The purpose of the covering letter was to introduce the purpose of the study and the eligibility of the respondents and to provide assurance of confidentiality of their responses.

The following section describes the research variables, questionnaire, and sources of the adapted instruments chosen in this study. The measures were mostly adapted from previous studies with acceptable reliabilities (Cronbach's alphas). These measures have been widely used in several studies, as shown in Table 3.2.

3.4.1 Employee Job Satisfaction (JS)

As stated earlier, for the purpose of this research, employees' job satisfaction is defined as an employee's overall affective evaluation of the intrinsic and extrinsic facets of the job. Employee job satisfaction in this study is referring to the service

employees' job satisfaction. In this study, a job satisfaction was therefore developed based on the Hayday (2003) job satisfaction measurement that has 23 items. JS was measured using sixteen items adapted and slightly modified from the Hayday (2003) in order to fit the context of the study.

A six-point Likert scale ranging from (1) “extremely disagree” to (6) “extremely agree” was employed. The Cronbach alpha value for JS from previous study was 0.949 (Noble & Mokwa, 1999). The Cronbach alpha for all the variables of this study (pilot as well as the real test) is shown in Table 3.2 below.

Table 3.2
Source and description of all the study variable measures

Section	Variable	Number of items	Reliability		Sources of scale
			Pilot Test	Real Test	
1	Personal information	9	-	-	Self-construct
2	Service employees' job satisfaction	16	0.89	0.92	Hayday (2003)
3	Organization service orientation	15	0.87	0.91	Lytle et al., 1998
4	Service employees commitment	16	0.87	0.87	Meyer, Allen and Smith (1993)
5	Service-oriented organizational citizenship behaviour	12	0.95	0.90	Bettencourt et. al., (2001)

3.4.2 Organization Service Orientation (OSO)

In this study, OSO is defined as an organization wide embracement of a basic set of relatively enduring organizational policies, practices and procedures intended to support and reward service-giving behaviours that create and deliver service excellence (Lytle, Hom & Mokwa, 1998). OSO was measured using 15 items adapted

and slightly modified from Lytle et al., (1998). A six-point Likert scale ranging from (1) “extremely disagree” to (6) “extremely agree” was employed. The Cronbach alpha value for OSO from previous study was 0.949 (Lytle et al., 1998).

3.4.3 Service Employee Commitment (SEC)

The SEC scale consisted of sixteen items taken from Meyer, Allen and Smith (1993) appropriately reworded to fit the context of the study. A six-point Likert scale ranging from (1) “extremely disagree” to (6) “extremely agree” was employed. The Cronbach alpha value for SEC from previous study was 0.945 (Meyer, Allen & Smith, 1993).

3.4.4 Service-oriented Organizational Citizenship Behaviour (SO-OCB)

For this study, SO-OCB was measured using 12 items adapted from Bettencourt et al., (2001). A six-point Likert scale ranging from (1) “extremely disagree” to (6) “extremely agree” was employed. The reliability coefficients (cronbach alpha) from previous research was 0.82 (Bettencourt et al., 2001).

3.4.5 Scale Type Used

One of the most common scaled-response format questions in survey design today is the Likert scale. It was developed by the American educator and organizational psychologist Rensis Likert in 1932 as an attempt to improve the levels of measurement in social research through the use of standardized response categories in survey questionnaires. The Likert scale is regarded as one of the primary methods in

measuring respondent attitudes. One advantage of this scale is that it can produce scales that have good reliability and validity (Bearden & Netemeyer, 1999; Churchill & Peter, 1984). A six (6) point Likert scale will be used to measure the items stated in section two to section five. Based on the findings of Chomeya (2010), a six (6) point Likert scale was chosen in this study because of the following reasons:-

- i. The Likert's scale 6 points tend to give the discrimination and reliability values which are higher than the Likert's scale 5 points. If the researchers wanted to emphasize the discrimination and reliability high, therefore, the Likert's scale 6 points should be used.
- ii. In order to reduce the deviation to be the least or reduce the risks which might happened from the deviation of personal decision making, the Likert's scale 6 points instead of Likert's scale 5 points should be chosen.
- iii. Likert's scale 6 points is appropriate to the research which has several variables because it will make the test as a whole has the numbers of items not to many and it will not be the burden of the respondents while the reliability is acceptable according to the standard of psychological test

This type of scale is also chosen in accordance with Allen and Rao (2000) who claim that wider distributions of score used in a scale, offer a stronger discriminating power. They further affirm that the wider the distribution of the score, the easier it is to establish covariance between two variables with greater dispersion about their means. Hence, all questions in this study measured the agricultural service employees' level of agreement towards a given statement with the scale anchored from one (1) "extremely disagree" to six (6) "extremely agree".

3.4.6 Pre-Test Procedures

Sekaran and Bougie, (2010) and Babbie (2005) suggest that a pre-test of questionnaire is useful to ensure that there is no problem with wording or scales used in the questionnaire. Hence, a pre-test allows a researcher to have a feel for the reliability and validity of the final questionnaire before sample data collection is carried out. To examine the validity and reliability of the questionnaire, a pre-testing of the questionnaire were conducted.

The first pre-testing involved a panel of six faculty members from the School of Business Management, Universiti Utara Malaysia, to review the design of the questionnaire which include the layout, wording, sequencing as well as languages used. Among others, this process emphasized the face validity or content validity of the questionnaire. The panels were selected based on their expertise and knowledge in the management field. The outcome of the pre-test resulted in some minor modifications in the questionnaire.

The second pre-test, which is the pilot test, involved 60 service employees who were randomly selected from the staff directory of the three departments. These employees were removed from the respondent data list during the real test. Reliability test was conducted to refine the questionnaire and the results indicated that all the construct measurements fulfilled the minimum requirement (Cronbach Alpha = 0.65 to 0.70) of reliability test (Nunnally, 1978), then these questions were used in the final test. Confirmatory factor analysis (CFA), however, was conducted in the final stage of data analysis to examine the constructs for validity. Two types of construct validity were assessed in this study, namely, convergent validity and discriminant validity. Common method variances assessment using Harman's one single factor test was conducted to assess issues with self-reporting bias.

3.5 Data Collection Procedures

Churchill and Iacobucci (2005) advocate that there are several methods for data collection, which includes personal interviews, telephone survey, mail survey, fax, e-mail survey as well as web survey. Sekaran and Bougie (2010) suggests that when conducting a survey research, questionnaires, interview and observation are three common methods should be considered. In this study, data collection was carried out via administered questionnaire because it permits respondents to respond to the questionnaires within a given range of scales. Questionnaires were distributed randomly to the respondents, with a souvenir as a token of appreciation, through the contact person in the Administration Office of the three respective departments chosen in this study.

3.6 Statistical Techniques

For the purpose of data analysis and hypothesis testing, the data were analyzed using the Statistical Package for Social Sciences (SPSS). SPSS was chosen because of its popularity within both academic and business circles, making it the most widely used package of its type. SPSS is also a versatile package that allows many different types of analyses, data transformations, and forms of output. In short, it will more than adequately serve the purpose of this study.

The capability of SPSS is truly astounding. The package enables a researcher to obtain statistics ranging from simple descriptive numbers to complex analyses of multivariate matrices. Data can plot in histograms, scatter plots, and other ways. Files can be combined, split as well as sorted. Existing variables can be modified and new

ones can be created. Generally, using SPSS anything can be done that is ever wanted with a set of data using this software package. Furthermore, in this study, regression, multiple regressions, and hierarchical regression were used to analyze the studied variables. In the preliminary analysis, factor analysis, reliability, correlation, and descriptive analyses were conducted.

In conducting the multiple linear regression, there are several assumptions made as follows:

- i. There must be a linear relationship between the outcome variable and the independent variables. Scatter plots can show whether there is a linear or curvilinear relationship.
- ii. Multivariate Normality: Multiple regression assumes that the residuals are normally distributed.
- iii. No Multicollinearity: Multiple regression assumes that the independent variables are not highly correlated with each other. If multicollinearity is found in the data, one possible solution is to center the data. To center the data, subtract the mean score from each observation for each independent variable. However, the simplest solution is to identify the variables causing multicollinearity issues (i.e., through correlations or VIF values) and removing those variables from the regression

Multicollinearity may be checked multiple ways:

- a. Correlation matrix: When computing a matrix of Pearson's bivariate correlations among all independent variables, the magnitude of the correlation coefficients should be less than .80.
- b. Variance Inflation Factor (VIF): The VIFs of the linear regression indicate the degree that the variances in the regression

estimates are increased due to multicollinearity. VIF values higher than 10 indicate that multicollinearity is a problem.

- iv. **Homoscedasticity:** This assumption states that the variance of error terms is similar across the values of the independent variables. A scatter plot of residuals versus predicted values is a good way to check for homoscedasticity. There should be no clear pattern in the distribution; if there is a cone-shaped pattern, the data are heteroscedastic. If the data are heteroscedastic, a non-linear data transformation or addition of a quadratic term might fix the problem

3.6.1 Descriptive Statistics

To understand the demographics of the respondents, a descriptive analysis of the data was carried out. The frequency, mean, and standard deviations of the variables were computed. An analysis was carried out to test the influence of organization service orientation, employees' job satisfaction and service employee commitment on the employees' service-oriented organizational citizenship behavior in Malaysia.

3.6.2 Factor Analysis

In this study, factor analysis was used to reduce a number of items of variables from a much larger set of items that appeared in the questionnaires to a meaningful, interpretable, and manageable factor for predicting continuance intention (Sekaran, 2003). This analysis would identify items that represent the same ideas already explored by other items, rendering them redundant and unnecessary.

These items can be omitted, while some other items may bring about the creation of new ideas (Hair et al., 2006). Thus, the use of factor analysis generates a more concrete factor (dimension) that can further be used in other higher-level analysis, such as multiple regression analysis or hierarchical regression analysis, which investigates the correlations between the variables in the studied relationships. However, the exploratory principle component analysis and orthogonal rotation using a varimax method can also be performed.

To conduct factor analysis, six criteria need to be fulfilled to ensure that the items in this study are appropriate for factor analysis. The criteria are (1) the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy (MSA) is above 0.50, (2) the Bartlett’s test of sphericity is at least significant at 0.05, (3) the anti-image correlations of items should be above 0.50, (4) the communalities of items are greater than 0.50, (5) the minimum requirement of factor loading (cut-off) is 0.50 for each item, and (6) the eigenvalues are greater than 1.0. In the process of interpreting the factors, only a loading of 0.50 or higher on one factor and 0.50 or lower on the other factor (cross-loading) were considered (Hair et al., 2006). Any item that does not fulfil any criteria of the six assumptions will then be removed.

3.6.3 Reliability Analysis

The purpose of measuring internal consistency is to ensure that the individual items of a scale are measuring the same construct and are highly correlated (Hair et al., 2006). In this study, reliability analysis was carried out to determine the internal consistency of a scale used in the study by extending it to a variable or set of variables that is consistent with what it intended to measure. In other words, the reliability of a

measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure (Hair et al., 2006; Sekaran, 2003).

In this context, therefore, Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated with one another. The closer Cronbach's alpha is to unity, the higher the internal consistency and reliability of the items are considered to be. Cronbach's alpha is considered sufficient for the early stages of research with a reliability level of 0.70 (Nunnally, 1978). Hair et al. (2006) argued that an ideal coefficient of 0.70 is desirable. However, Sekaran (2000) suggested that the minimum acceptable reliability should be set at 0.60. Therefore, in this study, a coefficient of 0.60 or higher will be accepted.

3.6.4 Correlation Analysis

In this study, bivariate correlation using the Pearson correlation method was performed to explain the relationship between two continuous variables in terms of both strength and direction. A Pearson correlation matrix provides a correlation (r) and indicates the coefficient's estimate of linear associations based on the sampling data (Sekaran, 2003). A correlation coefficient (r) may show a positive (+) or a negative (-) sign indicating the direction of the relationship. The coefficient value can range from +1 to -1, with +1 indicating a perfect positive relationship, 0 indicating no relationship, and -1 indicating a perfect negative or reverse relationship (as one variable grows larger, the other variable grows smaller) (Hair et al., 2006). However, caution should be taken in interpreting its value, as it does not indicate that one variable would cause an effect upon the other.

A correlation of 0.30 implies a relatively weak positive correlation and 0.80 provides a positive, strong relationship between two variables (Aczel, 1999). Cooper and Schindler (2001) further emphasized that correlations of 0.80 or greater are considered high-level correlations and thus indicate the existence of multicollinearity. In this study, a correlation of 0.30 is considered as a low correlation, while 0.80 is considered as a high correlation (Cooper & Schindler, 2001).

3.6.5 Hierarchical Regression Analysis

Multiple regression analysis was employed to explain the relationship between the variables to obtain an equation that represents the best prediction of the dependent variable from the independent variables, the mediator, and the moderator. In addition, according to Baron and Kenny (1986), a hierarchical regression analysis can be used to examine the mediation effect of service employee commitment on service-oriented organizational citizenship behavior.

There are several basic assumptions underpinning multiple regression analyses, as suggested by Hair et al., (2006), which have to be met before the regression can be considered free from distortion and bias. First, outliers have to be identified and excluded. Casewise diagnostics were used to test for outliers and for the sample size of 387, all the observations outside the range of 4 standard deviations were considered to be outliers (Hair et al., 2006) and subsequently removed from further analysis.

Second, the residuals scatterplot and the normal probability plot of the regression standardized residuals were examined to validate the normality and linearity of the data. Third, assumptions regarding homoskedasticity and the

independence of error terms also needed to be determined. Durbin–Watson was used to test the independence of error terms. If the value of Durbin–Watson lies between 1.5 and 2.5, the assumption of independence of error terms is not violated (Norusis, 1995). Finally, multicollinearity, which refers to a high correlation among the independent variables, was also examined via collinearity statistics: the tolerance value and variance inflation factor or VIF (Hair et al., 2006). A tolerance value of more than 0.10 and a VIF value of less than 10 indicate the absence of serious collinearity problems (Hair et al., 2006).

In this study, a two-step hierarchical regression analysis was employed to test the mediating effect. In the first step, the dependent variable was regressed on the independent variables (organizational service orientation and job satisfaction). Hierarchical analyses were also utilized to test the mediating role of service employee commitment as proposed in the hypotheses. To test the mediating effects, the conditions suggested by Baron and Kenny (1986) was followed. First, there must be a significant relationship between the independent variables and the dependent variable. Second, the independent variables and the mediating variable must also be significant. Third, the mediating variable must also have a significant relationship with the dependent variable.

Once these conditions are met, the mediating effect can be tested using a two-step hierarchical regression approach. The first step involves the direct relationship between the independent variables and the dependent variables, and the results should be significant. In the second step, the mediator is entered in the regression equation, if the earlier significant relationship between the independent variables and the dependent variables turns out not to be significant; this implies a full mediation effect. It indicates that the whole explanatory power of the regression model is taken over by

the mediator variable. However, if the relationship between the independent variables and the dependent variable remains significant, it shows a partial mediating effect, which indicates that the explanatory power of the model is shared by both the independent and the mediating variable.

3.7 Chapter Summary

In this chapter, the research methodology, including the research design, population and sample size, research instruments, data collection procedures, and statistical techniques, were also discussed. This study is a correlation study investigating the relationships among the studied variables. The unit of analysis is the individual. A structured questionnaire was used to collect the data. For this study, a total of four constructs were used, which were the organizational service orientation, employees' job satisfaction, service employee commitment, and service-oriented organizational citizenship behavior.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.0 Chapter Introduction

This chapter presents the overall findings of the study. It comprises demographic profiles of the respondents, statistical analysis, the goodness of measures, factor analysis, reliability analysis, and correlations. The results of the hierarchical regression of each independent and dependent variable are also explored.

4.1 Response Rate

This research involved agricultural service employees from three major agricultural related service departments in Kedah and Perlis, namely Department of Agriculture, Malaysia Agricultural Development Authority (MADA) and Farmers' Association Authority. These three departments had a total of 2065 employees.

The rate of response and effective questionnaires are illustrated in Table 4.1 below.

Table 4.1

Response rate

Number of distributed questionnaires	450
Returned	436
Returned (usable)	387
Returned (unusable)	49
Response rate	96.89%
Rate of usable responses	88.76%

A total number of 450 questionnaires were distributed to the respondents. However, only 436 questionnaires were returned, 49 of which were unusable because the responses were discovered to be wrongly filled or incomplete as several missing data per case has been observed; these were removed (as illustrated in Table 4.1). The remaining 387 usable questionnaires represented a response rate of 88.76% (Table 4.1). This high response rate was obtained because the researcher had worked in one of these departments for nearly 20 years as well as having personal contacts in the other two departments. Hair et al., (2010) and Sekaran (2003) have recommended the response rate of 30% for the survey as fits for analysis.

Thus, the valid response rate of 88.76% is good and acceptable to achieve the objective of this study, as shown in Table 4.1. Moreover, the total number of subjects is adequate for analysis, as explained in the following sections.

4.2 Profile of the Respondents

The unit analysis of this study is the agricultural service employees. Table 4.2 indicates the demographic profile of the respondents. The majority (about 50%) of the respondents falls into the 31 to 40 years age group, followed by those in the 21 to 30 years age group, which made up around 38% of the total. Only a very small percentage of respondents are in the age of 41 to 50 years age group (8.0%) and above 51 years (4.4%). Within this sample, the male respondents (53% of the total) slightly outnumbered the female respondents.

When monthly personal income was examined, around 34% of the respondents were in the RM2001 and RM3000 monthly income group. They were followed by those earning less than RM2000 (31.8%), RM3001 and RM4000

(23.8%), RM4001 and RM5000 (7.8%), RM5001 – RM6000 (2.1%), and above RM6001 (0.8%) monthly.

With regards to the years of service in the agricultural service department, employees who have been working between 4 to 10 years and 11 to 17 years made up the majority of the respondents, representing 46.3% and 30.2% of the total, respectively. In terms of the ethnic group of the respondents, it was found that the majority of respondents are Malays (378 respondents or 977.7%), followed by Indian (4 respondents or 1.0%), Chinese (3 respondents or 0.8%), and the rest are classified as others (2 respondents or 0.5%). This is typical in most government departments whereby the majority of the staff is from the Malay ethnic group (Department Statistic Report, 2016).

In terms of their marital status, the results showed that 64.3 % of the respondents are married, 34.4% are not married while 1.3% divorced. In addition, the result of the highest education level achieved by the respondents revealed that the majority of the respondents had a diploma (217 respondents or 56.1%), 33 respondents (8.5%) had a degree, 67 respondents (17.3%) had *SPM/STPM* while 70 respondents or 18.1% had a certificate.

As for the result of work status of the respondents, the results indicated that the majority of the respondents are permanent staff (320 respondents or 82.7 %), 34 respondents (8.8%) are contractual staff while the remaining 33 respondents (8.5%) are temporary staff.

The full SPSS output on the profile of the respondents of this study is shown in Appendix 2.

Table 4.2
The demographic profile of the respondents

Demographic Variables	Categories	Frequencies	Percentage
Total number of respondents		387	%
Gender	Male	205	53.0
	Female	182	47.0
Age	21- 30 years	148	38.2
	31–40 years	191	49.4
	41–50 years	31	8.0
	Above 50 years	17	4.4
Salary (Monthly Income)	Less than RM2000	123	31.8
	RM2001–RM3000	131	33.9
	RM3001–RM4000	92	23.8
	RM4001–RM5000	30	7.8
	RM5001–RM6000	8	2.1
	More than RM6001	3	0.8
Years of Service	Less than 3 years	57	14.7
	4 – 10 years	179	46.3
	11– 17 years	117	30.2
	18 – 24 years	16	4.1
	25 – 31 years	6	1.6
	More than 32 years	12	3.1
Marital Status	Not married	133	34.4
	Married	249	64.3
	Divorced	5	1.3
Ethnic Group	Malay	378	97.7
	Chinese	3	0.8
	Indian	4	1.0
	Others	2	0.5
Highest Education Achievement	SPM/STPM	67	17.3
	Diploma	217	56.1
	Degree	33	8.5
	Certificate	70	18.1
Work Status	Permanent Staff	320	82.7
	Temporary Staff	33	8.5
	Contract Staff	34	8.8

(Note: Bold letters indicate the highest group for each category of the demographic variables)

4.3 Goodness of Measure

Goodness of measure refers to the validity and reliability of the measures. As suggested by Sekaran (2003), two methods can be used to assess the goodness of measure, namely factor analysis and reliability analysis. As described in Chapter 3, the factor analysis was carried out to determine the inter-correlation between the items

in each factor and a reliability test was performed to indicate how well the individual items of each variable were measuring the same construct.

This study performed factor analysis using principal component analysis and the varimax rotation technique. In addition, it evaluated reliability by assessing the internal consistency of the items representing each construct using the commonly used Cronbach's alpha (Hair et al., 2006). The results of the factor and reliability analysis for all the variables in the research model are described below.

4.3.1 Factor Analysis

Factor analysis was performed to confirm the dimensions of the concept that have been operationally defined, as well as to indicate which of the items were the most appropriate for each dimension (establishing construct validity) (Sekaran, 2003).

To conduct factor analysis, six criteria need to be fulfilled to ensure that the items in the study are appropriate for factor analysis. The criteria are (1) the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy (MSA) is above 0.50, (2) the Bartlett's test of sphericity is at least significant at 0.05, (3) the anti-image correlations of the items should be above 0.50, (4) the communalities of the items are greater than 0.50, (5) the minimum requirement of factor loading (cut-off) is 0.50 for each item, and (6) the eigenvalues are greater than 1.0. In the process of interpreting the factors, only a loading of 0.50 or higher on one factor and 0.50 or lower on the other factor (cross-loading) were considered (Hair et al., 2006).

A total of four factor analyses were performed separately for each study variable pertaining to OSO, JS, SEC and SO-OCB. Factors that had been cleaned

were then interpreted and named. Next, reliability tests were carried out after factor analysis.

4.3.1.1 Factor Analysis of Organizational Service Orientation (OSO)

To identify the organizational service orientation (OSO) factors among agricultural service employees in this study, maximum likelihood exploratory factor analysis was performed in order to assess the validity of the organizational service oriented (OSO) construct and to determine the potential groupings of the organizational service oriented (OSO) items. In this study, organizational service oriented (OSO) was measured using 15 items.

According to Hair et al., (2006), for acceptable construct validity, it is proposed that each item should have a minimum factor loading of 0.50 on its hypothesized construct. This norm was met for 14 of the 15 items and extracted as 2 constructs (see Table 4.3). One item (OSO1) was deleted due to low loading value. Table 4.3 provides the results of the factor analysis of OSO. The full SPSS output is given in Appendix 3.

As illustrated in Table 4.3, the KMO measure of sampling adequacy value for the items was 0.92, indicating that the items were interrelated and they shared common factors. Bartlett's test of sphericity was found to be significant (chi square=2798.26, $p < .001$), indicating the significance of the correlation matrix and thus the appropriateness for factor analysis. The individual MSA for all the items ranged from 0.50 to 0.79, signifying that the data matrixes were suitable for factor analysis.

Table 4.3
Results of factor analysis of OSO

Items	F1	F2
Employees go out of their way to reduce inconveniences for customers	.299	.680
We are noticeably more friendly and courteous than our competitors.	.244	.648
Employees go the “second mile” for customers.	.194	.715
Employees care for customers as they would like to be cared for.	.183	.769
Managers give personal input and leadership into creating quality service.	.728	.317
Management provides resources, not just “lip-service,” to enhance employee ability to provide excellent service.	.714	.255
Management shows that they care about service by constantly giving of themselves.	.787	.188
Management regularly spends time “in the field” or “on the floor” with customers and front-line employees.	.652	.230
Management constantly communicates the importance of service.	.599	.258
It is believed that, fundamentally, the organization exists to serve the needs of its customers.	.365	.511
Employees have freedom and authority to act independently in order to provide excellent service.	.497	.367
Every employee receives personal skills training which enhances his/her ability to deliver high quality service.	.571	.303
We spend much time and effort in simulated training activities that help us provide higher levels of service when actually encountering the customer.	.667	.281
We actively listen to our customers.	.320	.542
Eigenvalues	6.76	1.57
Percentage variance explained	45.07	10.48
KMO	0.92	
Bartlett’s test of sphericity	2798.26**	

Note. N=387. Bold loadings indicate the inclusion of that item in the factor (F1 or F2); *p<.05,

p<.01, *p<.001.

The results of the varimax rotation analysis demonstrated the presence of two factors with eigenvalues exceeding one, explaining 55.55% of the total variance. According to the above criteria, this study extracted two factors from fourteen items out of fifteen items, displayed in Table 4.3 above.

4.3.1.2 Factor Analysis of Job Satisfaction (JS)

In this study, 16 items were used to measure job satisfaction (JS). Table 4.4 below displays the results of the factor analysis of JS. The full results from SPSS is presented in Appendix 3. The result of factor analysis showed that all the 16 items fall into two factors with an eigenvalue of 7.49 for factor 1 and 1.48 for factor 2. The total variance explained, was 56.03%.

Table 4.4
Results of factor analysis on JS

Items	F1	F2
I enjoy my work most days.	.565	.419
I do interesting work.	.664	.417
I do challenging work.	.594	.138
I am satisfied with my job.	.648	.351
I am noticed when I do a good job.	.174	.756
I get full credit for the work I do.	.172	.853
There is a lot of variety in my job.	.666	.084
I feel the level of responsibility I am given is acceptable.	.360	.559
I have a clear understanding of my job responsibilities and what is expected of me.	.595	.289
The major satisfaction in my life comes from my job.	.373	.549
I know the standards of work expected of me.	.644	.293
I feel my opinion counts in the organization.	.299	.634
I know where to get help if I have a problem at work.	.503	.393
I feel my colleagues treat me with respect.	.504	.410
I feel I am doing a worthwhile job.	.522	.476
I have a clear understanding of what to expect from me when I do my job.	.675	.285
Percentage variance explained	56.03	
KMO	0.91	
Bartlett's test of sphericity	3237.30**	

Note. N=387. Bold loadings indicate the inclusion of that item in the factor (F1 or F2);; *p<.05,

p<.01, *p<.001.

The KMO measure of sampling adequacy value for the items was 0.91, indicating that the items were interrelated and they shared common factors. Bartlett's

test of sphericity was found to be significant (chi square=3237.30, $p<.01$). All the items had significant loadings exceeding 0.50, ranging from 0.50 to 0.85, and the reliability coefficient was 0.92.

4.3.1.3 Factor Analysis of Service Employee Commitment (SEC)

In this study, 16 items were used to measure SEC. In the initial run of factor analysis on 16 items of SEC, the Bartlett's test of sphericity was found to be significant (chi square=2657.53, $p<.01$) and the KMO measure of sampling adequacy value for the items was far greater than 0.60 (0.88), indicating that the items were interrelated and they shared common factors.

Table 4.5
Results of factor analysis on SEC

Items	F1	F2	F3
I would be very happy to spend the rest of my career with this organization.	.554	.259	.266
I really feel as if this organization's problems are my own.	.538	.148	.216
I do feel a strong sense of "belonging" to my organization.	.759	.119	.106
I do feel like "part of the family" at my organization.	.882	.146	.075
This organization has a great deal of personal meaning for me.	.693	.148	.185
It would be very hard for me to leave my organization right now, even if I wanted to.	.295	.223	.785
Too much of my life would be disrupted if I decided I wanted to leave my organization now.	.124	.212	.536
I feel that I have too few options to consider leaving this organization.	.155	.215	.503
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	.151	.583	.387
I would feel guilty if I left my organization now.	.195	.800	.214
This organization deserves my loyalty.	.164	.589	.236
I would not leave my organization right now because I have a sense of obligation to the people in it.	.236	.720	.221
Eigenvalues	6.15	1.86	1.18
Percentage variance explained	38.42	11.60	7.40
KMO	0.88		
Bartlett's test of sphericity	2657.53**		

Note. N=387. Bold loadings indicate the inclusion of that item in the factor (F1, F2 or F3); * $p<.05$,

** $p<.01$, *** $p<.001$.

However, 4 items, namely OCC4, OCC5, OCA6 and OCN5 achieved a low communality value of less than 0.50. Thus, these items had to be removed. Table 4.5 displays the result of the factor analysis on SEC. The full results from SPSS is presented in Appendix 3.

4.3.1.4 Factor Analysis of Service Oriented OCB

To identify service-oriented organizational citizenship behavior (SO-OCB) among agricultural employees in Malaysia, exploratory principal component factor analysis was performed in order to assess the validity of the SO-OCB. In this study, SO-OCB was measured using 12 SO-OCB items.

The initial results of the analysis of the 12 items revealed that 12 items fall into three dimensions. According to Hair et al. (2006), for acceptable construct validity, it is proposed that each item should have a minimum factor loading of .50 on its hypothesized construct. As a result one item, item OCBSD3 was deleted due to low loading. The full result from SPSS is presented in Appendix 3.

Table 4.6
Results of factor analysis of Service Oriented-Organizational Citizenship Behavior

Items	F1	F2	F3
I tell outsiders this is a good place to work.	.222	.322	.612
I says good things about organization to others.	.144	.290	.946
I encourages friends and family to use firm's products and services.	.220	.576	.307
I actively promotes the firm's products and services.	.281	.702	.218
I follows customer service guidelines with extreme care.	.247	.664	.259
Follows up in a timely manner to customer requests and problems.	.285	.602	.149
Always has a positive attitude at work.	.492	.343	.301
Regardless of circumstances, I exceptionally courteous and respectful to customers.	.503	.350	.272
I encourages co-workers to contribute ideas and suggestions for service improvement.	.732	.269	.180
I makes constructive suggestions for service improvement.	.820	.205	.095
I frequently presents to others creative solutions to customer problems.	.694	.262	.114
Eigenvalues	5.52	1.31	1.0
Percentage variance explained	46.03	10.90	8.05
KMO	0.88		
Bartlett's test of sphericity	2176.62**		

Note. N=387. Bold loadings indicate the inclusion of that item in the factor (F1, F2 or F3); *p<.05,

p<.01, *p<.001.

4.3.2 Reliability Analysis

Reliability refers to the assessment of the degree to which a set of indicators of a construct is internally consistent in the measurements (Hair et al., 2006). The commonly used indicator to examine the reliability for each measure is the Cronbach's alpha coefficient. Hair et al., (2006) suggested that the alpha value of a scale should be above 0.70, while Sekaran (2000) proposed that a minimum reliability level of 0.60 is acceptable. Therefore, this study follows the minimum acceptable level of reliability as suggested by Sekaran (2000). Table 4.7 summarizes the

reliability coefficients of the measures. The SPSS output for the reliability analyses is provided in Appendix 4.

Table 4.7
Reliability coefficients for the variables in the study

Variables	Number of items	Pilot Test Cronbach's alpha	Items Dropped in Real Test	Real Test Cronbach's alpha
OSO	15	0.84	1	0.91
JS	16	0.91	-	0.92
SEC	16	0.83	4	0.87
SO-OCB	12	0.87	1	0.91

Note. N=387 (real test); N=60 (pilot test)

As shown in Table 4.7, the Cronbach's alpha for SO-OCB was 0.91. OSO and JS had Cronbach's alpha values of 0.91 and 0.92 respectively, while SEC, the mediating variable, has a value of 0.87. All the dimensions of confirmation had reliability coefficients of above 0.60, and thus met the minimum accepted reliability level as suggested by Sekaran (2000). In addition, these Cronbach values of the study variables in the current research seemed to be consistent with several previous studies, which were adopted and adapted in the present study

Hence, the internal consistency of the measures used in this study was considered acceptable as the values were above 0.60 (Sekaran, 2000). It also indicated that the factor analysis using principle components with the varimax rotation technique was an appropriate method to assess the validity of all the measurements in this study.

4.4 Descriptive Analysis

The means, standard deviations, and correlations among the study variables were computed in order to understand the variability and interdependence of the subscales derived from the factor analysis.

4.4.1 Means and Standard Deviations of the Study Variables

Table 4.8 provides the means and standard deviations of the study variables. The responses to all the items of the study variables were measured on a 6-point Likert scale (1=extremely disagree to 6= extremely agree). The mean scores of the study variables were utilized to determine the levels of agreement of the variables. Mean scores of less than 3.00 were considered as “low”, mean scores between 3.00 and less than 5.00 were categorized as “moderate”, and mean scores of 5.00 and higher were considered “high”. The SPSS output is provided in Appendix 5.

Table 4.8

Means scores and standard deviations for the study variables

Variables	Mean	Std Deviation (SD)
SO-OCB	4.69	0.66
SEC	4.31	0.72
OSO	4.40	0.68
JS	4.50	0.75

4.4.2 Correlation Analysis

Correlation analysis was conducted to explain the relationship among the variables in the study. In this study, the Pearson correlation coefficient (r) was used to examine the correlations and directions among the study variables (Organizational Service Orientation, Job Satisfaction, Service Employee Commitment and Service Oriented Organizational Citizenship Behavior). Basically, there was no definitive criterion for the level of correlation that constitutes a serious multicollinearity problem (Tsui, Ashford, Clair & Xin, 1995).

However, Aczel (1999) pointed out that a correlation of 0.30 indicates a relatively weak positive relationship, while 0.90 indicates a relatively strong positive relationship between two variables. Meanwhile, correlations exceeding 0.80 are considered high, indicating the existence of multicollinearity (Cooper & Schindler, 2001). Table 4.9 provides the intercorrelations of the study variables, and the SPSS output is given in Appendix 6.

As can be seen in Table 4.9, the pattern of the correlation coefficient table shows that the SO-OCB correlation had positive significance. The inter-correlation of organizational service orientation (OSO), job satisfaction (JS), service employee commitment (SEC) indicated that there was a significant positive relationship with and service oriented organizational citizenship behaviour (SO-OCB), ranging from $r=0.65$ ($p<0.05$) to $r=0.77$ ($p<.01$).

In general, the correlation coefficients among the variables displayed both positive and significant relationships between the studies variables, although the strength of the correlations was mostly moderate, which indicated a moderate level of inter-correlation. However, with large samples ($N=100+$), the small correlation coefficients can reach statistical significance (Pallant, 2005).

Table 4.9

Pearson correlations matrix for the variables of the study

Variables	1	2	3	4
1	1			
2	.769**	1		
3	.708**	.671**	1	
4	.661**	.669**	.653**	1

Note. N=387. P* < .05, p** < .01, 1=OSO, 2=JS, 3=OC, 4=SO-OCB

4.5 Hypothesis Testing

Hierarchical multiple regression was used to examine the relationship between the independent and the dependent variables. Coakes, Steed, and Dzidic (2006) proposed that the sample size must be 20 times larger than the number of independent variables, in order to employ hierarchical multiple regression analysis. The sample size of this study was 387, which exceeded the minimum number suggested by Coakes et al. (2006). The assumptions underpinning the multiple regression analysis that was conducted in this study can be referred to in Chapter 3. The full SPSS output is provided in Appendix 7.

4.5.1 Relationship between Organizational Service Orientation (OSO), Job Satisfaction (JS) and Service-Oriented Organizational Citizenship Behaviour (SO-OCB)

As can be seen in Table 4.10, the extent of the variance of service-oriented OCB is explained by OSO and JS of 50% ($R^2=.50$, $p<.01$) as indicated by the F value ($F_{change}=192.21$, $p<.01$). This result suggests that, in the context of agricultural services, the higher OSO and JS among agricultural service employees, the higher their SO-OCB. It was also observed that the respondents' JS ($\beta=.39$, $p<.01$) is found

to be slightly higher than OSO ($\beta=.36, p<.01$) in influencing employees to exhibit SO-OCB. Therefore, it can be concluded that Hypothesis 1 and Hypothesis 2 are supported.

Table 4.10

The regression analysis results for the relationship between OSO, JS and SO-OCB

Independent variables	Dependent variable
	SO-OCB (beta)
OSO	0.36**
JS	0.39**
R^2	0.500
Adjusted R^2	0.498
F change	192.211**

Note: Significance levels * $p<.05$, ** $p<.01$.

4.5.2 Relationship between Organizational Service Orientation (OSO), Job Satisfaction (JS) and Service Employee Commitment (SEC)

Table 4.11 shows that the extent of the variance of SEC is explained by JS and OS of 54% ($R^2=.54, p<.01$) as indicated by the F value ($F\ change=225.86, p<.01$). Besides, the results also suggested that the respondents' OSO ($\beta=.47, p<.01$) is found to be higher than JS ($\beta=.31, p<.01$) in influencing employees to exhibit SO-OCB. Therefore, it can be concluded that Hypothesis 3 and Hypothesis 4 are supported.

Table 4.11

The regression analysis results for the relationship between OSO, JS and SEC

Independent variables	Dependent variable
	SEC (beta)
OSO	0.47**
JS	0.31**
R^2	0.541
Adjusted R^2	0.538
F change	225.86**

Note: Significance levels * $p<.05$, ** $p<.01$.

4.5.3 Relationship between Service Employee Commitment (SEC) and Service Oriented Organizational Citizenship Behaviour (SO-OCB)

The regression results tabulated Table 4.12 indicates that the extent of the variance of service-oriented OCB is explained by SEC of 43% ($R^2=.43$, $p<.01$) as indicated by the F value ($F\ change=285.93$, $p<.01$). The results also suggested that the respondents' SEC ($\beta=.65$, $p<.01$) is found significant in influencing SO-OCB. Therefore, it can be concluded that Hypothesis 5 is significant and supported.

Table 4.12
The regression analysis results for the relationship between SEC and SO-OCB

Independent variables	Dependent variable
	SO-OCB (beta)
SEC	0.65**
R^2	0.426
<i>Adjusted R²</i>	0.425
<i>F change</i>	285.93**

Note: Significance levels * $p<.05$, ** $p<.01$.

4.6 Tests for Mediation

Baron and Kenny (1986) stated that a mediating relationship affects the strength of the predictor–criterion association. To examine the mediating role of service employee commitment on the relationship between the independent variables (organization service orientation and employee job satisfaction) and the dependent variable (service oriented – organization citizenship behavior), the four-step procedure (refer to Figure X) suggested by Baron and Kenny (1986) was employed.

The procedures are: (1) the independent variables (X) should be significantly related to the dependent variable (Y), *path c*, (2) the independent variables (X) should

be significantly associated with the mediating variable (M), *path a*, (3) the mediator (M) should be significantly related to the dependent variables (Y), *path b*, and (4) to establish whether the mediator (M) completely mediates the independent (X)–dependent (Y) relationship, the effect of the independent variables on the dependent variable controlling for the mediating variable should be zero (full mediation) or become significantly smaller (partial mediation). The effects in both step 3 and step 4 are estimated in the same regression equation.

The results from the multiple regression analyses that were conducted in the previous sections complied with Baron and Kenny’s (1986) procedures. The results indicated that organizational service orientation (OSO), employee job satisfaction (JS) and service employee commitment (SEC) were fit for the mediating test.

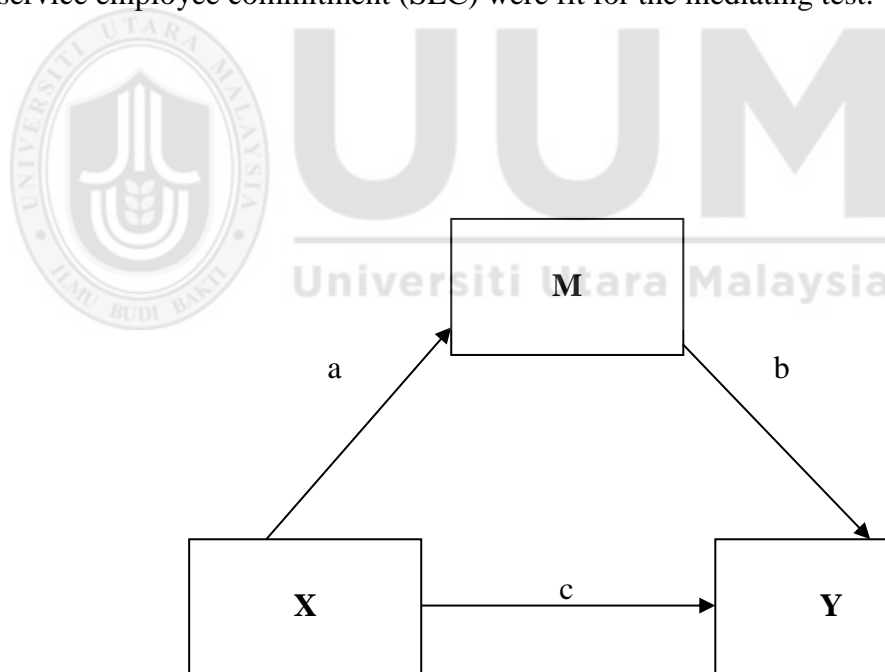


Figure 4.1
The mediation model
Source: Baron and Kenny (1986)

4.6.1 The Mediation Effect of Service Employee Commitment on the Relationship between Organizational Service Orientation, Job Satisfaction and Service-Oriented Organizational Citizenship Behaviour

Hypothesis 6 to Hypothesis 7 speculated that Service Employee Commitment (SEC) mediates the relationship between organizational service orientation (OSO), employee job satisfaction (JS) and service-oriented organizational citizenship behaviour (SO-OCB). A hierarchical regression analysis was performed to investigate the mediation effect of Service Employee Commitment (SEC) on the relationship between the IV's and the DV of this study. The result of the hierarchical regression analysis is displayed in Table 4.13 shows that JS and OSO were able to meet the conditions for mediation effects. The full SPSS output is presented in Appendix 8.

From Table 4.13, it is observed that the effect of JS ($\beta=.30, p<.01$) and OSO ($\beta=.22, p<.05$) on SO-OCB was significant with and without the presence of the mediator (SEC). However, the beta value decreased in the presence of SEC, thereby implying partial mediation. Therefore, Hypotheses 6 and Hypothesis 7 were supported.

Table 4.13
Multiple regression: SEC mediating OSO, JS and SO-OCB.

Independent variables	Dependent variable		Result
	SO-OCB (beta)		
	Model 1 (without mediator)	Model 2 (with mediator)	
Step 1: Independent variables			
OSO	0.36**	0.22**	Partial mediation
JS	0.39**	0.30**	Partial mediation
Step 2: Mediating variable			
SEC		0.29**	
F change	192.211**	149.791**	

Note: Significance levels * $p<.05$, ** $p<.01$.

4.7 Summary of the Findings

Table 4.14 summarizes the hypothesis testing between the independent variables (Organizational Service Orientation and Job Satisfaction), dependent variable (Service-Oriented Organizational Citizenship Behavior) and mediating variables (Service Employee Commitment).

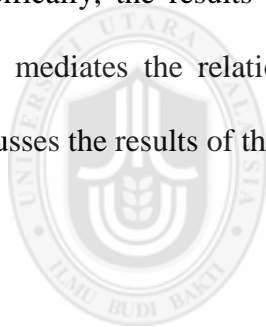
Table 4.14
Summary of the hypotheses

Hypotheses	Statements	Results
Hypothesis 1:	There is a significant positive relationship between organizational service orientation and service-oriented organizational citizenship behavior.	Supported
Hypothesis 2:	There is a significant positive relationship between employee job satisfaction and service-oriented organizational citizenship behavior.	Supported
Hypothesis 3:	There is a significant positive relationship between organizational service orientation and service employee commitment.	Supported
Hypothesis 4:	There is a significant positive relationship between job satisfaction and service employee commitment.	Supported
Hypothesis 5:	There is a significant positive relationship between service employee commitment and service-oriented organizational citizenship behavior.	Supported
Hypothesis 6:	There is a mediating effect of service commitment on the relationship between organizational service orientation and service oriented organizational citizenship behavior.	Supported
Hypothesis 7:	There is a mediating effect of service commitment on the relationship between employee job satisfaction and service oriented organizational citizenship behaviour.	Supported

4.8 Chapter Summary

This chapter has focused on the results derived from various statistical analyses, namely descriptive analysis, factor analysis, and hierarchical regression analysis. The data were generated from 387 useable questionnaires that fulfilled the criteria for factor analysis. The Cronbach's alpha for all the variables of the study were found to be higher than 0.60, indicating that all the studied variables (organizational service orientation, job satisfaction, service-oriented organizational citizenship behavior, service employee commitment) are acceptable.

In this study, all the hypothesized relationships are highly significant. Specifically, the results of the hierarchical regression analysis also confirmed that SEC mediates the relationship between OSO, JS and SO-OCB. The next chapter discusses the results of the data analysis.



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CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.0 Chapter Introduction

This chapter reviews and discusses the findings of the data analysis. First, the objective and research questions of the study are recapitulated. Next, the discussions of the findings are highlighted together with justifications for the significant results. In addition, the theoretical and practical implications based on these findings are presented. Finally, the researcher gives some comments on the limitations of the study, followed by suggestions for future research, before presenting the conclusions of the research.

5.1 Recapitulation of the Study Findings

The main objective of this research is to examine the effect of organizational service orientation (OSO), employees' job satisfaction (JS) and service employee commitment (SEC) towards service oriented organizational citizenship behaviour (SO-OCB) of agricultural service employees in Kedah and Perlis.

Six research questions were put forward to examine the empirical evidence based on the Social Exchange Theory (SET) that underpinned the conceptual framework as the main objective of this study. The research objectives are as follows:

1. Does organizational service orientation (OSO) has a relationship with service-oriented organizational citizenship behaviour (SO-OCB)?

2. Does employees' job satisfaction (JS) has a relationship with service-oriented organizational citizenship behaviour (SO-OCB)?
3. Does organizational service orientation (OSO) has a relationship with service employee commitment (SEC)?
4. Does employees' job satisfaction (JS) has a relationship with service employee commitment (SEC)?
5. Does service employee commitment (SEC) has a relationship with service-oriented organizational citizenship behaviour (SO-OCB)?
6. Does service employee commitment (SEC) mediates the relationship between organizational service orientation (OSO), employees' job satisfaction (JS) and service-oriented organizational citizenship behaviour (SO-OCB)?

This research was cross-sectional in nature. A survey using a structured questionnaire was employed to examine Service Oriented Organizational Citizenship Behaviour among agricultural service employees. A total of 450 questionnaires were distributed to respondents in three departments related to agricultural services in Kedah and Perlis. A total of 436 questionnaires (88.76%) were returned to the researcher and were used for further analysis. However, 11.24% of the returned questionnaires were discarded due to incomplete responses or having missing values. Hence, the findings reported in this study were based on 387 responses.

In this study, Organizational Service Orientation and Job Satisfaction were considered as independent variables, while Service Oriented Organizational Citizenship Behaviour was treated as a dependent variable. In addition, Service Employees' Commitment in this study served as a mediating variable. Factor analysis

with maximum likelihood components using varimax rotation was employed to identify the dimensionality of the research variables: Organizational Service Orientation, Employees' Job Satisfaction, Service Employee Commitment and Service Oriented Organizational Citizenship Behaviour, while internal consistency of each variables was examined based on Cronbach's Alpha values.

Regression analysis was used to test the hypotheses of the study. The analysis was employed for testing the first to seventh hypotheses, which predict that there are significant relationship between the IV's, mediator and the DV. The results of the data analysis indicated that both IVs: Organizational Service Orientation (OSO) and Employees Job Satisfaction (JS) have significant relationship with Service Oriented Organizational Citizenship Behaviour (SO-OCB). Similarly, Organizational Service Orientation (OSO) and Employees Job Satisfaction (JS) were also found to have a significant relationship with Service Employee Commitment (SEC). In addition, Service Employee Commitment (SEC) was found to be significantly related to Service Oriented Organizational Citizenship Behaviour (SO-OCB). Furthermore, it was also indicated from the results that Service Employee Commitment (SEC) has a mediating effect on the relationship between Organizational Service Orientation (OSO) and Service Oriented Organizational Citizenship Behaviour (SO-OCB). The same result was also observed on the mediating effect of Service Employee Commitment (SEC) on the relationship between Employees Job Satisfaction (JS) and Service Oriented Organizational Citizenship Behaviour (SO-OCB). Hence, all hypotheses of this study are supported.

5.2 Discussion

This section addresses the main findings of this study. The discussion is based on the seven research objectives that has been highlighted in the earlier section.

5.2.1 Relationship between Organizational Service Orientation (OSO) and Service Oriented Organizational Citizenship Behaviour (SO-OCB)

In examining the influence of Organizational Service Orientation (OSO) on Service Oriented Organizational Citizenship Behaviour (SO-OCB), it was found that Organizational Service Orientation (OSO) significantly influenced Service Oriented Organizational Citizenship Behaviour. This finding is consistent with the findings of Gonzalez and Garazo (2006) and Mohd. Nasurdin, Ahmad and Tan (2016). In their findings, Gonzalez and Garazo (2006) found that the organizational service orientation (OSO) has a positive significant influence on organizational citizenship behavior. This entails that service employees with high organizational service orientation (OSO) will exhibit high service oriented organizational citizenship behaviour (SO-OCB). In addition, the result of this study is also in line with the findings of a study conducted by Shelkhy et. al., (2015). The authors found that human resource training and service encounter practices, which is part of organizational service orientation (OSO), have a positive impact on service oriented organizational citizenship behaviour (SO-OCB). Furthermore, based on the age of the respondents of this research, the majority of the respondents have served the organisation for more than 4 years. At this level of service experiences, these service employees had a well understanding of the organisation policies, service procedures as well as expectations. Hence, in the context of this study, it is highly noted that

these employees are more than willing to improve their service delivery and still be loyal to the organization.

In relation to the Social Exchange Theory (SET), this finding suggests that when service employees perceived their organization as a good organization that practices service orientation, the employees will reciprocate it in the form of service oriented organizational citizenship behaviour (SO-OCB). Therefore, the results of this study suggest that organizational service orientation (OSO) is a significant contributor to the employees' service oriented organizational citizenship behaviour (SO-OCB) in the context of agricultural service.

5.2.2 Relationship between Employees' Job Satisfaction (JS) and Service Oriented Organizational Citizenship Behaviour (SO-OCB)

Another objective of this study is to determine the relationship between employees' job satisfaction (JS) and service oriented organizational citizenship behaviour (SO-OCB). In this study, it was found that there is a positive relationship between employees' job satisfaction (JS) and service oriented organizational citizenship behaviour (SO-OCB). This finding is consistent with the findings of Osman et al., (2015); Kamel et. al., (2015); Sesen and Basim (2014); Maharani et al., (2013); and Nadiri and Tanova, (2010). This indicates that service employees with a high level of job satisfaction (JS) will exhibit a higher service oriented organizational citizenship behaviour (SO-OCB).

Kamel et al., (2015) conducted a study in a company involved in the distribution of gas and electricity in Algeria. They found that job satisfaction is considered as specific determinants of organizational citizenship behaviour. Mehboob

et al., (2012) conducted a study among administrative employees of five selected organization to test the relationship between JS and OCB and found there is a relationship between JS and OCB. Boulanger (2013) examined the relationship between JS and OCB among executives in Egypt and found that JS has a significant and positive relationship with OCB. Prasetio et al., (2017) conducted a survey among employees of a state owned banks in Indonesia found similar results to this study. They concluded that when satisfaction is high, then OCB is increased. Similarly, the results of this study suggest that employees' job satisfaction is a significant contributor to the employees' service oriented organizational citizenship behavior (SO-OCB).

An implication of this finding is that when employees enjoys their work and their opinions are being heard or taken into consideration, then they will reciprocate to the organization that treat them well in the form of excellent service delivery, loyalty and effective participation. Another possible explanation for the significant relationship between job satisfaction and employees' Service Oriented Organizational Citizenship Behaviour is related to the distinctive nature of their work itself. The service employees' job provides an opportunity for them to work closely with customers and at the same time they are able to use their product knowledge skill in meeting the agricultural based organizations objectives. Such opportunities provide challenges as well as made these employees feel satisfied and respected. Hence, this makes the service employees would want to perform their extra role expectations.

5.2.3 Relationship between Organizational Service Orientation (OSO) and Service Employees' Commitment (SEC)

The third research question in this study is related to the relationship between organizational service orientation (OSO) and service employees' commitment (SEC). This study found that organizational service orientation (OSO) was significantly related to service employees' commitment (SEC). Thus, this result implies that service employees' at agricultural based organizations in Kedah and Perlis, viewed their organizations as organizations that are truly customer based and set customers as their priority.

Hence, the higher their perception of Organizational Service Orientation, the more likely they would want to engage in Service Employee Commitment that benefited not just organizations but also co-workers as well as customers. Furthermore, the result of this study also supports earlier research by Lytle and Timmerman (2006) and Ifie (2014). A possible explanation for this relationship is that the majority of employees understand very well the job requirements and being involved with the customer for many years, which makes them able to appreciate the customer. Consequently, this lead to higher service employee commitment, which entails that the employees feels proud to work for the organization and would like to stay and remain loyal with the organization.

5.2.4 Relationship between Employees' Job Satisfaction (JS) and Service Employee Commitment (SEC)

In examining the impact of employees' job satisfaction (JS) on service employee commitment (SEC), findings revealed that job satisfaction that focuses on employees' overall affective evaluation of the intrinsic and extrinsic facets of their job was significantly related to Service Employee Commitment. This finding indicates that employees who are highly satisfied and happy with their present job, feel the level of responsibility given as acceptable, and have a clear understanding of their job responsibilities would be more likely to engage in Service Commitment.

This is because, in the context of Social Exchange Theory (SET), when employees' feel happy with their organization, they will respond back in the form of positive behaviour, i.e. willingness to go the extra miles. Besides, the finding also concurred with earlier studies (Srivastava, 2013; Valaei & Rezaei, 2016), all of whom suggested that employees' job satisfaction lead to higher employees' commitment.

5.2.5 Relationship between service employees' commitment and service oriented organizational citizenship behaviour.

With respect to the fifth research objectives, which is to determine the relationship between service employees' commitment and service oriented organizational citizenship behaviour, it was found that service employee commitment is a significant contributor to the service oriented organizational citizenship behaviour. The result of this study is in agreement with those obtained by Zeinabadi and Salehi, (2011). Their study was conducted in Tehran, involving principals and teachers in public primary

schools. They concluded that teachers who are satisfied to their job tend to be more committed to the school and subsequently will actively engage in citizenship behaviour. This finding suggests that employees with a strong sense of belonging and feel emotionally attached to their organization will feel appreciated and willing to contribute to the excellence of the organization service delivery. Other plausible reasons for this positive relationship, employees that are emotionally and psychologically attached to their organization would want to remain in the organization and participate actively in improving the service delivery process.

5.2.6 Mediating effect of Service Employee Commitment (SEC) on the relationship between Organizational Service Orientation (OSO), Employees' Job Satisfaction (JS) and Service Oriented Organizational Citizenship Behaviour (SO-OCB)

The current study found that service employee commitment (SEC) significantly mediates the relationship between organizational service orientation (OSO) and employee job satisfaction (JS) on service oriented organizational citizenship behaviour (SO-OCB). The finding of the current study is consistent with the finding by Prasetio et al., (2017). They conducted a survey among employees of a state owned banks in Indonesia and found that employees' job commitment mediated the relationship of job satisfaction and OCB.

Hence, organizations that want their employee having high Service Oriented OCB should focus on policies related to the raise of job satisfaction (JS) as well as employee job commitment. More satisfied and more committed employees tend to exhibit higher service oriented organizational citizenship behaviour (SO-OCB).

Management also needs to produce an atmosphere that enables employees to feel satisfied with the job and committed to the organization.

In addition, the finding of this study is also consistent with the findings of Nwibere (2014), which examined the interactive relationship between job involvement, job satisfaction, organizational citizenship behaviour and organizational commitment among employees of Nigerian universities. His findings revealed that job satisfaction has a positive and significant relationship with organizational commitment and OCB. He suggested that, this result may be explained by the fact that as an employee develops a favourable attitude towards the job, such an employee is also likely to react favourably to other aspects of the job such as job satisfaction, organizational commitment and OCB. Thus, it can thus be suggested that the findings of this study imply that employees who are involved in their job are more likely to be satisfied and become more committed to their job as well as will exhibit OCB. If a company is interested in establishing particular kinds of citizenship behaviour, it should try to increase employees' job satisfaction (Sheikhy et al., 2015)

In a study by Gonzalez and Garazo (2006) they found that organizational service orientation affects organizational service orientation (OSO). They conducted a study in the hospitality industry in Spain with hotel employees as their respondents. They found out that organizational service orientation (OSO) dimension effects employee job satisfaction which in turn affects OCB. In this relation, based on the finding of this study, management need to enhance matters such as freedom to take decisions during service encounters, increasing service training, and rewarding for good services to employees to increase this construct. These organizational practices will then create a favourable attitude in the employee, making them more satisfied and, in turn, promote OCB (Shim & Faerman, 2015)

5.3 Implications of the Study

Based on the discussion of the findings above, several implications can be considered. These implications will be discussed from two perspectives which are the managerial and theoretical implications.

5.3.1 Managerial Implications

The findings of this study are useful and meaningful to top management of a service organization, particularly in the agricultural sector. The findings of this study provide strong evidence that could help top management to gain a better understanding of factors influencing service employees organizational citizenship behaviour.

The results of this study indicate that organizational service orientation (OSO), job satisfaction (JS) and service employee commitment (SEC) are important factors in determining service oriented organizational citizenship behaviour (SO-OCB). In order to promote employees extra-role behaviour, i.e. SO-OCB, the organization management has to create a service orientation culture within the organization. Hence, managers need to provide avenues for the agricultural service employees to deliver quality service to customers such as training on customer services, handling complaints as well as fulfilling customers lead time and providing quality services. In addition, customer policies and procedures related to agricultural practices and service procedures should be clearly communicated to employees' especially service employees. In other words, employees must understand what they should do to deliver excellent services, then only they will be working extra miles to the organization

Managers need to provide continuous support as well as encouragement to enhance employees' job satisfaction as well as commitment. Managerial support and

work facilitation have indirect influence on customer satisfaction by improving employee commitment. Satisfied and highly committed employees will in turn provide excellent services. Therefore, organizations should seek ways to improve the commitment of their employees. At the stage of recruitment, providing realistic job previews that include both positive and negative aspects of the job may increase organizational commitment and job satisfaction because this helps the employee to determine whether the job meets their expectations.

Employees who are informed about the pros and cons of a job option become more aware of the choice they are about to make. In addition, employees that continue in the selection process and accept the job can prepare themselves for the problems and find ways to cope with them. Organizational commitment among new comers tends to be high when they receive positive support after entry from the experienced organizational members. The consequences are that happy employees will lead to higher job commitment which will later lead to their willingness to put extra effort in their service delivery in order to satisfy customers. In addition, satisfied and committed employees will also help organization to create and deliver customers' value effectively, which will in turn increase organization performance.

In addition, organizations should also have a balance work-life policies. These include the flexible work scheduling, leaves, etc. so it shows that employees have access to the friendly work-life policies which increases their organizational commitment. Obviously, when organizations are providing the flexibility to employees they will feel more comfortable and relaxed at work which amplify the motivation level that will ultimately magnify their organizational commitment and the quality of services given also intensifies. Employee decision to stay with the organization is only possible when there is commitment. So the results are in favor of

the generated hypothesis which shows that there is the significant positive relationship between the employee commitment and service oriented organizational citizenship behaviour.

Similarly, organizations can provide training opportunities to their employees. Training provides service employees with the opportunity to enhance their skills which are advantageous for their career advancement. Consequently, when these employees perceived that they receive high levels of training that make them more knowledgeable and confident, they are more likely to feel satisfied, which in turn, will lead to increased SO-OCBs. On a similar note, service employees who judged themselves as recipients of satisfactory training are likely to reciprocate their employer's good treatment by delivering high quality services and dealing effectively with customers' requests and complaints. This will motivate them to engage in SO-OCBs.

The perceptions of service employees regarding their organization's training practices can affect their SO-OCBs. Therefore, organizations that provide adequate and continuous training to their employees, they would be more willing to assist customers by going above and beyond their call of duty. Hence, organizations should continue to enforce some basic and structured training on their service employees, especially the new recruits on appropriate ways of serving customers. In addition, existing employees should be made to attend some minimum hours of training per year to refresh their skills.

Another suggestion is that the management of an organization may rearrange the jobs of their employees so that the employees may find the chance to carry out diverse tasks that enable them to use technical and interpersonal skills as well as to upgrade their knowledge base. Job enlargement and job enrichment may be used as

techniques to restructure jobs. In this sense job enlargement, which means extending one's responsibility by allowing them to carry out additional and varied tasks, may be a way of improving their attitudes. To enlarge the jobs, management may give short, small assignments that stretch employees' abilities or require learning something new. Besides temporarily assigning employees to other projects may offer them to learn new skills and apply their current skills differently.

On the other hand, creating a certain degree of job autonomy is important to maintain creativity and ability of employees to effectively react to work changes and adapt techniques to perform their job better. When jobs are designed to provide autonomy, employees develop higher confidence in their capabilities to carry out a wider range of tasks and responsibilities effectively. With increased autonomy, employees tend to set challenging goals and strive to achieve them. Therefore, job enrichment by allowing employees to have a say in scheduling the work and how to do that job may motivate these employees. Moreover, creating feedback channels to service employees will also provide awareness of the effectiveness of their jobs and this may help them to evaluate their performance and revise the techniques that they used while carrying out their job.

In addition, management should also notice that when employees are satisfied, they tend to show OCBs, as shown from the result of this study. Hence, management may adopt procedures to improve job satisfaction. In order to motivate people and increase their satisfaction from their jobs, management should encourage employees to share their ideas, allow them to develop different approaches to everyday tasks, provide self development opportunities by trainings, offer supervision in terms of career development, and recognize achievements and praise them.

5.3.2 Theoretical Implications

Theoretically, this research adds significant empirical evidence to the existing body of knowledge in the field of service marketing and relationship marketing in the following ways. Firstly, the proposed model offers a greater understanding of how OSO, EJS and SEC can be used to enhance agricultural related service oriented organizational citizenship behaviour. Although the relationship between OSO, EJS, SEC and SO-OCB have been well researched before, but each variable has been applied independently.

However, in this study, these variables are integrated in a single model and being applied to the agricultural service sector. In this sector, employees need to provide services conducive to the farmers' time, regardless whether it is outside office working hours. In this sense, employees SO-OCB is well needed. Therefore, all the studied variables are critical in ensuring the competitive advantage of the organization that the employees are working with.

Secondly, this study provides additional empirical and theoretical support on the importance of OSO in influencing service employees' citizen behaviour. According to the Social Exchange Theory, human relationships are formed by the use of a subjective cost-benefit analysis. This means that when employees are satisfied with the management, they will give back in the form of positive behaviour. Hence, this study extend and validate the Social Exchange Theory through the inclusion of organizational service orientation (OSO) and service oriented organizational citizenship behaviour (SO-OCB) in the context of service agricultural sector. The study also contributes to the academic research that it enhances the service literature

by providing meaningful insights into the factors that seem to affect service oriented organizational citizenship behaviour.

5.4 Limitations and Suggestions for Future Research

This research has several limitations. Firstly, this study only examine SO-OCB among agricultural service employees who are mostly involved in rice, fruits and vegetables sector that face different challenges as compared to agricultural service employees who are involved with the fishery or animal husbandry sector. Hence, in the future, studies related to SO-OCB should consider to include other agricultural sectors besides rice, fruits and vegetables sectors so that more conclusive results can be met.

Secondly, this study only examines two factors that influence SO-OCB, which are OSO and EJS. However, there are many other factors they may influence individual SO-OCB. Therefore, future research may wish to explore the effect of other factors such as service climate, service recovery actions, organisation support services, work ethics as well as product knowledge. The present research is quantitative in nature. Future research may apply a combination of quantitative and qualitative approach so that a meaningful insight can be obtained further from the targeted respondents.

5.5 Conclusion

This study focused on examining the factors influencing service employees' OCB within agricultural based organizations. The findings of this study confirmed the stated research objectives. All hypotheses were supported, indicating that organizational service orientation, employee job satisfaction and service employee commitment are crucial in ensuring employees organizational citizenship behaviour. Hence, service organisations that wanted to promote SO-OCB among employees should concentrate on improving employees work environment that promotes employees' job commitment, satisfaction as well as creating environments that are service oriented.



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APPENDIX 1

The Questionnaire



Tuan/Puan yang dihormati,

Saya adalah Pensyarah Kanan di Pusat Pengajian Pengurusan Perniagaan, Universiti Utara Malaysia. Saya sedang menjalankan kajian penyelidikan bertajuk **“Faktor yang mempengaruhi tingkahlaku kewarganegaraan organisasi (Organizational Citizenship Behaviour (OCB)) dikalangan kakitangan di barisan hadapan”**

(Maksud Tingkahlaku Kewarganegaraan Organisasi:

lanya adalah tingkahlaku sukarela yang bukan termasuk dalam tanggungjawab formal seseorang pekerja. Tingkahlaku ini boleh menjadikan fungsi-fungsi di dalam organisasi lebih efektif.)

Tuan/puan telah dikenal pasti mempunyai ciri-ciri yang diperlukan untuk mengambil bahagian dalam kajian penyelidikan ini. Saya amat menghargai sumbangan dan kerjasama Tuan/Puan untuk melengkapkan borang soal selidik ini. Jawapan Tuan/Puan adalah sangat penting untuk memastikan ketepatan kajian penyelidikan.

Saya akan memastikan semua maklumat yang diperolehi ini adalah sulit dan digunakan untuk tujuan penyelidikan sahaja.

Jika Tuan/Puan mempunyai sebarang pertanyaan mengenai kajian ini, saya boleh dihubungi di **019-4631741**. Ringkasan laporan akan disediakan kepada para peserta atas permintaan.

Terima kasih kerana bantuan dan kerjasama Tuan/Puan.

Salam ikhlas,

Mohamad Zainol Abidin Bin Adam
No. Pekerja : 2144
Pusat Pengajian Pengurusan Perniagaan
Universiti Utara Malaysia
Sintok
04-9287473 atau 019-4631741



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Bahagian A: Maklumat Diri Anda

Soalan 1 hingga 11 adalah berkenaan dengan maklumat diri anda. Sila tandakan (/) pada kotak yang bersesuaian atau nyatakan maklumat anda pada ruang yang berkaitan.

1. Jantina:

Laki-laki Perempuan

2. Umur: Sila Nyatakan:

(_____ tahun)

3. Taraf Perkahwinan

Belum kahwin
 Berkahwin
 Bercerai
 Lain-lain (Nyatakan _____)

4. Kumpulan Etnik

Melayu
 Cina
 India
 Lain-lain (Nyatakan _____)

5. Agama:

Islam
 Kristian
 Buddha
 Hindu
 Lain-lain (Nyatakan _____)

6. Tahap Pendidikan Tertinggi

SPM
 STPM
 Sijil
 Diploma
 Ijazah Pertama
 Sarjana
 PHD
 Lain-Lain(Nyatakan _____)

7. Tempoh Perkhidmatan

(Berapa Tahun telah berkhidmat)

Sila Nyatakan : _____ tahun)

8. Jawatan Hakiki Sekarang

(Sila Nyatakan)(_____)

9. Gred Jawatan Hakiki Sekarang

(Contoh: N19, N44, G29, G41 dan Lain-lain)

(Nyatakan: _____)

10. Taraf Jawatan

- Tetap
- Kontrak
- Sementara/Sambilan
- Lain2

(Nyatakan _____)

11. Pendapatan Kasar Sebulan (dari Penggajian)

RM _____/Sebulan

Bahagian B:

Kenyataan di bawah adalah merujuk kepada pandangan anda mengenai organisasi dan pekerjaan yang anda lakukan sekarang. Sila bulatkan skala yang bersesuaian dengan kenyataan tersebut mengikut skala di bawah

(Organisasi : Contoh MADA, JABATAN PERTANIAN, LPP dan Lain-lain)

1	2	3	4	5	6
Amat Tidak Bersetuju	Sangat tidak Bersetuju	Tidak Bersetuju	Setuju	Sangat Bersetuju	Amat Bersetuju
<i>Extremely Disagree</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>	<i>Extremely Agree</i>

Kenyataan		Skala					
1	Saya memberitahu pihak-pihak luar bahawa organisasi saya ini adalah organisasi yang baik untuk bekerja	1	2	3	4	5	6

2	Saya berkata perkara-perkara yang baik tentang organisasi saya kepada orang lain	1	2	3	4	5	6
3	Saya menggalakkan orang yang saya kenali (iaitu rakan-rakan, keluarga dan sebagainya) untuk mendapatkan apa-apa perkhidmatan dari organisasi saya.	1	2	3	4	5	6
4	Saya selalu mempromosikan perkhidmatan yang ditawarkan oleh organisasi saya kepada orang lain	1	2	3	4	5	6
5	Saya mengikuti tatacara pemberian perkhidmatan kepada pelanggan (petani) dengan berhati-hati	1	2	3	4	5	6
6	Saya melakukan tindakan susulan secara berjadual terhadap segala masalah pelanggan (petani)	1	2	3	4	5	6
7	Saya menjalankan tugas-tugas saya dengan melakukan kesalahan yang amat sedikit sahaja	1	2	3	4	5	6
8	Saya sentiasa mempunyai sikap yang positif di tempat kerja saya	1	2	3	4	5	6
9	Tanpa mengira keadaan, saya sentiasa berbudi bahasa apabila berhadapan dengan pelanggan (petani) saya	1	2	3	4	5	6
10	Saya menggalakkan rakan sekerja untuk menyumbang ide-ide untuk penambahbaikan perkhidmatan yang ditawarkan oleh organisasi saya.	1	2	3	4	5	6

11	Saya memberikan cadangan-cadangan yang membina untuk penambahbaikan perkhidmatan yang ada di organisasi saya	1	2	3	4	5	6
12	Saya sering mencadangkan kepada rakan sekerja jalan penyelesaian yang kreatif untuk menyelesaikan masalah yang dihadapi oleh pelanggan (petani)	1	2	3	4	5	6
13	Saya merasa sangat gembira untuk menghabiskan karier saya di organisasi ini	1	2	3	4	5	6
14	Saya benar-benar merasakan seolah-olah masalah organisasi ini adalah masalah saya sendiri	1	2	3	4	5	6
15	Saya berasa semangat "kekitaan" ada di dalam organisasi saya	1	2	3	4	5	6
16	Saya merasa seperti "sebahagian daripada keluarga" di organisasi saya ini	1	2	3	4	5	6
17	Organisasi saya mempunyai banyak makna peribadi kepada saya.	1	2	3	4	5	6
18	Pada masa sekarang, bekerja di organisasi ini adalah suatu keperluan kepada saya.	1	2	3	4	5	6
19	Adalah sangat sukar bagi saya untuk meninggalkan organisasi saya ini sekarang, walaupun sekiranya saya mahu.	1	2	3	4	5	6
20	Terlalu banyak perkara dalam hidup saya akan terganggu sekiranya saya membuat keputusan untuk meninggalkan organisasi saya sekarang	1	2	3	4	5	6

21	Saya berasa bahawa saya mempunyai pilihan-pilihan lain yang sedikit untuk saya pertimbangkan sekiranya saya meninggalkan organisasi saya ini.	1	2	3	4	5	6
22	Kalaulah tidak kerana saya telah begitu lama dengan organisasi ini, saya mungkin mempertimbangkan untuk bekerja di tempat lain	1	2	3	4	5	6
23	Salah satu daripada beberapa kesan negatif sekiranya saya meninggalkan organisasi saya ini ialah saya tiada mempunyai banyak pilihan lain untuk bekerja.	1	2	3	4	5	6
24	Walaupun ianya menguntungkan saya, saya merasa ianya adalah satu tindakan yang tidak betul sekiranya saya meninggalkan organisasi saya ini sekarang	1	2	3	4	5	6
25	Saya akan berasa bersalah jika saya meninggalkan organisasi saya ini sekarang.	1	2	3	4	5	6
26	Organisasi saya ini layak mendapat kesetiaan saya.	1	2	3	4	5	6
27	Saya tidak akan meninggalkan organisasi ini sekarang kerana saya mempunyai rasa tanggungjawab terhadap orang-orang yang berada di dalamnya	1	2	3	4	5	6
28	Saya banyak berhutang budi kepada organisasi ini	1	2	3	4	5	6

29	Di organisasi saya ini, terdapat komitmen sebenar untuk memberi perkhidmatan dan bukan hanya dibibir sahaja (cakap kosong)	1	2	3	4	5	6
30	Semua kakitangan berusaha bersungguh untuk mengurangkan ketidakselesaian dipihak pelanggan (petani)	1	2	3	4	5	6
31	Kami adalah nyata lebih mesra kepada pelanggan kami (petani) jika dibandingkan dengan organisasi lain	1	2	3	4	5	6
32	Semua kakitangan memberikan perkhidmatan melebihi apa yang sepatutnya mereka berikan kepada pelanggan	1	2	3	4	5	6
33	Semua kakitangan memberi perhatian kepada pelanggan (petani) seperti mana mereka mahu mereka diberi perhatian	1	2	3	4	5	6
34	Pihak pengurusan memberi input peribadi dalam mewujudkan perkhidmatan yang berkualiti di organisasi saya ini	1	2	3	4	5	6
35	Pihak pengurusan menyediakan sumber yang diperlukan dalam usaha meningkatkan keupayaan kakitangan supaya memberikan perkhidmatan yang cemerlang	1	2	3	4	5	6
36	Pihak pengurusan menunjukkan bahawa mereka mengambil berat tentang perkhidmatanyang ditawarkan oleh organisasi ini dengan sentiasa memberi pertolongan yang diperlukan	1	2	3	4	5	6
37	Pihak pengurusan kerap meluangkan masa bersama-sama dengan pelanggan (petani)	1	2	3	4	5	6
38	Pihak pengurusan sentiasa menyatakan betapa pentingnya sesuatu perkhidmatan yang diberikan oleh	1	2	3	4	5	6

	organisasi ini						
39	Pada dasarnya, adalah dipercayai bahawa organisasi wujud untuk memenuhi keperluan pelanggan (petani)	1	2	3	4	5	6
40	Semua kakitangan mempunyai kebebasan untuk bertindak ketika memberikan perkhidmatan yang cemerlang kepada pelanggan (petani)	1	2	3	4	5	6
41	Setiap kakitangan diberikan latihan untuk meningkatkan keupayaan diri bagi menyampaikan perkhidmatan yang berkualiti tinggi	1	2	3	4	5	6
42	Organisasi saya memperuntukkan banyak masa dalam aktiviti latihan untuk membantu kakitangan dalam memberikan tahap perkhidmatan yang lebih tinggi apabila menghadapi pelanggan (petani)	1	2	3	4	5	6
43	Kami secara aktif mendengar pandangan pelanggan (petani)	1	2	3	4	5	6
44	Saya seronok dengan kerja saya pada kebanyakan hari.	1	2	3	4	5	6
45	Kerja yang saya lakukan sekarang adalah menarik	1	2	3	4	5	6
46	Kerja yang saya lakukan sekarang adalah mencabar						
47	Saya berpuas hati dengan kerja saya.	1	2	3	4	5	6
48	Saya dihargai apabila saya melakukan kerja dengan baik.	1	2	3	4	5	6
49	Saya mendapat penghargaan penuh untuk kerja-kerja yang saya lakukan.	1	2	3	4	5	6
50	Terdapat banyak kepelbagaian dalam tugas saya.	1	2	3	4	5	6
51	Saya rasa tahap tanggungjawab yang diberikan kepada saya adalah munasabah	1	2	3	4	5	6

52	Saya mempunyai kefahaman yang jelas tentang tanggungjawab pekerjaan saya	1	2	3	4	5	6
53	Kepuasan utama dalam hidup saya datang dari pekerjaan saya.	1	2	3	4	5	6
54	Saya tahu tahap mutu kerja yang diharapkan daripada saya.	1	2	3	4	5	6
55	Saya rasa pendapat saya diambikira dalam organisasi ini.	1	2	3	4	5	6
56	Saya tahu di mana untuk mendapatkan bantuan jika saya mempunyai masalah di tempat kerja.	1	2	3	4	5	6
57	Saya rasa rakan-rakan saya melayani saya dengan hormat.	1	2	3	4	5	6
58	Saya rasa saya melakukan pekerjaan yang berbaloi	1	2	3	4	5	6
59	Saya mempunyai kefahaman yang jelas tentang apa yang diharapkan daripada saya ketika saya menjalankan tugas.	1	2	3	4	5	6

TERIMA KASIH

ATAS MASA YANG ANDA LUANGKAN

APPENDIX 2

PROFILE OF RESPONDENTS

Frequency Table

		Gender			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Male	205	53.0	53.0	53.0
	Female	182	47.0	47.0	100.0
	Total	387	100.0	100.0	

		Age Band			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	21 - 30 years	148	38.2	38.2	38.2
	31 - 40 years	191	49.4	49.4	87.6
	41 - 50 years	31	8.0	8.0	95.6
	more than 51 years	17	4.4	4.4	100.0
	Total	387	100.0	100.0	

		Marital			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Not married	133	34.4	34.4	34.4
	married	249	64.3	64.3	98.7
	divorced	4	1.0	1.0	99.7
	others	1	.3	.3	100.0
	Total	387	100.0	100.0	

Ethnic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	malay	378	97.7	97.7	97.7
	chinese	3	.8	.8	98.4
	indian	4	1.0	1.0	99.5
	others	2	.5	.5	100.0
	Total	387	100.0	100.0	

Religion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	muslim	379	97.9	97.9	97.9
	christian	2	.5	.5	98.4
	buddhist	2	.5	.5	99.0
	hindu	4	1.0	1.0	100.0
	Total	387	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM/STPM	67	17.3	17.3	17.3
	Diploma	217	56.1	56.1	73.4
	Degree	33	8.5	8.5	81.9
	others	70	18.1	18.1	100.0
	Total	387	100.0	100.0	

Service Years Band

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 3 years	57	14.7	14.7	14.7
	4 to 10 years	179	46.3	46.3	61.0
	11 to 17 years	117	30.2	30.2	91.2
	18 to 24 years	16	4.1	4.1	95.3
	25 to 31 years	6	1.6	1.6	96.9
	more than 32 years	12	3.1	3.1	100.0
	Total	387	100.0	100.0	

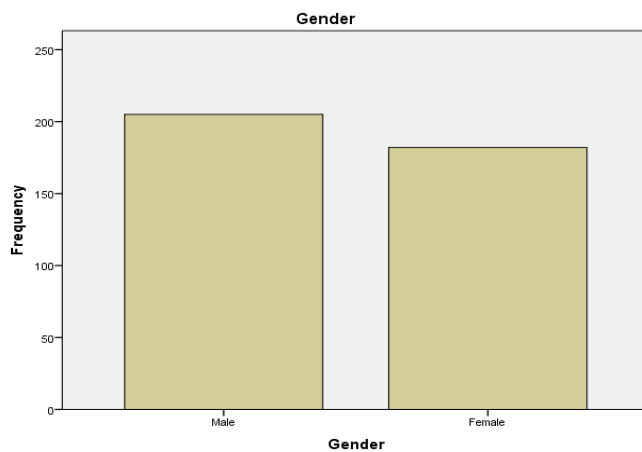
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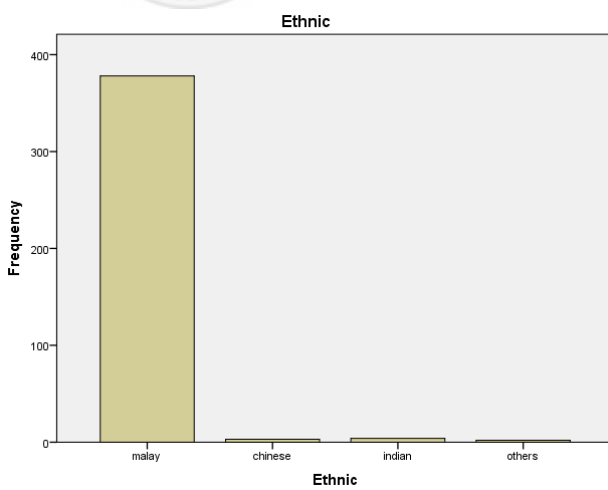
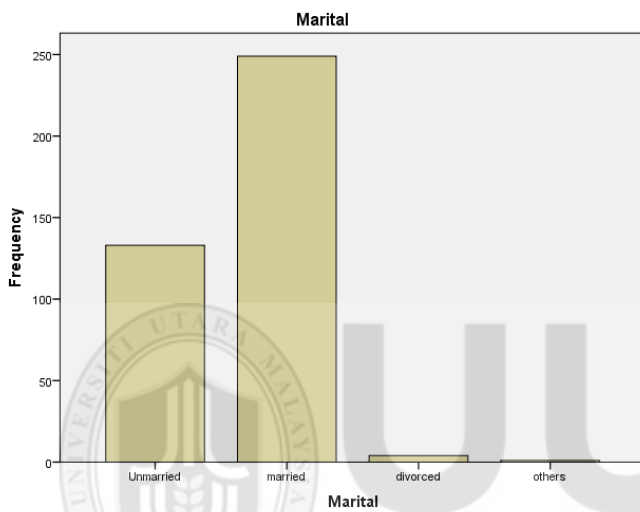
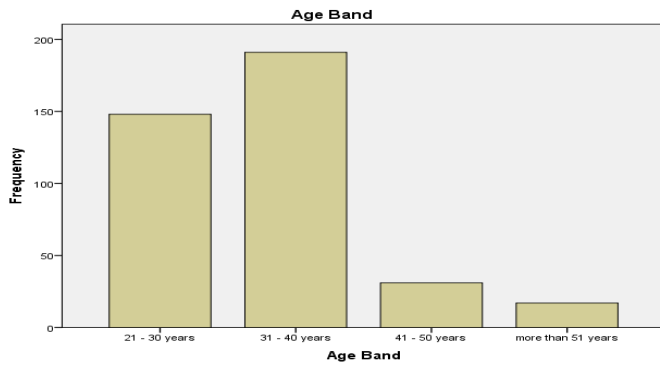
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent staff	320	82.7	82.7	82.7
	Temporary staff	33	8.5	8.5	91.2
	Contract staff	34	8.8	8.8	100.0
	Total	387	100.0	100.0	

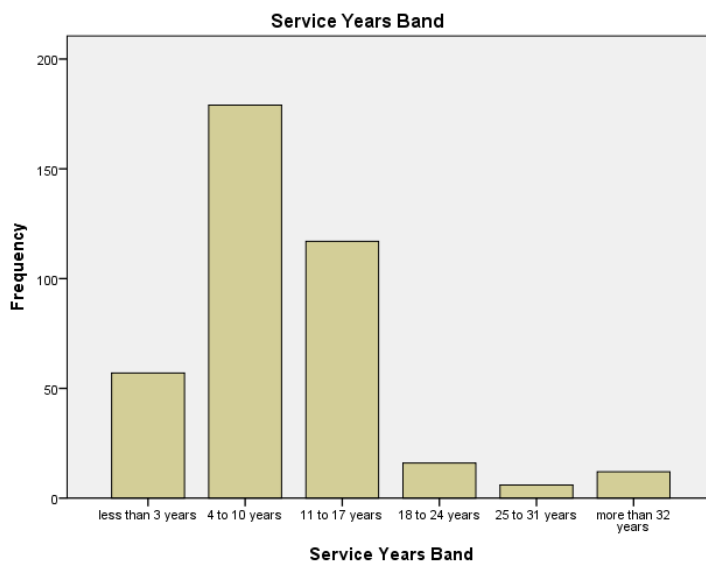
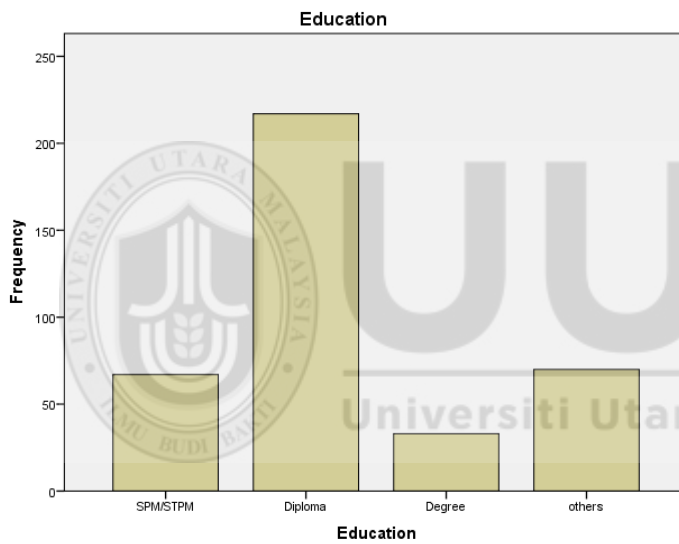
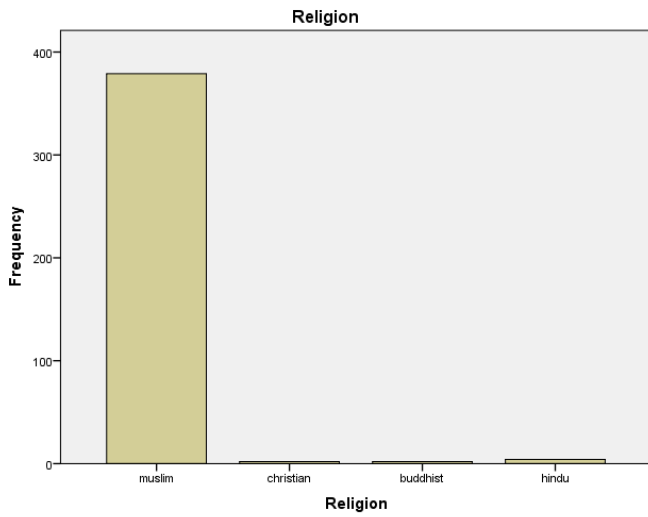
Salary Band

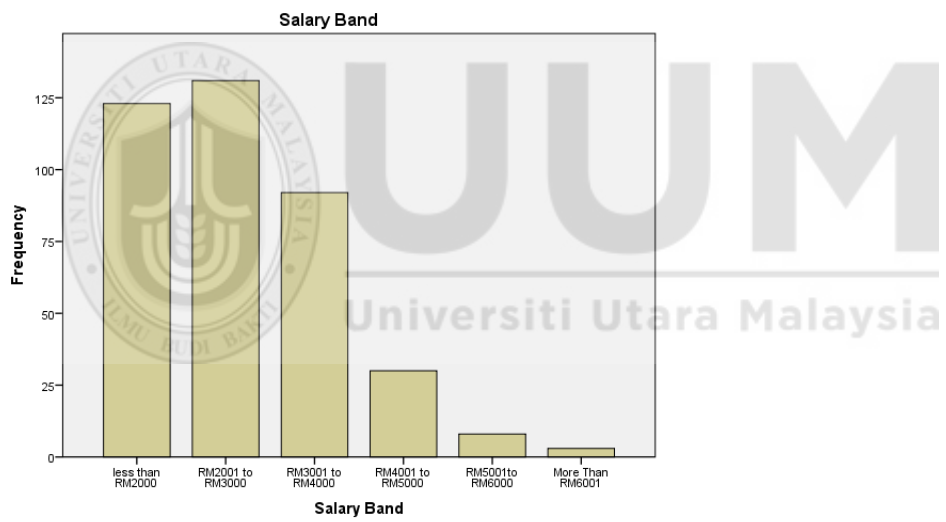
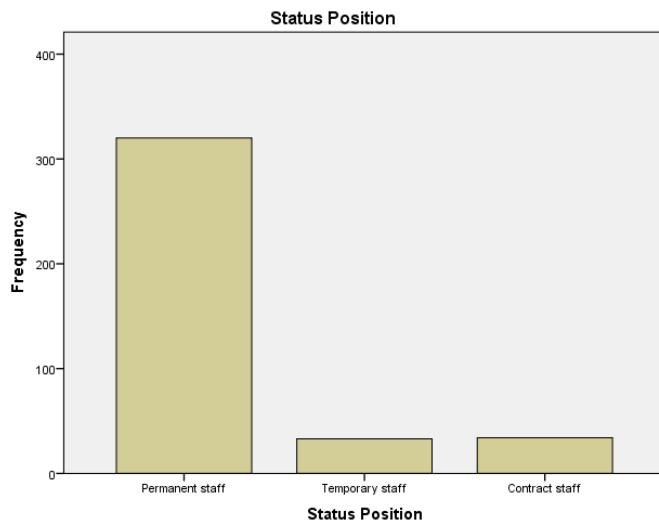
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than RM2000	123	31.8	31.8	31.8
	RM2001 to RM3000	131	33.9	33.9	65.6
	RM3001 to RM4000	92	23.8	23.8	89.4
	RM4001 to RM5000	30	7.8	7.8	97.2
	RM5001to RM6000	8	2.1	2.1	99.2
	More Than RM6001	3	.8	.8	100.0
	Total	387	100.0	100.0	

Bar Chart









APPENDIX 3

FACTOR ANALYSIS

Factor Analysis (OSO)

		Correlation Matrix ^a														
		OS	OS	OS	OS	OS	OS	OS	OS	OS	OSO	OSO	OSO	OSO	OSO	OSO
		O1	O2	O3	O4	O5	O6	O7	O8	O9	10	11	12	13	14	15
Correlation	OSO 1	1.00	.477	.314	.345	.407	.386	.333	.334	.240	.316	.315	.325	.340	.349	.301
	OSO 2	.477	1.00	.521	.575	.555	.424	.417	.387	.326	.324	.432	.397	.377	.362	.434
	OSO 3	.314	.521	1.00	.540	.554	.369	.368	.350	.317	.300	.429	.329	.313	.317	.390
	OSO 4	.345	.575	.540	1.00	.601	.383	.321	.316	.345	.243	.393	.338	.303	.303	.399
	OSO 5	.407	.555	.554	.601	1.00	.393	.325	.281	.315	.312	.445	.310	.357	.333	.492
	OSO 6	.386	.424	.369	.383	.393	1.00	.659	.643	.543	.462	.425	.454	.485	.565	.388
	OSO 7	.333	.417	.368	.321	.325	.659	1.00	.637	.484	.431	.339	.476	.498	.500	.320
	OSO 8	.334	.387	.350	.316	.281	.637	.637	1.00	.613	.513	.341	.417	.470	.550	.285
	OSO 9	.240	.326	.317	.345	.315	.543	.484	.613	1.00	.565	.351	.409	.349	.466	.290
	OSO 10	.316	.324	.30	.24	.31	.46	.43	.51	.56	1.00	.487	.461	.399	.468	.368
	OSO 11	.315	.432	.42	.39	.44	.42	.33	.34	.35	.487	1.00	.492	.323	.379	.492
	OSO 12	.325	.397	.32	.33	.31	.45	.47	.41	.40	.461	.492	1.00	.342	.421	.496
	OSO 13	.340	.377	.31	.30	.35	.48	.49	.47	.34	.399	.323	.342	1.00	.678	.389
	OSO 14	.349	.362	.31	.30	.33	.56	.50	.55	.46	.468	.379	.421	.678	1.00	.467
	OSO 15	.301	.434	.39	.39	.49	.38	.32	.28	.29	.368	.492	.496	.389	.467	1.00
Sig. (1-tailed)	OSO 1		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	

OSO	.00		.00	.00	.00	.00	.00	.00	.00	.000	.000	.000	.000	.000	.000
2	0		0	0	0	0	0	0	0						
OSO	.00	.00		.00	.00	.00	.00	.00	.00	.000	.000	.000	.000	.000	.000
3	0	0		0	0	0	0	0	0						
OSO	.00	.00	.00		.00	.00	.00	.00	.00	.000	.000	.000	.000	.000	.000
4	0	0	0		0	0	0	0	0						
OSO	.00	.00	.00	.00		.00	.00	.00	.00	.000	.000	.000	.000	.000	.000
5	0	0	0	0		0	0	0	0						
OSO	.00	.00	.00	.00	.00		.00	.00	.00	.000	.000	.000	.000	.000	.000
6	0	0	0	0	0		0	0	0						
OSO	.00	.00	.00	.00	.00	.00		.00	.00	.000	.000	.000	.000	.000	.000
7	0	0	0	0	0	0		0	0						
OSO	.00	.00	.00	.00	.00	.00	.00		.00	.000	.000	.000	.000	.000	.000
8	0	0	0	0	0	0	0		0						
OSO	.00	.00	.00	.00	.00	.00	.00	.00		.000	.000	.000	.000	.000	.000
9	0	0	0	0	0	0	0	0							
OSO	.00	.00	.00	.00	.00	.00	.00	.00	.00		.000	.000	.000	.000	.000
10	0	0	0	0	0	0	0	0	0						
OSO	.00	.00	.00	.00	.00	.00	.00	.00	.00	.000		.000	.000	.000	.000
11	0	0	0	0	0	0	0	0	0						
OSO	.00	.00	.00	.00	.00	.00	.00	.00	.00	.000	.000		.000	.000	.000
12	0	0	0	0	0	0	0	0	0						
OSO	.00	.00	.00	.00	.00	.00	.00	.00	.00	.000	.000	.000		.000	.000
13	0	0	0	0	0	0	0	0	0						
OSO	.00	.00	.00	.00	.00	.00	.00	.00	.00	.000	.000	.000	.000		.000
14	0	0	0	0	0	0	0	0	0						
OSO	.00	.00	.00	.00	.00	.00	.00	.00	.00	.000	.000	.000	.000	.000	
15	0	0	0	0	0	0	0	0	0						

a. Determinant = .001

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.920
Bartlett's Test of Sphericity	Approx. Chi-Square	2798.260
	df	105
	Sig.	.000

Communalities

	Initial
OSO1	.311
OSO2	.509
OSO3	.435
OSO4	.492

OSO5	.530
OSO6	.590
OSO7	.560
OSO8	.596
OSO9	.505
OSO10	.476
OSO11	.440
OSO12	.439
OSO13	.515
OSO14	.589
OSO15	.451

Extraction Method:

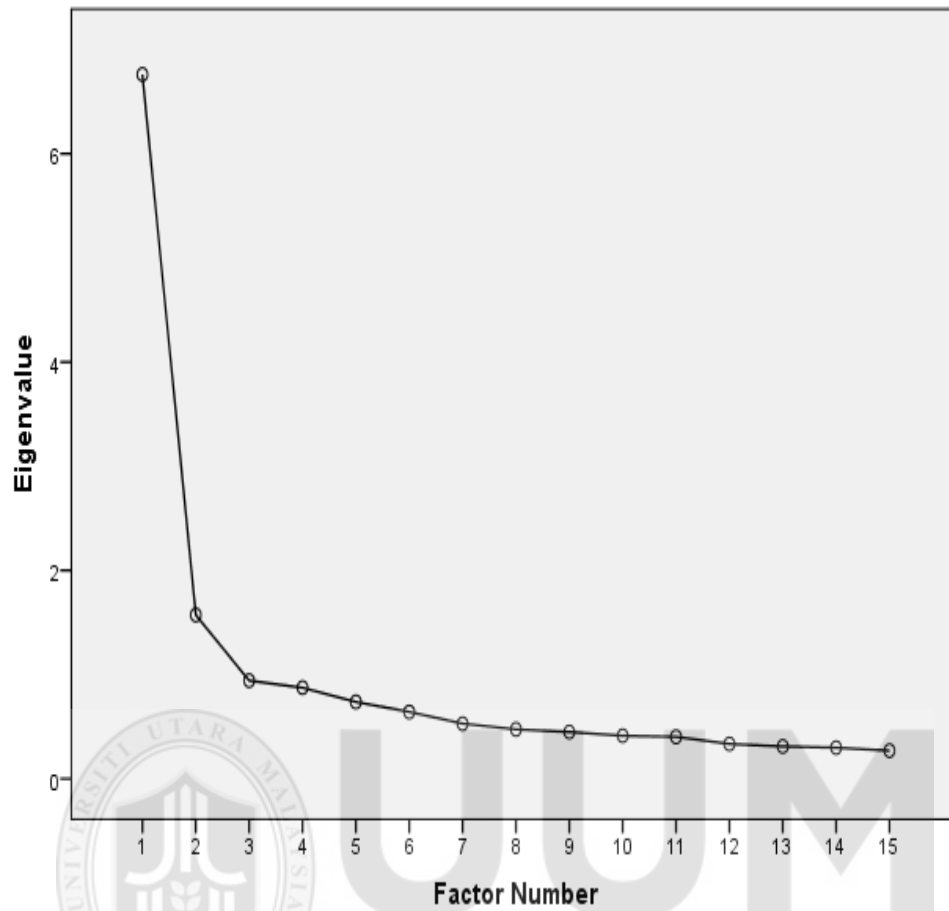
Maximum Likelihood.

Total Variance Explained

Factor	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.760	45.068	45.068	4.017	26.777	26.777
2	1.572	10.479	55.546	3.359	22.390	49.167
3	.942	6.279	61.825			
4	.874	5.825	67.651			
5	.737	4.910	72.561			
6	.641	4.272	76.833			
7	.528	3.522	80.355			
8	.474	3.161	83.516			
9	.448	2.987	86.503			
10	.413	2.751	89.255			
11	.402	2.678	91.933			
12	.333	2.221	94.154			
13	.310	2.064	96.218			
14	.298	1.988	98.205			
15	.269	1.795	100.000			

Extraction Method: Maximum Likelihood.

Scree Plot



Factor Matrix^a

a. 2 factors extracted. 4 iterations required.

Goodness-of-fit Test

Chi-Square	df	Sig.
311.820	76	.000

Rotated Factor Matrix^a

	Factor	
	1	2
OSO1	.316	.440
OSO2	.299	.680
OSO3	.244	.648
OSO4	.194	.715
OSO5	.183	.769
OSO6	.728	.317

OSO7	.714	.255
OSO8	.787	.188
OSO9	.652	.230
OSO10	.599	.258
OSO11	.365	.511
OSO12	.497	.367
OSO13	.571	.303
OSO14	.667	.281
OSO15	.320	.542

Extraction Method: Maximum Likelihood.

Rotation Method: Varimax with Kaiser

Normalization.^a

a. Rotation converged in 3 iterations.

Factor Transformation Matrix

Factor	1	2
1	.763	.646
2	-.646	.763

Extraction Method: Maximum Likelihood.

Rotation Method: Varimax with Kaiser

Normalization.

Factor Analysis (JS)

Correlation Matrix^a

	JS 1	JS 2	JS 3	JS 4	JS 5	JS 6	JS 7	JS 8	JS 9	JS 10	JS 11	JS 12	JS 13	JS 14	JS 15	JS 16
Correlation	JS 1	1.000	.713	.388	.496	.426	.432	.382	.467	.491	.531	.413	.394	.417	.478	.459
	JS 2	.713	1.000	.473	.603	.410	.460	.505	.514	.474	.486	.506	.488	.394	.481	.542
	JS 3	.388	.473	1.000	.511	.257	.229	.459	.249	.375	.225	.364	.276	.379	.372	.321
	JS 4	.496	.603	.511	1.000	.484	.396	.404	.360	.577	.367	.572	.395	.465	.407	.490
	JS 5	.426	.410	.257	.484	1.000	.697	.150	.468	.383	.453	.306	.505	.359	.401	.409

JS 6	.43	.46	.22	.39	.69	1.0	.23	.54	.30	.52	.37	.58	.42	.45	.49	.37
7	.38	.50	.45	.40	.15	.23	1.0	.29	.37	.26	.50	.17	.39	.39	.35	.49
8	.46	.51	.24	.36	.46	.54	.29	1.0	.47	.47	.39	.47	.34	.36	.43	.41
9	.49	.47	.37	.57	.38	.30	.37	.47	1.0	.34	.42	.34	.45	.38	.44	.49
10	.53	.48	.22	.36	.45	.52	.26	.47	.34	1.0	.49	.46	.37	.38	.48	.42
11	.41	.50	.36	.57	.30	.37	.50	.39	.42	.49	1.0	.40	.41	.43	.43	.59
12	.39	.48	.27	.39	.50	.58	.17	.47	.34	.46	.40	1.0	.48	.40	.49	.39
13	.34	.39	.37	.46	.35	.42	.39	.34	.45	.37	.41	.48	1.0	.55	.52	.46
14	.41	.48	.37	.40	.40	.45	.39	.36	.38	.38	.43	.40	.55	1.0	.50	.50
15	.47	.54	.32	.49	.40	.49	.35	.43	.44	.48	.43	.49	.52	.50	1.0	.53
16	.45	.50	.41	.50	.28	.37	.49	.41	.49	.42	.59	.39	.46	.50	.53	1.0
Sig. (1-tailed) 1	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
2	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
3	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
4	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
5	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
6	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
7	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
8	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
9	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
10	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00

JS	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
JS	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
JS	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
JS	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
JS	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
JS	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

a. Determinant = .000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.913
Bartlett's Test of Sphericity	Approx. Chi-Square	3237.301
	df	120
	Sig.	.000

Communalities

	Initial
JS1	.585
JS2	.679
JS3	.378
JS4	.612
JS5	.583
JS6	.633
JS7	.460
JS8	.468
JS9	.491
JS10	.478
JS11	.546
JS12	.504
JS13	.496
JS14	.457
JS15	.506
JS16	.528

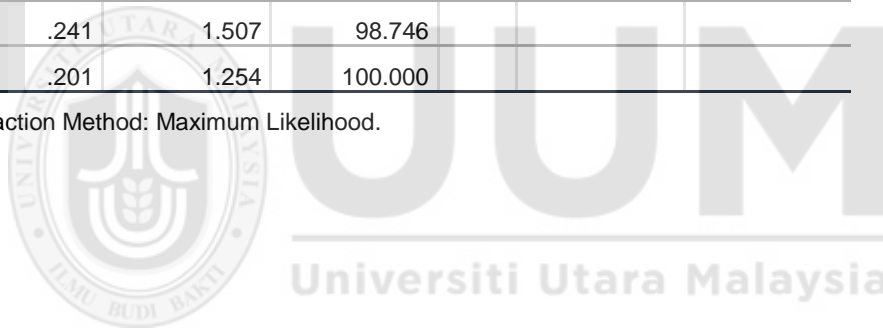
Extraction Method:

Maximum Likelihood.

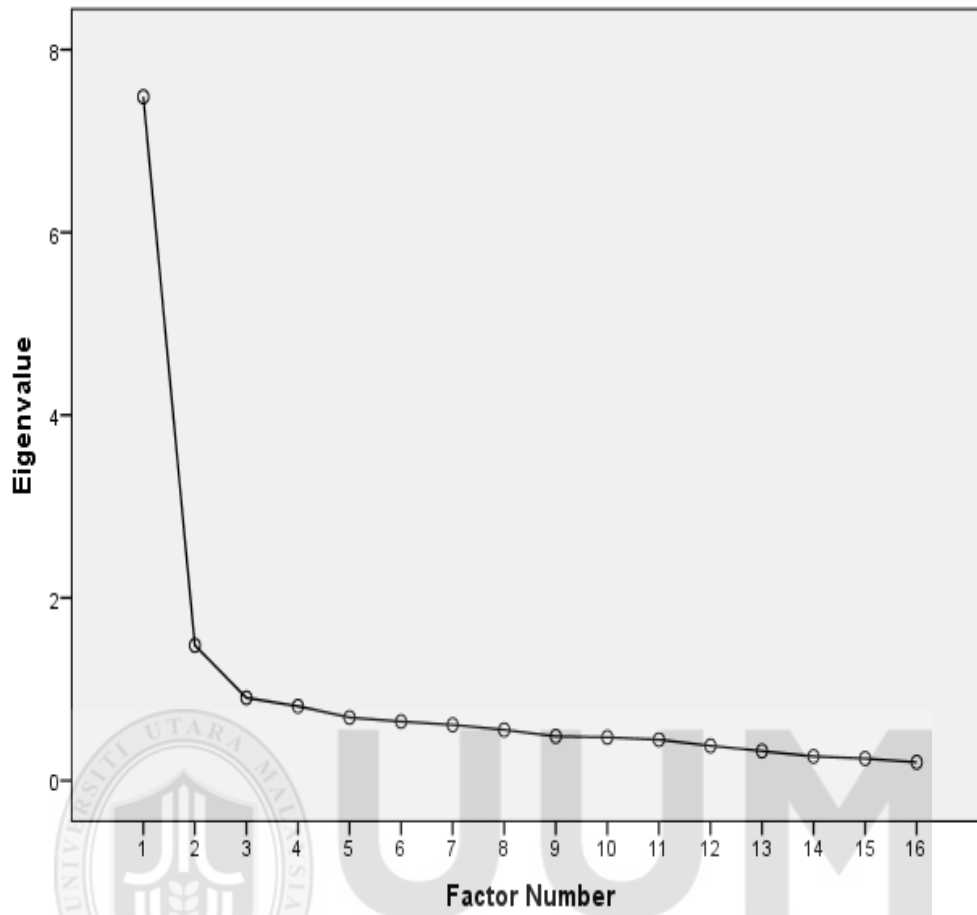
Total Variance Explained

Factor	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.485	46.779	46.779	4.400	27.500	27.500
2	1.480	9.252	56.032	3.614	22.586	50.086
3	.906	5.662	61.693			
4	.813	5.080	66.773			
5	.691	4.316	71.090			
6	.646	4.036	75.125			
7	.609	3.808	78.934			
8	.556	3.472	82.406			
9	.484	3.025	85.430			
10	.473	2.958	88.389			
11	.448	2.797	91.186			
12	.381	2.379	93.565			
13	.323	2.019	95.584			
14	.265	1.655	97.239			
15	.241	1.507	98.746			
16	.201	1.254	100.000			

Extraction Method: Maximum Likelihood.



Scree Plot



Factor Matrix^a

a. 2 factors extracted. 5 iterations required.

Goodness-of-fit Test

Chi-Square	df	Sig.
423.736	89	.000

Rotated Factor Matrix^a

	Factor	
	1	2
JS1	.565	.419
JS2	.664	.417
JS3	.594	.138
JS4	.648	.351
JS5	.174	.756
JS6	.172	.853
JS7	.666	.084
JS8	.360	.559
JS9	.595	.289
JS10	.373	.549
JS11	.644	.293
JS12	.299	.634
JS13	.503	.393
JS14	.504	.410
JS15	.522	.476
JS16	.675	.285

Extraction Method: Maximum Likelihood.

Rotation Method: Varimax with Kaiser

Normalization.^a

a. Rotation converged in 3 iterations.

Factor Transformation Matrix

Factor	1	2
1	.702	.712
2	.712	-.702

Extraction Method: Maximum

Likelihood.

Rotation Method: Varimax with Kaiser

Normalization.

Factor Analysis (SEC)

Correlation Matrix^a

		OC A1	OC A2	OC A3	OC A4	OC A5	OC A6	OC C1	OC C2	OC C3	OC C4	OC C5	OC N1	OC N2	OC N3	OC N4	OC N5
Correlation	OC	1.0	.53	.46	.52	.48	.41	.44	.17	.32	.11	.22	.30	.35	.29	.41	.45
	A1	.00	.09	.01	.03	.08	.04	.01	.09	.05	.07	.03	.08	.08	.07	.04	.00
	OC	.53	1.0	.44	.48	.51	.27	.34	.20	.33	.09	.18	.29	.23	.20	.29	.32
	A2	.09	.00	.02	.07	.02	.01	.07	.01	.04	.06	.00	.04	.07	.08	.07	.07
	OC	.46	.44	1.0	.71	.51	.44	.33	.20	.17	.09	.21	.25	.28	.16	.26	.38
	A3	.01	.02	.00	.09	.07	.00	.01	.07	.06	.05	.00	.06	.05	.03	.06	.04
	OC	.52	.48	.71	1.0	.64	.51	.34	.19	.21	.08	.17	.26	.30	.26	.33	.42
	A4	.03	.07	.09	.00	.01	.06	.04	.03	.05	.04	.02	.01	.00	.01	.00	.09
	OC	.48	.51	.51	.64	1.0	.48	.38	.22	.18	.14	.17	.20	.31	.26	.28	.43
	A5	.08	.02	.07	.01	.00	.07	.05	.07	.06	.03	.02	.00	.03	.04	.06	.08
	OC	.41	.27	.44	.51	.48	1.0	.59	.29	.32	.10	.23	.36	.33	.32	.38	.43
	A6	.04	.01	.00	.06	.07	.00	.00	.09	.02	.06	.03	.01	.01	.02	.00	.04
	OC	.44	.34	.33	.34	.38	.59	1.0	.50	.44	.10	.38	.47	.40	.37	.40	.45
	C1	.01	.07	.01	.04	.05	.00	.00	.09	.07	.04	.05	.06	.08	.01	.03	.09
	OC	.17	.20	.20	.19	.22	.29	.50	1.0	.39	.10	.29	.36	.30	.29	.30	.28
	C2	.09	.01	.07	.03	.07	.09	.09	.00	.08	.02	.06	.09	.02	.02	.03	.03
	OC	.32	.33	.17	.21	.18	.32	.44	.39	1.0	.25	.43	.36	.28	.26	.28	.28
	C3	.05	.04	.06	.05	.06	.02	.07	.08	.00	.05	.06	.04	.01	.04	.03	.06
	OC	.11	.09	.09	.08	.14	.10	.10	.10	.25	1.0	.28	.17	.30	.17	.24	.16
	C4	.07	.06	.05	.04	.03	.06	.04	.02	.05	.00	.06	.01	.05	.03	.02	.08
OC	.22	.18	.21	.17	.17	.23	.38	.29	.43	.28	1.0	.38	.34	.23	.26	.26	
C5	.03	.00	.00	.02	.02	.03	.05	.06	.06	.06	.00	.04	.06	.00	.06	.07	
OC	.30	.29	.25	.26	.20	.36	.47	.36	.36	.17	.38	1.0	.62	.40	.53	.34	
N1	.08	.04	.06	.01	.00	.01	.06	.09	.04	.01	.04	.00	.00	.06	.02	.06	
OC	.35	.23	.28	.30	.31	.33	.40	.30	.28	.30	.34	.62	1.0	.53	.65	.49	
N2	.08	.07	.05	.00	.03	.01	.08	.02	.01	.05	.06	.00	.00	.01	.00	.09	
OC	.29	.20	.16	.26	.26	.32	.37	.29	.26	.17	.23	.40	.53	1.0	.59	.39	
N3	.07	.08	.03	.01	.04	.02	.01	.02	.04	.03	.00	.06	.01	.00	.01	.05	
OC	.41	.29	.26	.33	.28	.38	.40	.30	.28	.24	.26	.53	.65	.59	1.0	.47	
N4	.04	.07	.06	.00	.06	.00	.03	.03	.03	.02	.06	.02	.00	.01	.00	.00	
OC	.45	.32	.38	.42	.43	.43	.45	.28	.28	.16	.26	.34	.49	.39	.47	1.0	
N5	.00	.07	.04	.09	.08	.04	.09	.03	.06	.08	.07	.06	.09	.05	.00	.00	
Sig. (1- tailed)	OC		.00	.00	.00	.00	.00	.00	.00	.00	.01	.00	.00	.00	.00	.00	
	A1		.00	.00	.00	.00	.00	.00	.00	.00	.01	.00	.00	.00	.00	.00	
	OC	.00		.00	.00	.00	.00	.00	.00	.00	.03	.00	.00	.00	.00	.00	
	A2	.00	.00		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	

OC	.00	.00		.00	.00	.00	.00	.00	.00	.03	.00	.00	.00	.00	.00	.00
A3	0	0		0	0	0	0	0	0	1	0	0	0	1	0	0
OC	.00	.00	.00		.00	.00	.00	.00	.00	.05	.00	.00	.00	.00	.00	.00
A4	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
OC	.00	.00	.00	.00		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
A5	0	0	0	0		0	0	0	0	2	0	0	0	0	0	0
OC	.00	.00	.00	.00	.00		.00	.00	.00	.01	.00	.00	.00	.00	.00	.00
A6	0	0	0	0	0		0	0	0	8	0	0	0	0	0	0
OC	.00	.00	.00	.00	.00	.00		.00	.00	.02	.00	.00	.00	.00	.00	.00
C1	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0
OC	.00	.00	.00	.00	.00	.00	.00		.00	.02	.00	.00	.00	.00	.00	.00
C2	0	0	0	0	0	0	0		0	3	0	0	0	0	0	0
OC	.00	.00	.00	.00	.00	.00	.00	.00		.00	.00	.00	.00	.00	.00	.00
C3	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0
OC	.01	.03	.03	.05	.00	.01	.02	.02	.00		.00	.00	.00	.00	.00	.00
C4	1	0	1	0	2	8	0	3	0		0	0	0	0	0	0
OC	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00		.00	.00	.00	.00	.00
C5	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
OC	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00		.00	.00	.00	.00
N1	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
OC	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00		.00	.00
N2	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
OC	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00		.00
N3	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	
OC	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	
N4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OC	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	
N5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

a. Determinant = .001

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.884
Bartlett's Test of Sphericity	Approx. Chi-Square	2657.534
	df	120
	Sig.	.000

Communalities

	Initial
OCA1	.476
OCA2	.449

OCA3	.556
OCA4	.654
OCA5	.537
OCA6	.506
OCC1	.568
OCC2	.333
OCC3	.386
OCC4	.175
OCC5	.308
OCN1	.508
OCN2	.602
OCN3	.415
OCN4	.561
OCN5	.423

Extraction Method:

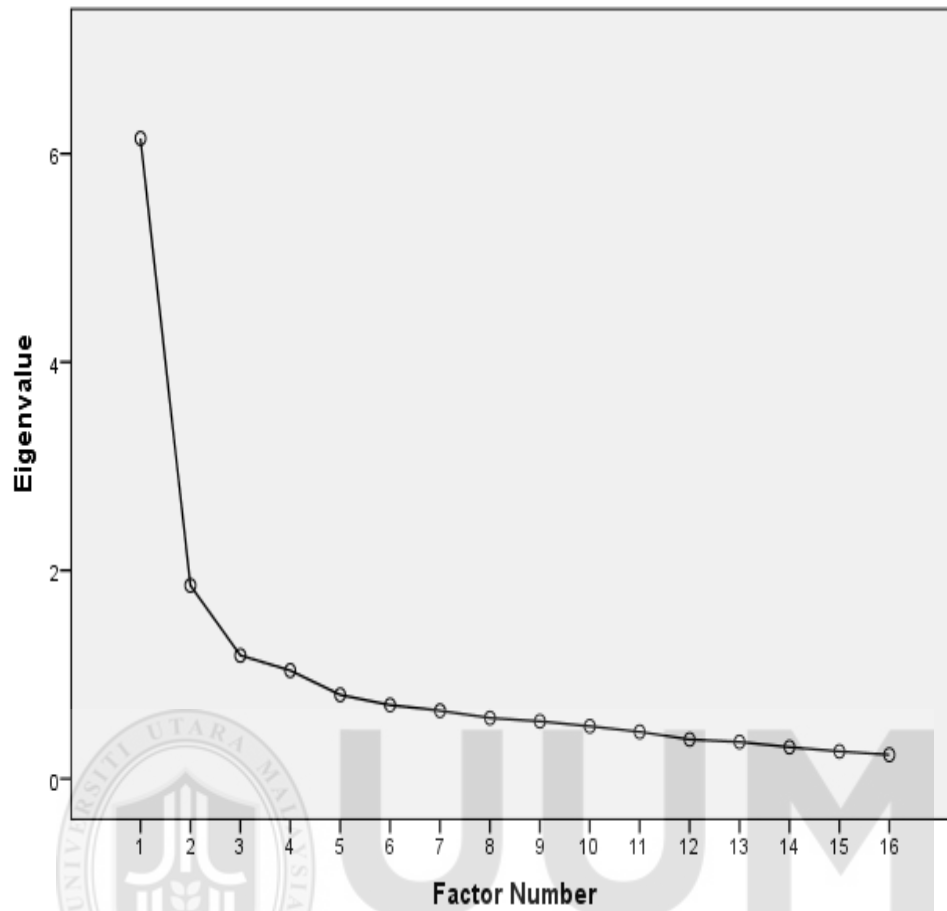
Maximum Likelihood.

Total Variance Explained

Factor	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.147	38.419	38.419	3.131	19.568	19.568
2	1.856	11.600	50.020	2.526	15.787	35.356
3	1.184	7.399	57.419	2.092	13.072	48.428
4	1.038	6.489	63.909			
5	.805	5.033	68.941			
6	.707	4.416	73.357			
7	.653	4.078	77.436			
8	.583	3.644	81.080			
9	.551	3.443	84.522			
10	.503	3.146	87.668			
11	.449	2.809	90.478			
12	.377	2.353	92.831			
13	.353	2.204	95.035			
14	.303	1.893	96.928			
15	.262	1.638	98.566			
16	.229	1.434	100.000			

Extraction Method: Maximum Likelihood.

Scree Plot



Factor Matrix^a

a. 3 factors extracted. 7 iterations required.

Goodness-of-fit Test

Chi-Square	df	Sig.
253.717	75	.000

Rotated Factor Matrix^a

	Factor		
	1	2	3
OCA1	.554	.259	.266
OCA2	.538	.148	.216
OCA3	.759	.119	.106
OCA4	.882	.146	.075
OCA5	.693	.148	.185
OCA6	.498	.184	.465
OCC1	.295	.223	.785
OCC2	.124	.212	.536
OCC3	.155	.215	.503
OCC4	.049	.318	.076
OCC5	.108	.286	.397
OCN1	.151	.583	.387
OCN2	.195	.800	.214
OCN3	.164	.589	.236
OCN4	.236	.720	.221
OCN5	.411	.419	.296

Extraction Method: Maximum Likelihood.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Factor Transformation Matrix

Factor	1	2	3
1	.694	.535	.481
2	-.714	.597	.366
3	-.091	-.598	.797

Extraction Method: Maximum Likelihood.

Rotation Method: Varimax with Kaiser Normalization.

Factor Analysis (OCB)

Correlation Matrix^a

		OCB L1	OCB L2	OCB L3	OCB L4	OCB SD1	OCB SD2	OCB SD3	OCB SD4	OCB SD5	OCB P1	OCB P2	OCB P3
Correlation	OCBL 1	1.000	.704	.474	.427	.386	.383	.193	.376	.328	.392	.307	.310
	OCBL 2	.704	1.000	.489	.450	.473	.356	.280	.455	.431	.354	.267	.284
	OCBL 3	.474	.489	1.000	.601	.486	.385	.238	.393	.389	.400	.336	.288
	OCBL 4	.427	.450	.601	1.000	.576	.493	.249	.459	.458	.453	.385	.392
	OCB SD1	.386	.473	.486	.576	1.000	.591	.304	.376	.397	.388	.386	.389
	OCB SD2	.383	.356	.385	.493	.591	1.000	.314	.375	.375	.374	.359	.436
	OCB SD3	.193	.280	.238	.249	.304	.314	1.000	.258	.197	.195	.260	.230
	OCB SD4	.376	.455	.393	.459	.376	.375	.258	1.000	.692	.483	.471	.441
	OCB SD5	.328	.431	.389	.458	.397	.375	.197	.692	1.000	.524	.461	.448
	OCB P1	.392	.354	.400	.453	.388	.374	.195	.483	.524	1.000	.685	.580
	OCB P2	.307	.267	.336	.385	.386	.359	.260	.471	.461	.685	1.000	.655
	OCB P3	.310	.284	.288	.392	.389	.436	.230	.441	.448	.580	.655	1.000
	Sig. (1-tailed)	OCBL 1		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
OCBL 2		.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
OCBL 3		.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
OCBL 4		.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
OCB SD1		.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
OCB SD2		.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
OCB SD3		.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000

OCB	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
SD3												
OCB	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
SD4												
OCB	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
SD5												
OCB	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
P1												
OCB	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
P2												
OCB	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
P3												

a. Determinant = .003

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.877
Bartlett's Test of Sphericity	Approx. Chi-Square	2176.615
	df	66
	Sig.	.000

Communalities^a

	Initial
OCBL1	.550
OCBL2	.595
OCBL3	.454
OCBL4	.522
OCBSD1	.510
OCBSD2	.445
OCBSD3	.167
OCBSD4	.546
OCBSD5	.551
OCBP1	.567
OCBP2	.589
OCBP3	.506

Extraction Method:

Maximum Likelihood.

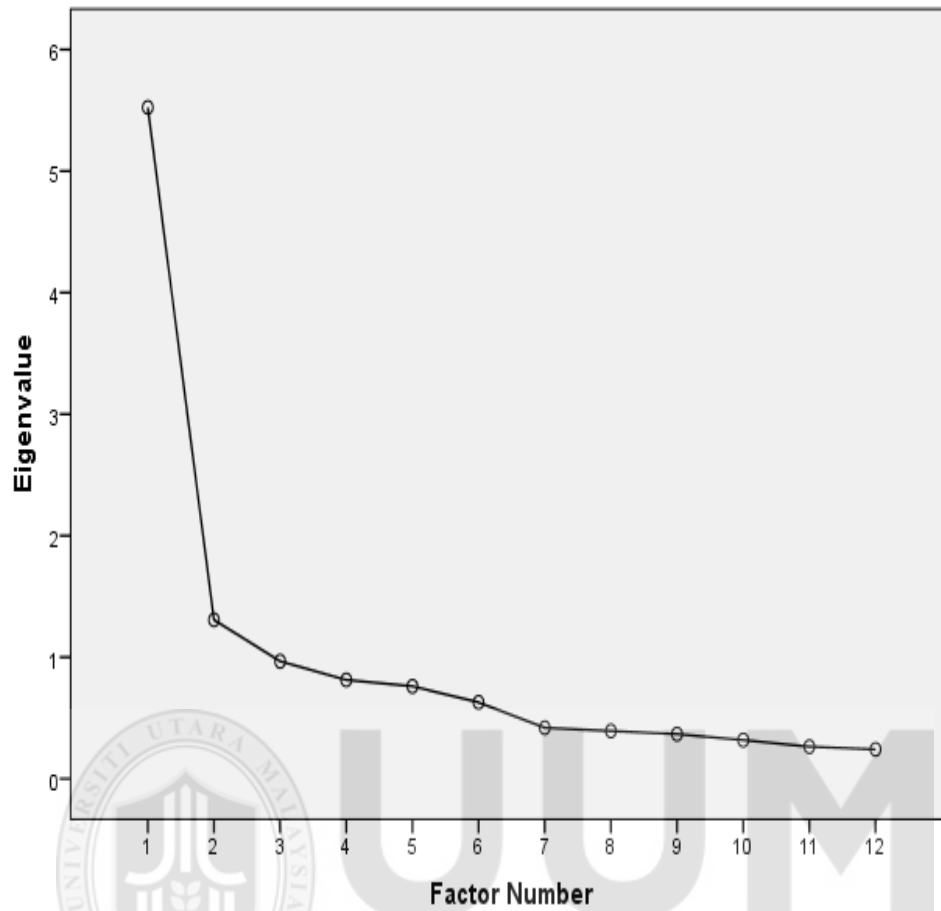
. One or more
 communality estimates
 greater than 1 were
 encountered during
 iterations. The resulting
 solution should be
 interpreted with caution.

Total Variance Explained

Factor	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.524	46.032	46.032	2.558	21.317	21.317
2	1.307	10.890	56.923	2.316	19.300	40.617
3	.966	8.049	64.972	1.752	14.597	55.214
4	.813	6.772	71.744			
5	.761	6.338	78.082			
6	.628	5.235	83.317			
7	.419	3.494	86.811			
8	.392	3.269	90.080			
9	.367	3.060	93.140			
10	.318	2.649	95.789			
11	.264	2.200	97.989			
12	.241	2.011	100.000			

Extraction Method: Maximum Likelihood.

Scree Plot



Factor Matrix^a

a. 3 factors extracted. 23 iterations required.

Goodness-of-fit Test

Chi-Square	df	Sig.
178.755	33	.000

Rotated Factor Matrix^a

	Factor		
	1	2	3
OCBL1	.222	.322	.612
OCBL2	.144	.290	.946
OCBL3	.220	.576	.307
OCBL4	.281	.702	.218
OCBSD1	.247	.664	.259

OCBSD2	.285	.602	.149
OCBSD3	.184	.277	.183
OCBSD4	.492	.343	.301
OCBSD5	.503	.350	.272
OCBP1	.732	.269	.180
OCBP2	.820	.205	.095
OCBP3	.694	.262	.114

Extraction Method: Maximum Likelihood.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Factor Transformation Matrix

Factor	1	2	3
1	.148	.293	.945
2	.833	.478	-.278
3	-.533	.828	-.173

Extraction Method: Maximum Likelihood.

Rotation Method: Varimax with Kaiser

Normalization.



APPENDIX 4

RELIABILITY ANALYSIS

Reliability (OCB)

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	387	100.0
	Excluded ^a	0	.0
	Total	387	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha
Based on
Standardized

Cronbach's Alpha	Items	N of Items
.895	.895	11

Item Statistics

	Mean	Std. Deviation	N
OCBL1	4.62	.991	387
OCBL2	4.74	.929	387
OCBL3	4.67	1.030	387
OCBL4	4.62	1.014	387
OCBSD1	4.60	.973	387
OCBSD2	4.51	.940	387
OCBSD4	4.84	.897	387
OCBSD5	5.01	.890	387
OCBP1	4.79	.923	387
OCBP2	4.67	.919	387
OCBP3	4.57	.877	387

Inter-Item Correlation Matrix

	OCBL 1	OCBL 2	OCBL 3	OCBL 4	OCBS D1	OCBS D2	OCBS D4	OCBS D5	OCBP 1	OCBP 2	OCBP 3
OCBL1	1.000	.704	.474	.427	.386	.383	.376	.328	.392	.307	.310
OCBL2	.704	1.000	.489	.450	.473	.356	.455	.431	.354	.267	.284
OCBL3	.474	.489	1.000	.601	.486	.385	.393	.389	.400	.336	.288
OCBL4	.427	.450	.601	1.000	.576	.493	.459	.458	.453	.385	.392
OCBS D1	.386	.473	.486	.576	1.000	.591	.376	.397	.388	.386	.389
OCBS D2	.383	.356	.385	.493	.591	1.000	.375	.375	.374	.359	.436
OCBS D4	.376	.455	.393	.459	.376	.375	1.000	.692	.483	.471	.441
OCBS D5	.328	.431	.389	.458	.397	.375	.692	1.000	.524	.461	.448
OCBP1	.392	.354	.400	.453	.388	.374	.483	.524	1.000	.685	.580
OCBP2	.307	.267	.336	.385	.386	.359	.471	.461	.685	1.000	.655
OCBP3	.310	.284	.288	.392	.389	.436	.441	.448	.580	.655	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCBL1	47.00	43.997	.581	.548	.888
OCBL2	46.89	44.210	.611	.587	.886
OCBL3	46.95	43.332	.607	.453	.886
OCBL4	47.00	42.637	.676	.522	.882
OCBSD1	47.03	43.497	.638	.508	.884
OCBSD2	47.11	44.396	.587	.434	.887
OCBSD4	46.79	44.164	.642	.544	.884
OCBSD5	46.62	44.263	.639	.550	.884
OCBP1	46.84	43.727	.659	.566	.883
OCBP2	46.96	44.353	.607	.584	.886
OCBP3	47.05	44.868	.595	.506	.887

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
51.62	52.624	7.254	11

ANOVA

	Sum of Squares	df	Mean Square	F	Sig
Between People	1846.629	386	4.784		
Within People					
Between Items	76.635	10	7.663	15.197	.000
Residual	1946.456	3860	.504		
Total	2023.091	3870	.523		
Total	3869.720	4256	.909		

Grand Mean = 4.69

Reliability(SEC)

Scale: ALL VARIABLES

Case Processing Summary

	N	%
Cases		
Valid	387	100.0
Excluded ^a	0	.0
Total	387	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Items	N of Items
.869	.871	12

Item Statistics

	Mean	Std. Deviation	N
OCA1	4.56	1.101	387
OCA2	4.18	1.130	387
OCA3	4.50	1.047	387
OCA4	4.58	.992	387
OCA5	4.43	1.022	387
OCC1	4.49	1.071	387
OCC2	4.26	1.279	387
OCC3	4.25	1.054	387
OCN1	4.15	1.151	387
OCN2	3.95	1.303	387
OCN3	4.21	1.183	387
OCN4	4.25	1.046	387



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Inter-Item Correlation Matrix

	OCA1	OCA2	OCA3	OCA4	OCA5	OCC1	OCC2	OCC3	OCN1	OCN2	OCN3	OCN4
OCA1	1.000	.539	.461	.523	.488	.441	.179	.325	.308	.358	.297	.414
OCA2	.539	1.000	.442	.487	.512	.347	.201	.334	.294	.237	.208	.297
OCA3	.461	.442	1.000	.719	.517	.331	.207	.176	.256	.285	.163	.266
OCA4	.523	.487	.719	1.000	.641	.344	.193	.215	.261	.300	.261	.330
OCA5	.488	.512	.517	.641	1.000	.385	.227	.186	.200	.313	.264	.286
OCC1	.441	.347	.331	.344	.385	1.000	.509	.447	.476	.408	.371	.403
OCC2	.179	.201	.207	.193	.227	.509	1.000	.398	.369	.302	.292	.303
OCC3	.325	.334	.176	.215	.186	.447	.398	1.000	.364	.281	.264	.283
OCN1	.308	.294	.256	.261	.200	.476	.369	.364	1.000	.620	.406	.532
OCN2	.358	.237	.285	.300	.313	.408	.302	.281	.620	1.000	.531	.650
OCN3	.297	.208	.163	.261	.264	.371	.292	.264	.406	.531	1.000	.591
OCN4	.414	.297	.266	.330	.286	.403	.303	.283	.532	.650	.591	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCA1	47.26	62.246	.603	.469	.856
OCA2	47.64	63.060	.535	.426	.860
OCA3	47.32	64.063	.524	.548	.861
OCA4	47.24	63.579	.592	.639	.857
OCA5	47.39	63.813	.556	.509	.859
OCC1	47.33	62.029	.638	.475	.854
OCC2	47.56	63.320	.441	.330	.867
OCC3	47.57	65.008	.459	.304	.865
OCN1	47.67	61.984	.586	.492	.857
OCN2	47.87	59.937	.610	.565	.855
OCN3	47.61	62.851	.516	.412	.862
OCN4	47.57	62.443	.628	.549	.855

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
51.82	73.931	8.598	12

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.	
Between People	2378.112	386	6.161			
Within People	Between Items	158.914	11	14.447	17.933	.000
	Residual	3420.586	4246	.806		
	Total	3579.500	4257	.841		
Total	5957.612	4643	1.283			

Grand Mean = 4.32

Reliability(JS)

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	387	100.0
	Excluded ^a	0	.0
	Total	387	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Items	N of Items
.922	.923	16

Item Statistics

	Mean	Std. Deviation	N
JS1	4.48	1.011	387
JS2	4.53	.972	387
JS3	4.58	1.008	387
JS4	4.58	.920	387
JS5	4.28	1.096	387
JS6	4.19	1.049	387
JS7	4.78	.959	387
JS8	4.40	1.004	387
JS9	4.60	.934	387
JS10	4.23	1.118	387
JS11	4.61	.888	387
JS12	4.20	1.088	387
JS13	4.43	.983	387
JS14	4.57	.926	387
JS15	4.54	.990	387
JS16	4.75	.914	387

Inter-Item Correlation Matrix

	JS1	JS2	JS3	JS4	JS5	JS6	JS7	JS8	JS9	JS10	JS11	JS12	JS13	JS14	JS15	JS16
JS10	1.00	.713	.388	.496	.426	.432	.382	.467	.491	.531	.413	.394	.347	.418	.477	.459
JS2	.713	1.00	.472	.603	.410	.460	.505	.514	.474	.486	.506	.488	.394	.481	.549	.502
JS3	.388	.472	1.00	.511	.257	.220	.459	.249	.375	.225	.364	.276	.379	.372	.328	.411
JS4	.496	.603	.511	1.00	.484	.396	.404	.360	.577	.367	.570	.392	.465	.407	.495	.500
JS5	.426	.410	.257	.484	1.00	.697	.150	.468	.383	.453	.306	.505	.359	.401	.401	.289
JS6	.432	.460	.220	.396	.697	1.00	.237	.545	.300	.525	.371	.586	.428	.451	.494	.375
JS7	.382	.505	.459	.404	.150	.237	1.00	.299	.373	.265	.509	.175	.398	.394	.354	.490
JS8	.467	.514	.249	.360	.468	.545	.299	1.00	.470	.477	.394	.471	.341	.360	.432	.410
JS9	.491	.474	.375	.577	.383	.300	.373	.470	1.00	.343	.428	.340	.459	.388	.446	.492
JS10	.531	.486	.225	.367	.453	.525	.265	.477	.343	1.00	.491	.462	.377	.381	.482	.426
JS11	.413	.506	.364	.570	.306	.371	.509	.394	.428	.491	1.00	.408	.419	.431	.435	.598
JS12	.394	.488	.276	.392	.505	.586	.175	.471	.340	.462	.408	1.00	.487	.404	.496	.390
JS13	.347	.394	.379	.465	.359	.428	.398	.341	.459	.377	.419	.487	1.00	.550	.527	.465
JS14	.418	.481	.372	.407	.401	.451	.394	.360	.388	.381	.431	.404	.550	1.00	.504	.505
JS15	.477	.549	.328	.495	.401	.494	.354	.432	.446	.482	.435	.496	.527	.504	1.00	.530
JS16	.459	.502	.411	.500	.289	.375	.490	.410	.492	.426	.598	.390	.465	.505	.530	1.00

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
JS1	67.27	101.959	.670	.585	.916
JS2	67.21	101.169	.744	.679	.914
JS3	67.16	105.223	.504	.378	.921
JS4	67.17	103.005	.686	.612	.916
JS5	67.47	102.421	.588	.583	.919
JS6	67.56	101.895	.645	.633	.917
JS7	66.97	105.634	.512	.460	.921
JS8	67.35	103.144	.613	.468	.918
JS9	67.14	104.084	.614	.491	.918
JS10	67.51	101.535	.615	.478	.918
JS11	67.14	104.165	.645	.546	.917
JS12	67.54	101.943	.616	.504	.918
JS13	67.32	103.268	.622	.496	.918
JS14	67.17	103.947	.628	.457	.918
JS15	67.20	102.053	.681	.506	.916
JS16	66.99	103.469	.664	.528	.917

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
71.74	116.652	10.801	16

ANOVA

	Sum of Squares	df	Mean Square	F	Sig
Between People	2814.230	386	7.291		
Within People	Between Items	195.301	15	13.020	22.991 .000
	Residual	3278.887	5790	.566	
	Total	3474.188	5805	.598	
Total	6288.417	6191	1.016		

Grand Mean = 4.48

Scale: OSO

Case Processing Summary

		N	%
Cases	Valid	387	100.0
	Excluded ^a	0	.0
	Total	387	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha Based on Standardized		
Cronbach's Alpha	Items	N of Items
.910	.910	14

Item Statistics

	Mean	Std. Deviation	N
OSO2	4.49	.972	387
OSO3	4.55	.908	387
OSO4	4.58	.955	387
OSO5	4.51	.964	387
OSO6	4.20	1.006	387
OSO7	4.15	1.099	387
OSO8	4.19	1.066	387
OSO9	4.09	1.053	387
OSO10	4.39	.968	387
OSO11	4.63	.947	387
OSO12	4.41	1.020	387
OSO13	4.55	1.005	387
OSO14	4.32	1.080	387
OSO15	4.55	.933	387

Inter-Item Correlation Matrix

	OS O2	OS O3	OS O4	OS O5	OS O6	OS O7	OS O8	OS O9	OSO 10	OSO 11	OSO 12	OSO 13	OSO 14	OSO 15
OSO 2	1.00	.521	.575	.555	.424	.417	.387	.326	.324	.432	.397	.377	.362	.434
OSO 3	.521	1.00	.540	.554	.369	.368	.350	.317	.300	.429	.329	.313	.317	.390
OSO 4	.575	.540	1.00	.601	.383	.321	.316	.345	.243	.393	.338	.303	.303	.399
OSO 5	.555	.554	.601	1.00	.393	.325	.281	.315	.312	.445	.310	.357	.333	.492
OSO 6	.424	.369	.383	.393	1.00	.659	.643	.543	.462	.425	.454	.485	.565	.388
OSO 7	.417	.368	.321	.325	.659	1.00	.637	.484	.431	.339	.476	.498	.500	.320
OSO 8	.387	.350	.316	.281	.643	.637	1.00	.613	.513	.341	.417	.470	.550	.285
OSO 9	.326	.317	.345	.315	.543	.484	.613	1.00	.565	.351	.409	.349	.466	.290
OSO 10	.324	.300	.243	.312	.462	.431	.513	.565	1.000	.487	.461	.399	.468	.368
OSO 11	.432	.429	.393	.445	.425	.339	.341	.351	.487	1.000	.492	.323	.379	.492
OSO 12	.397	.329	.338	.310	.454	.476	.417	.409	.461	.492	1.000	.342	.421	.496
OSO 13	.377	.313	.303	.357	.485	.498	.470	.349	.399	.323	.342	1.000	.678	.389
OSO 14	.362	.317	.303	.333	.565	.500	.550	.466	.468	.379	.421	.678	1.000	.467
OSO 15	.434	.390	.399	.492	.388	.320	.285	.290	.368	.492	.496	.389	.467	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OSO2	57.09	78.844	.619	.481	.904
OSO3	57.04	80.413	.568	.434	.906
OSO4	57.00	79.971	.562	.492	.906
OSO5	57.07	79.494	.585	.521	.905
OSO6	57.38	76.899	.712	.587	.900
OSO7	57.43	76.578	.660	.560	.902
OSO8	57.40	76.903	.666	.595	.902
OSO9	57.50	78.017	.610	.500	.904
OSO10	57.20	79.127	.605	.472	.905
OSO11	56.95	79.516	.596	.440	.905
OSO12	57.18	78.565	.602	.436	.905
OSO13	57.03	78.774	.600	.514	.905
OSO14	57.26	76.785	.662	.588	.902
OSO15	57.03	79.898	.583	.450	.905

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
61.58	90.482	9.512	14

ANOVA

	Sum of Squares	df	Mean Square	F	Sig
Between People	2494.728	386	6.463		
Within People					
Between Items	164.049	13	12.619	21.775	.000
Residual	2908.094	5018	.580		
Total	3072.143	5031	.611		
Total	5566.870	5417	1.028		

Grand Mean = 4.40

APPENDIX 5

MEAN SCORES

Mean

Descriptive Statistics			
	Mean	Std. Deviation	N
meanOSO	4.3987	.67944	387
meanJS	4.4840	.67503	387
meanOC	4.3183	.71653	387
meanOCB	4.6930	.65948	387

APPENDIX 6

CORRELATION ANALYSIS

		meanOSO	meanJS	meanOC	meanOCB
meanOSO	Pearson Correlation	1	.769**	.708**	.661**
	Sig. (1-tailed)		.000	.000	.000
	N	387	387	387	387
meanJS	Pearson Correlation	.769**	1	.671**	.669**
	Sig. (1-tailed)	.000		.000	.000
	N	387	387	387	387
meanOC	Pearson Correlation	.708**	.671**	1	.653**
	Sig. (1-tailed)	.000	.000		.000
	N	387	387	387	387
meanOCB	Pearson Correlation	.661**	.669**	.653**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	387	387	387	387

** . Correlation is significant at the 0.01 level (1-tailed).

APPENDIX 7

REGRESSION ANALYSIS

Regression (IV to DV)

Descriptive Statistics			
	Mean	Std. Deviation	N
meanOCB	4.6930	.65948	387
meanOSO	4.3987	.67944	387
meanJS	4.4840	.67503	387

Correlations				
		meanOCB	meanOSO	meanJS
Pearson Correlation	meanOCB	1.000	.661	.669
	meanOSO	.661	1.000	.769
	meanJS	.669	.769	1.000
Sig. (1-tailed)	meanOCB	.	.000	.000
	meanOSO	.000	.	.000
	meanJS	.000	.000	.
N	meanOCB	387	387	387
	meanOSO	387	387	387
	meanJS	387	387	387

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	meanJS, meanOSO ^b	.	Enter

a. Dependent Variable: meanOCB

b. All requested variables entered.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.707 ^a	.500	.498	.46741	.500	192.211	2	384	.000	1.919

a. Predictors: (Constant), meanJS, meanOSO

b. Dependent Variable: meanOCB

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	83.984	2	41.992	192.211	.000 ^b
Residual	83.892	384	.218		
Total	167.875	386			

a. Dependent Variable: meanOCB

b. Predictors: (Constant), meanJS, meanOSO

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.439	.168		8.579	.000
meanOSO	.350	.055	.360	6.388	.000
meanJS	.383	.055	.392	6.942	.000

a. Dependent Variable: meanOCB

Casewise Diagnostics^a

Case Number	Std. Residual	meanOCB	Predicted Value	Residual
133	3.066	5.09	3.6577	1.43321
198	-4.233	2.64	4.6150	-1.97861

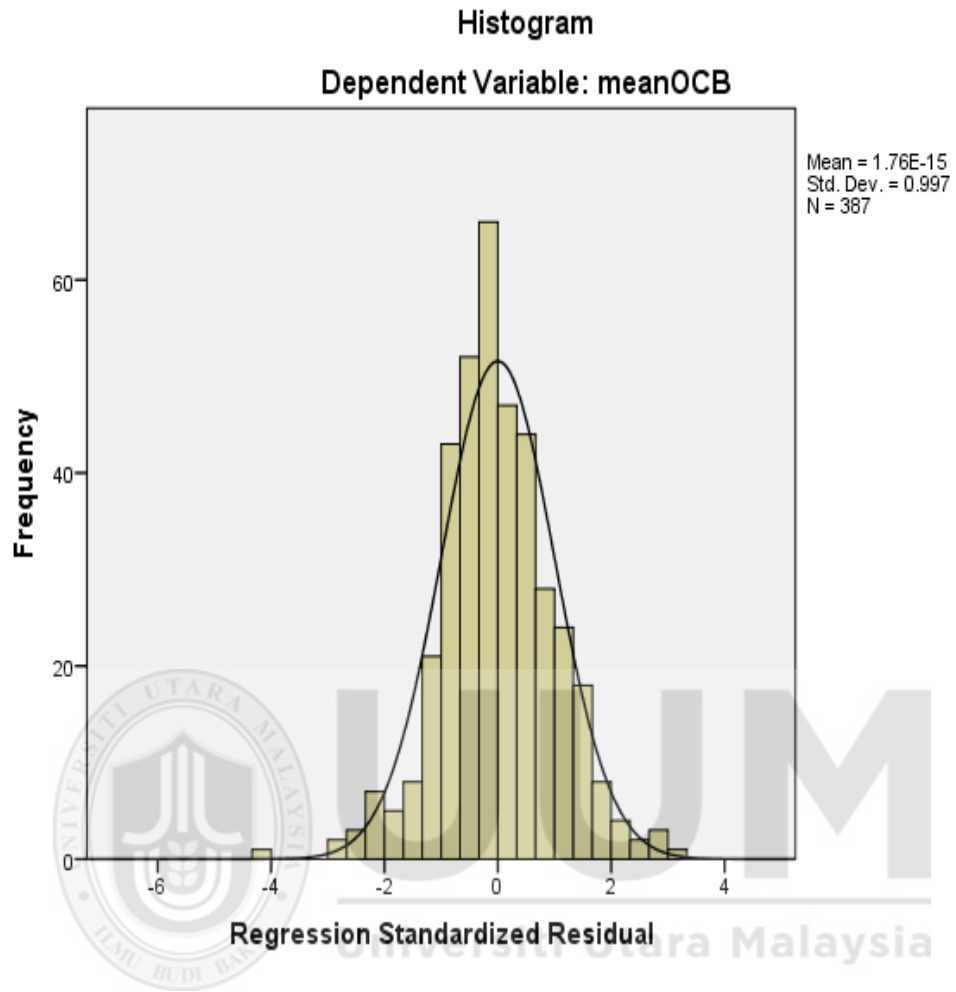
a. Dependent Variable: meanOCB

Residuals Statistics^a

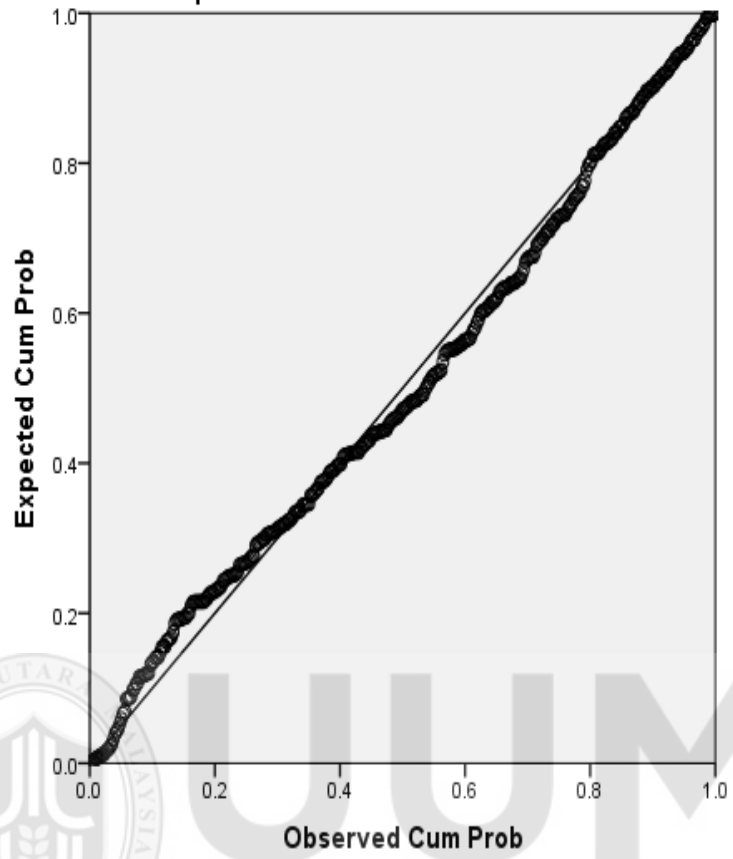
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5873	5.8331	4.6930	.46645	387
Residual	-1.97861	1.43321	.00000	.46619	387
Std. Predicted Value	-4.514	2.444	.000	1.000	387
Std. Residual	-4.233	3.066	.000	.997	387

a. Dependent Variable: meanOCB

Charts



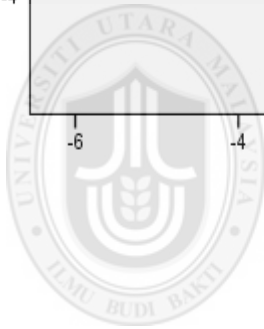
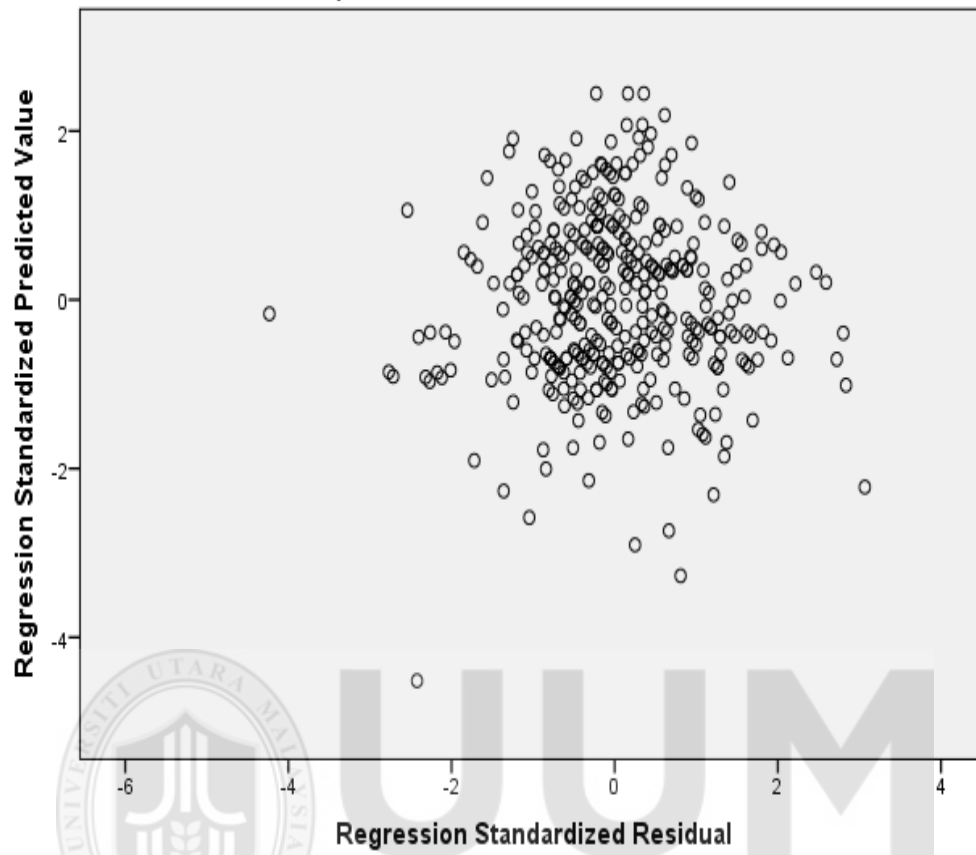
Normal P-P Plot of Regression Standardized Residual
Dependent Variable: meanOCB



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Scatterplot

Dependent Variable: meanOCB



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Regression (IV to DV)

Descriptive Statistics

	Mean	Std. Deviation	N
meanOCB	4.6930	.65948	387
meanOSO	4.3987	.67944	387
meanJS	4.4840	.67503	387

Correlations

		meanOCB	meanOSO	meanJS
Pearson Correlation	meanOCB	1.000	.661	.669
	meanOSO	.661	1.000	.769
	meanJS	.669	.769	1.000
Sig. (1-tailed)	meanOCB	.	.000	.000
	meanOSO	.000	.	.000
	meanJS	.000	.000	.
N	meanOCB	387	387	387
	meanOSO	387	387	387
	meanJS	387	387	387

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	meanJS, meanOSO ^b	.	Enter

a. Dependent Variable: meanOCB

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig. F Change
1	.707 ^a	.500	.498	.46741	.500	192.211	2	384	.000	1.919

a. Predictors: (Constant), meanJS, meanOSO

b. Dependent Variable: meanOCB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.984	2	41.992	192.211	.000 ^b
	Residual	83.892	384	.218		
	Total	167.875	386			

a. Dependent Variable: meanOCB

b. Predictors: (Constant), meanJS, meanOSO

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.439	.168		8.579	.000
meanOSO	.350	.055	.360	6.388	.000
meanJS	.383	.055	.392	6.942	.000

a. Dependent Variable: meanOCB

Casewise diagnostics

Case Number	Std. Residual	meanOCB	Predicted Value	Residual
133	3.066	5.09	3.6577	1.43321
198	-4.233	2.64	4.6150	-1.97861

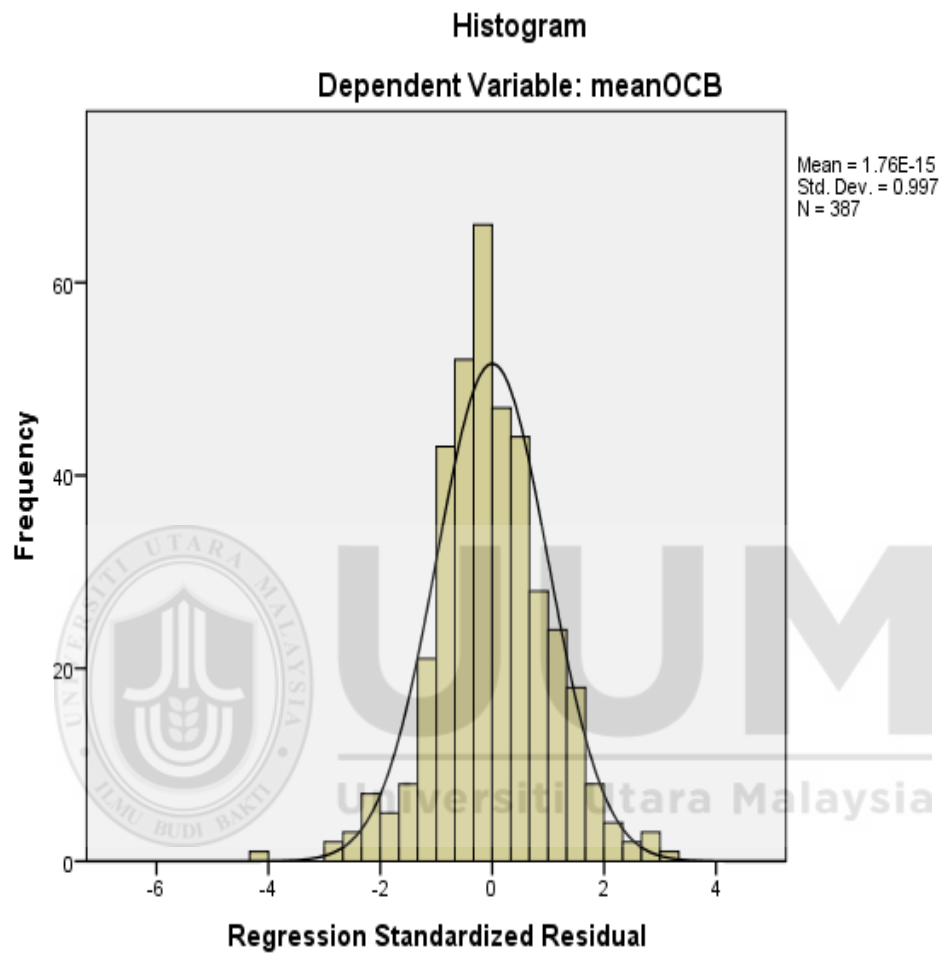
a. Dependent Variable: meanOCB

Residuals Statistics^a

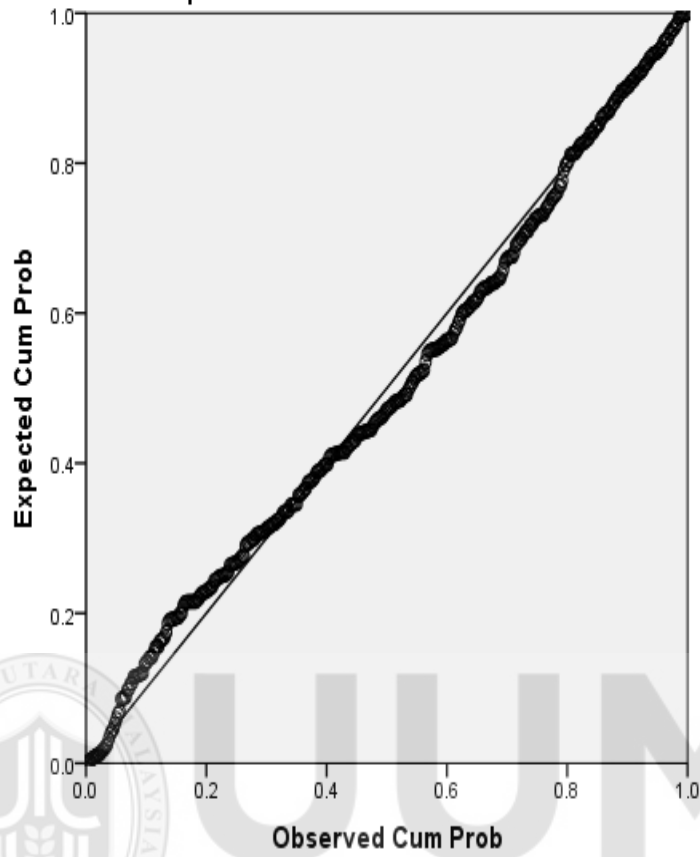
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5873	5.8331	4.6930	.46645	387
Residual	-1.97861	1.43321	.00000	.46619	387
Std. Predicted Value	-4.514	2.444	.000	1.000	387
Std. Residual	-4.233	3.066	.000	.997	387

a. Dependent Variable: meanOCB

Charts



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: meanOCB

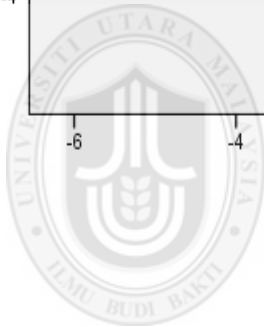
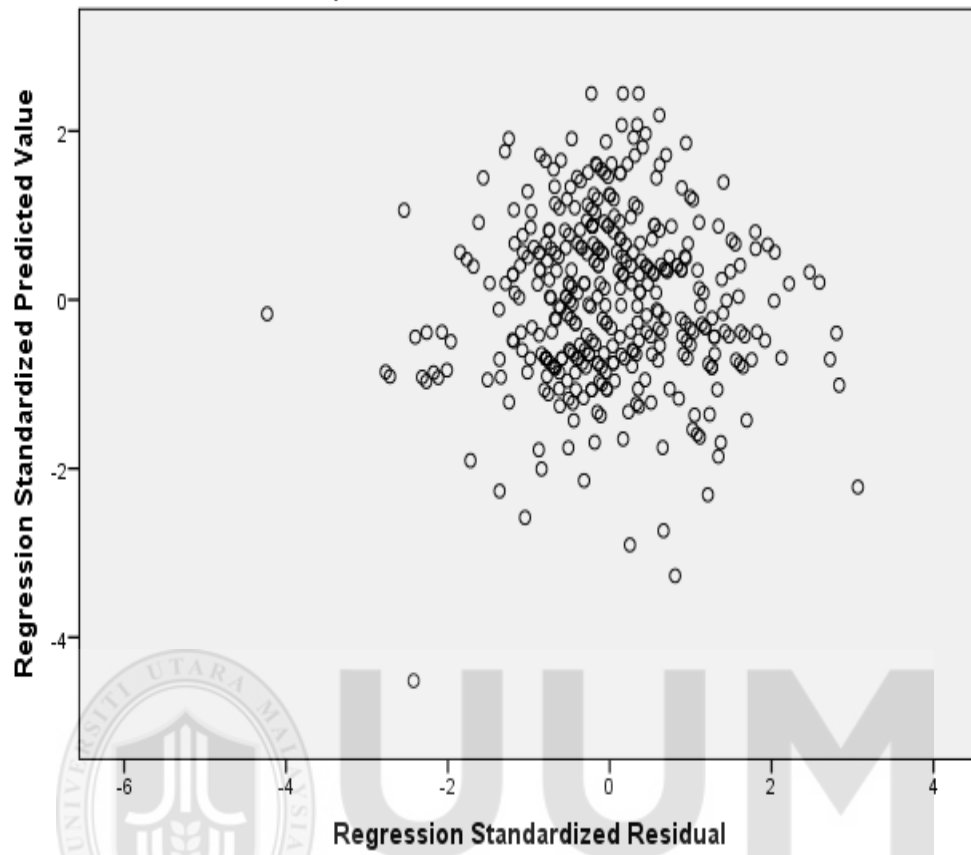


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Dependent Variable: meanOCB



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Regression (IV to MV)

Descriptive Statistics

	Mean	Std. Deviation	N
meanOC	4.3183	.71653	387
meanOSO	4.3987	.67944	387
meanJS	4.4840	.67503	387

Correlations

		meanOC	meanOSO	meanJS
Pearson Correlation	meanOC	1.000	.708	.671
	meanOSO	.708	1.000	.769
	meanJS	.671	.769	1.000
Sig. (1-tailed)	meanOC	.	.000	.000
	meanOSO	.000	.	.000
	meanJS	.000	.000	.
N	meanOC	387	387	387
	meanOSO	387	387	387
	meanJS	387	387	387

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	meanJS, meanOSO ^b	.	Enter

a. Dependent Variable: meanOC

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig. F Change
1	.735 ^a	.541	.538	.48696	.541	225.858	2	384	.000	1.666

a. Predictors: (Constant), meanJS, meanOSO

b. Dependent Variable: meanOC

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	107.117	2	53.558	225.858	.000 ^b
Residual	91.059	384	.237		
Total	198.176	386			

a. Dependent Variable: meanOC

b. Predictors: (Constant), meanJS, meanOSO

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.664	.175		3.803	.000
meanOSO	.496	.057	.470	8.687	.000
meanJS	.329	.057	.310	5.725	.000

a. Dependent Variable: meanOC

Casewise Diagnostics^a

Case Number	Std. Residual	meanOC	Predicted Value	Residual
138	-3.954	2.50	4.4252	-1.92524
151	3.342	5.83	4.2059	1.62743
206	3.141	4.08	2.5538	1.52950
287	-3.560	2.75	4.4834	-1.73340
306	3.169	5.58	4.0403	1.54304

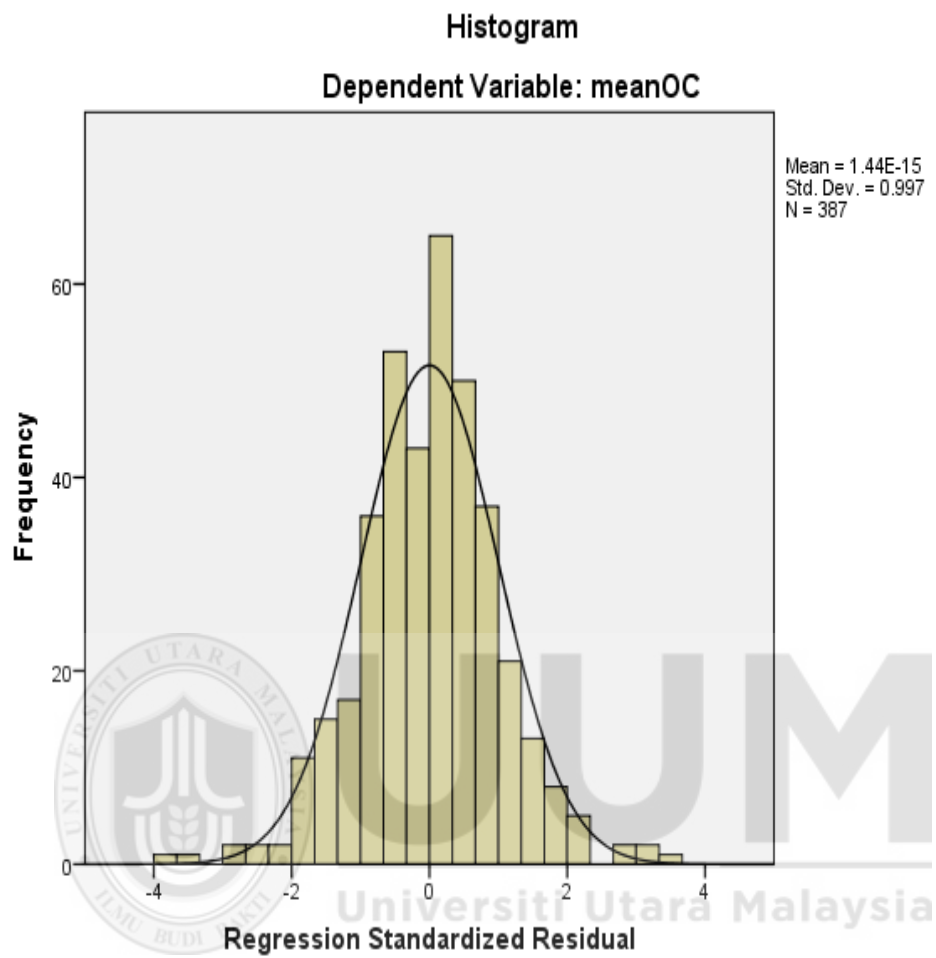
a. Dependent Variable: meanOC

Residuals Statistics^a

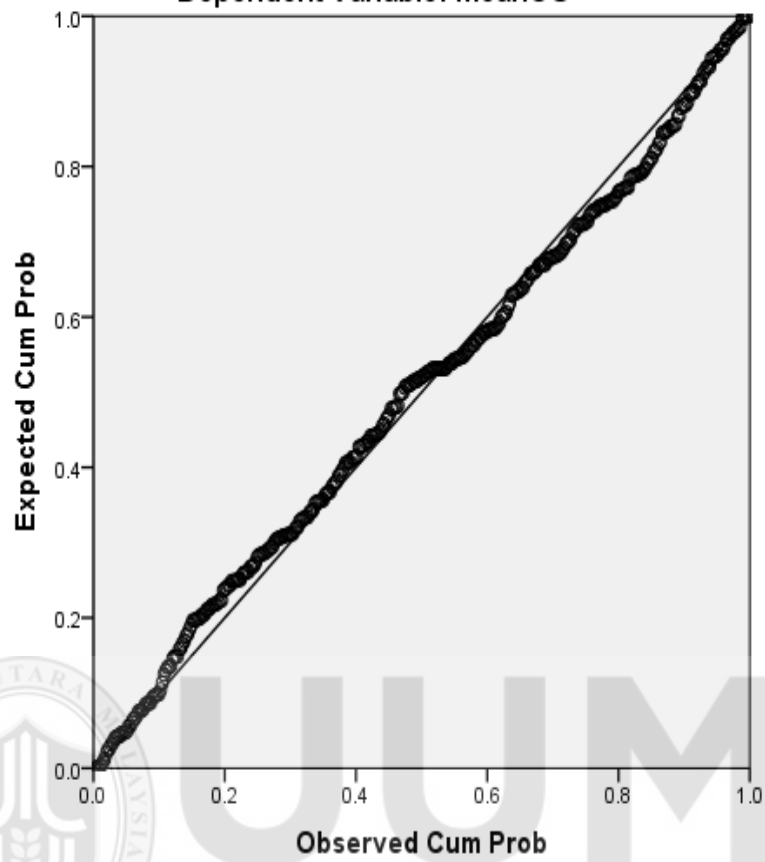
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9716	5.6102	4.3183	.52679	387
Residual	-1.92524	1.62743	.00000	.48570	387
Std. Predicted Value	-4.455	2.452	.000	1.000	387
Std. Residual	-3.954	3.342	.000	.997	387

a. Dependent Variable: meanOC

Charts



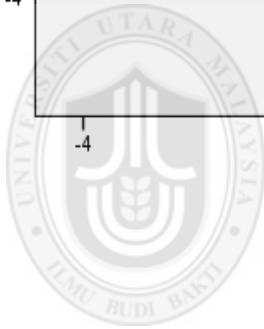
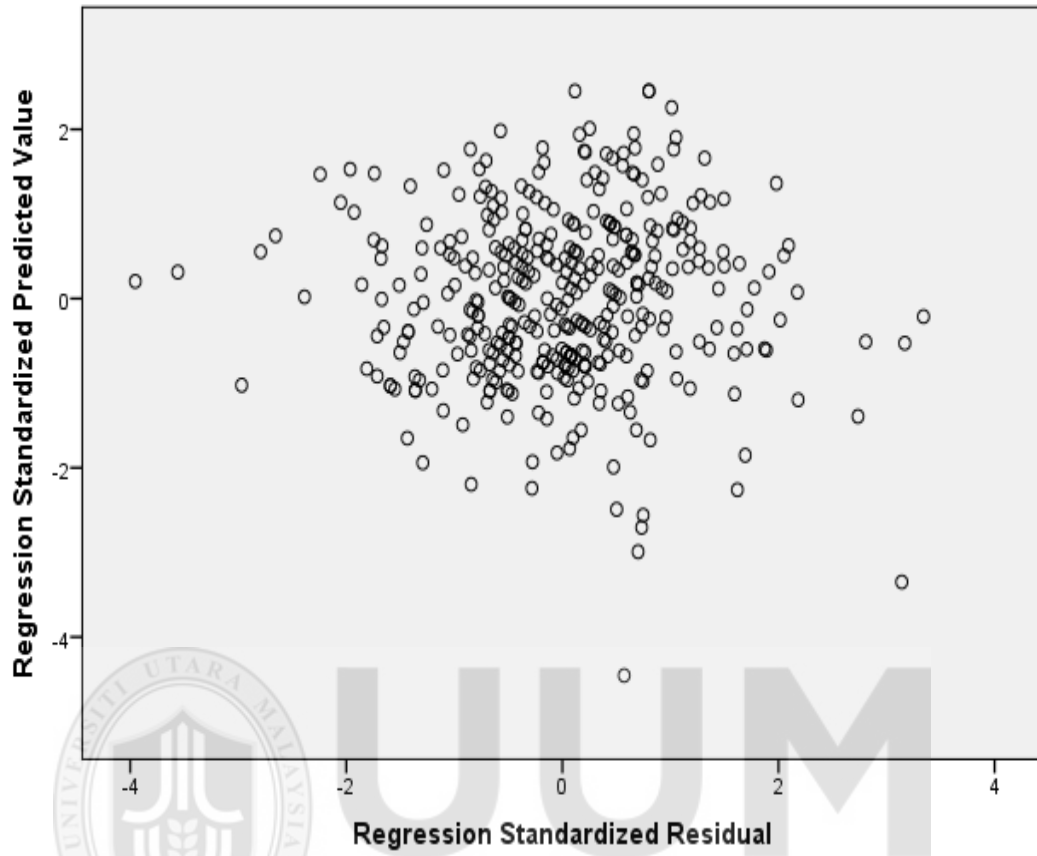
Normal P-P Plot of Regression Standardized Residual
Dependent Variable: meanOC



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Dependent Variable: meanOC



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Regression (IV, MV to DV)

Descriptive Statistics

	Mean	Std. Deviation	N
meanOCB	4.6930	.65948	387
meanOC	4.3183	.71653	387
meanOSO	4.3987	.67944	387
meanJS	4.4840	.67503	387

Correlations

		meanOCB	meanOC	meanOSO	meanJS
Pearson Correlation	meanOCB	1.000	.653	.661	.669
	meanOC	.653	1.000	.708	.671
	meanOSO	.661	.708	1.000	.769
	meanJS	.669	.671	.769	1.000
Sig. (1-tailed)	meanOCB	.	.000	.000	.000
	meanOC	.000	.	.000	.000
	meanOSO	.000	.000	.	.000
	meanJS	.000	.000	.000	.
N	meanOCB	387	387	387	387
	meanOC	387	387	387	387
	meanOSO	387	387	387	387
	meanJS	387	387	387	387

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	meanJS, meanOC, meanOSO ^b	.	Enter

a. Dependent Variable: meanOCB

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig. F Change
1	.735 ^a	.540	.536	.44909	.540	149.791	3	383	.000	1.970

a. Predictors: (Constant), meanJS, meanOC, meanOSO

b. Dependent Variable: meanOCB

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	90.631	3	30.210	149.791	.000 ^b
Residual	77.245	383	.202		
Total	167.875	386			

a. Dependent Variable: meanOCB

b. Predictors: (Constant), meanJS, meanOC, meanOSO

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.259	.164		7.672	.000
meanOC	.270	.047	.294	5.741	.000
meanOSO	.216	.058	.222	3.752	.000
meanJS	.294	.055	.301	5.326	.000

a. Dependent Variable: meanOCB

Casewise Diagnostics^a

Case Number	Std. Residual	meanOCB	Predicted Value	Residual
106	3.820	5.55	3.8300	1.71544
198	-4.544	2.64	4.6768	-2.04048

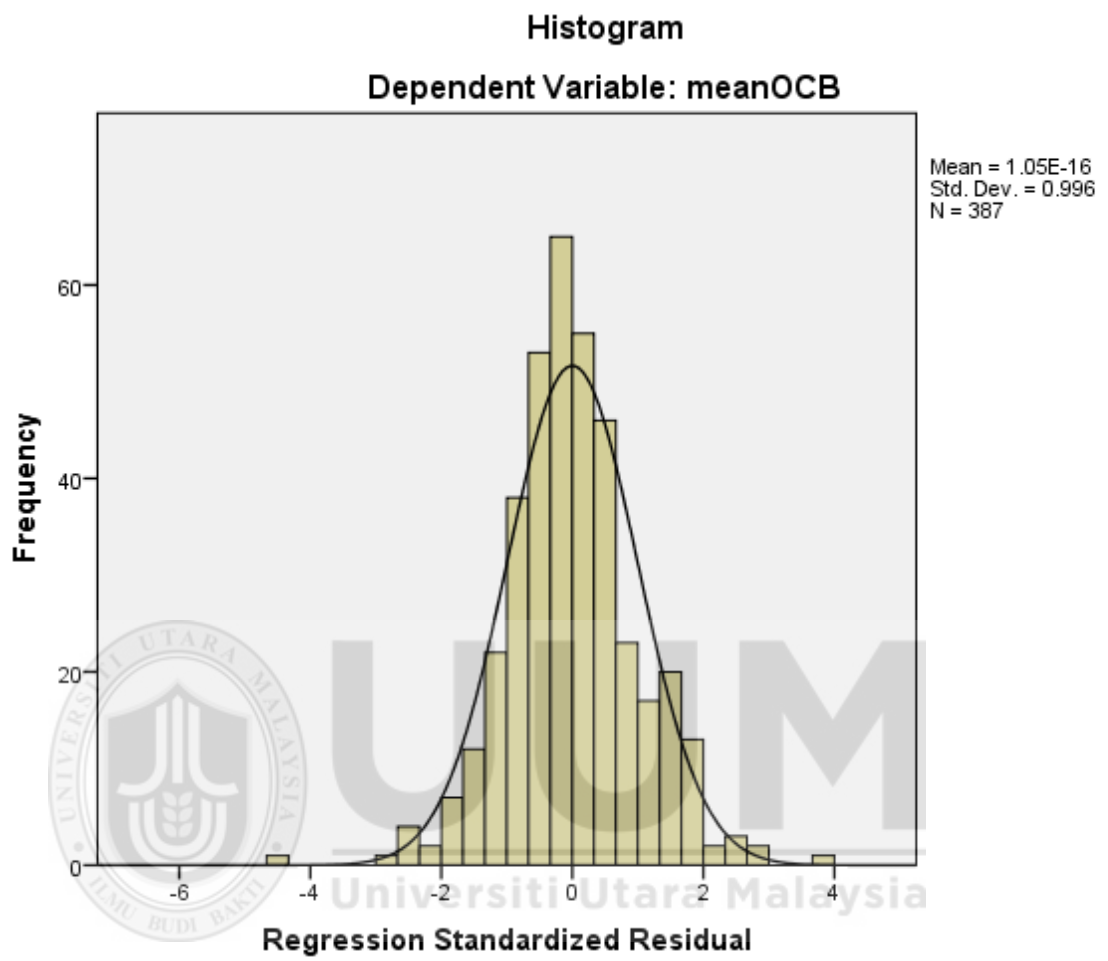
a. Dependent Variable: meanOCB

Residuals Statistics^a

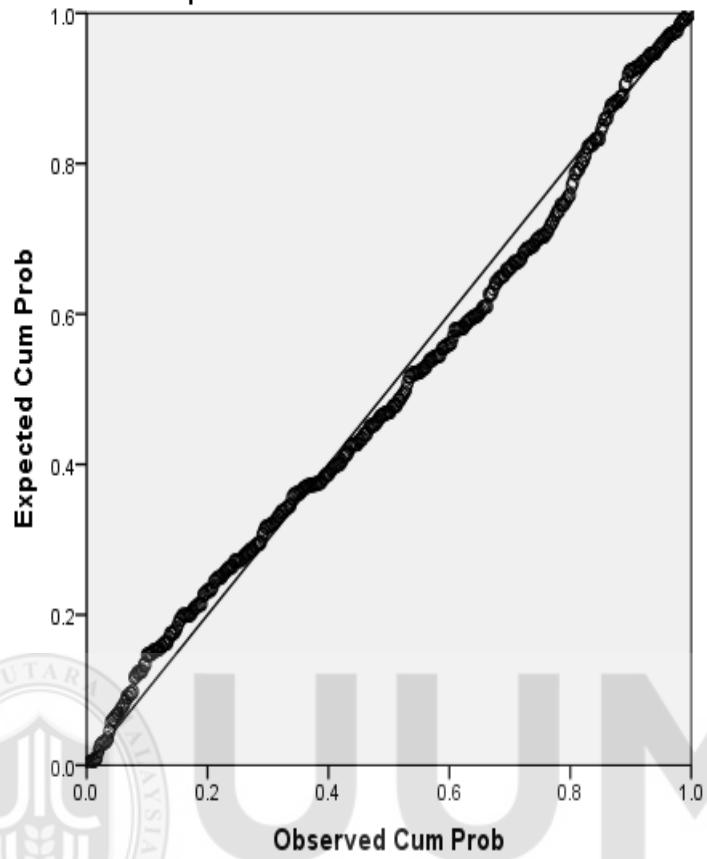
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6625	5.9385	4.6930	.48456	387
Residual	-2.04048	1.71544	.00000	.44734	387
Std. Predicted Value	-4.190	2.570	.000	1.000	387
Std. Residual	-4.544	3.820	.000	.996	387

a. Dependent Variable: meanOCB

Charts



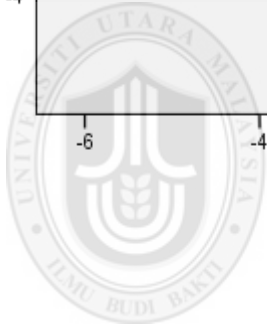
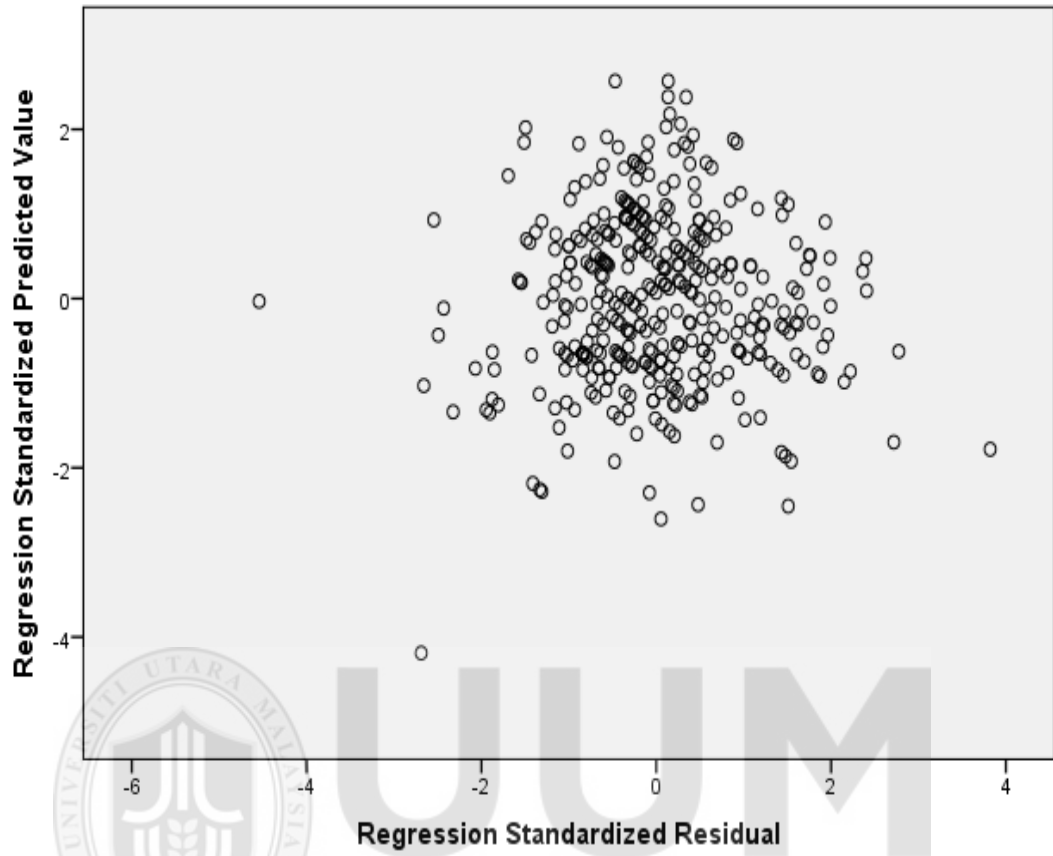
Normal P-P Plot of Regression Standardized Residual
Dependent Variable: meanOCB



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Dependent Variable: meanOCB



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APPENDIX 8

HIERARCHICAL REGRESSION ANALYSIS

Descriptive Statistics

	Mean	Std. Deviation	N
meanOCB	4.6930	.65948	387
meanOSO	4.3987	.67944	387
meanJS	4.4840	.67503	387
meanOC	4.3183	.71653	387

Correlations

		meanOCB	meanOSO	meanJS	meanOC
Pearson Correlation	meanOCB	1.000	.661	.669	.653
	meanOSO	.661	1.000	.769	.708
	meanJS	.669	.769	1.000	.671
	meanOC	.653	.708	.671	1.000
Sig. (1-tailed)	meanOCB	.	.000	.000	.000
	meanOSO	.000	.	.000	.000
	meanJS	.000	.000	.	.000
	meanOC	.000	.000	.000	.
N	meanOCB	387	387	387	387
	meanOSO	387	387	387	387
	meanJS	387	387	387	387
	meanOC	387	387	387	387

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	meanJS, meanOSO ^b	.	Enter
2	meanOC ^b	.	Enter

a. Dependent Variable: meanOCB

b. All requested variables entered.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.707 ^a	.500	.498	.46741	.500	192.211	2	384	.000	
2	.735 ^b	.540	.536	.44909	.040	32.957	1	383	.000	1.970

a. Predictors: (Constant), meanJS, meanOSO

b. Predictors: (Constant), meanJS, meanOSO, meanOC

c. Dependent Variable: meanOCB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.984	2	41.992	192.211	.000 ^b
	Residual	83.892	384	.218		
	Total	167.875	386			
2	Regression	90.631	3	30.210	149.791	.000 ^c
	Residual	77.245	383	.202		
	Total	167.875	386			

a. Dependent Variable: meanOCB

b. Predictors: (Constant), meanJS, meanOSO

c. Predictors: (Constant), meanJS, meanOSO, meanOC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.439	.168			8.579	.000
	meanOSO	.350	.055	.360		6.388	.000
	meanJS	.383	.055	.392		6.942	.000
2	(Constant)	1.259	.164			7.672	.000
	meanOSO	.216	.058	.222		3.752	.000
	meanJS	.294	.055	.301		5.326	.000
	meanOC	.270	.047	.294		5.741	.000

a. Dependent Variable: meanOCB

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	meanOC	.294 ^b	5.741	.000	.281	.459

a. Dependent Variable: meanOCB

b. Predictors in the Model: (Constant), meanJS, meanOSO

Casewise Diagnostics^a

Case Number	Std. Residual	meanOCB	Predicted Value	Residual
106	3.820	5.55	3.8300	1.71544
198	-4.544	2.64	4.6768	-2.04048

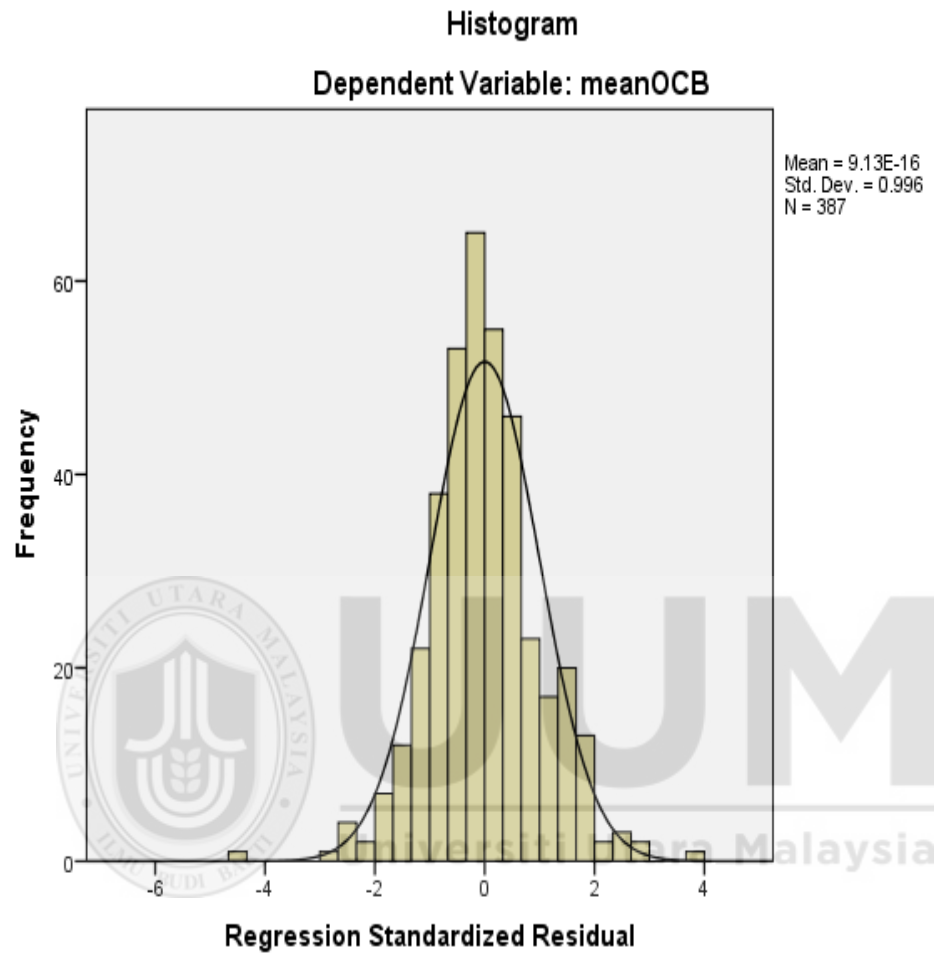
a. Dependent Variable: meanOCB

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6625	5.9385	4.6930	.48456	387
Residual	-2.04048	1.71544	.00000	.44734	387
Std. Predicted Value	-4.190	2.570	.000	1.000	387
Std. Residual	-4.544	3.820	.000	.996	387

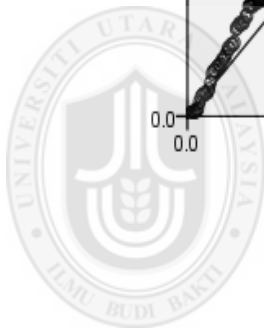
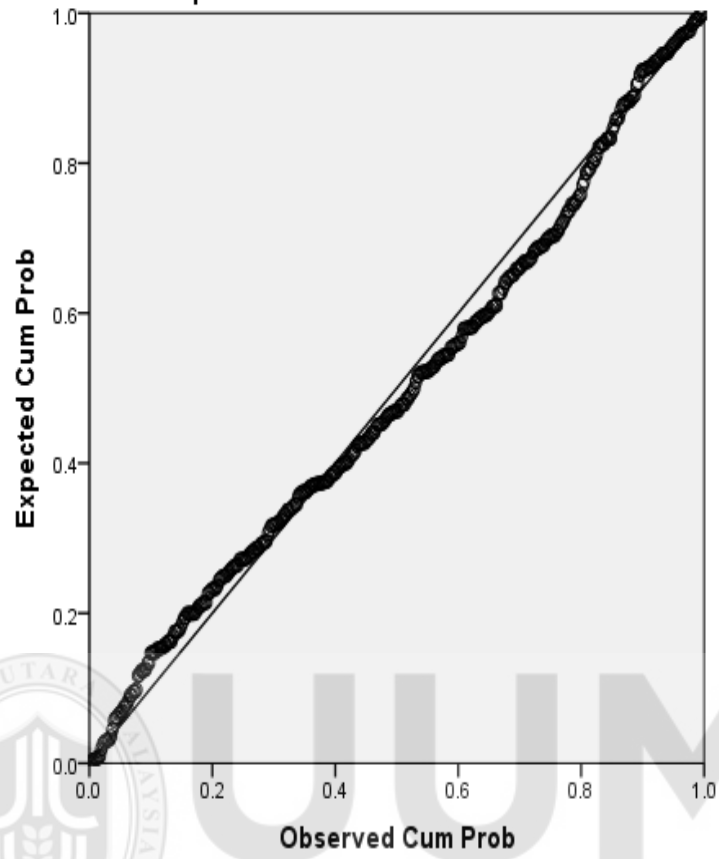
a. Dependent Variable: meanOCB

Charts



Normal P-P Plot of Regression Standardized Residual

Dependent Variable: meanOCB

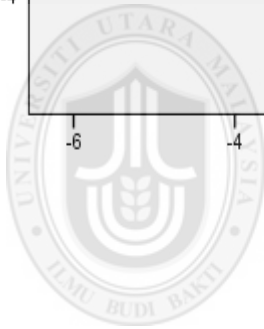
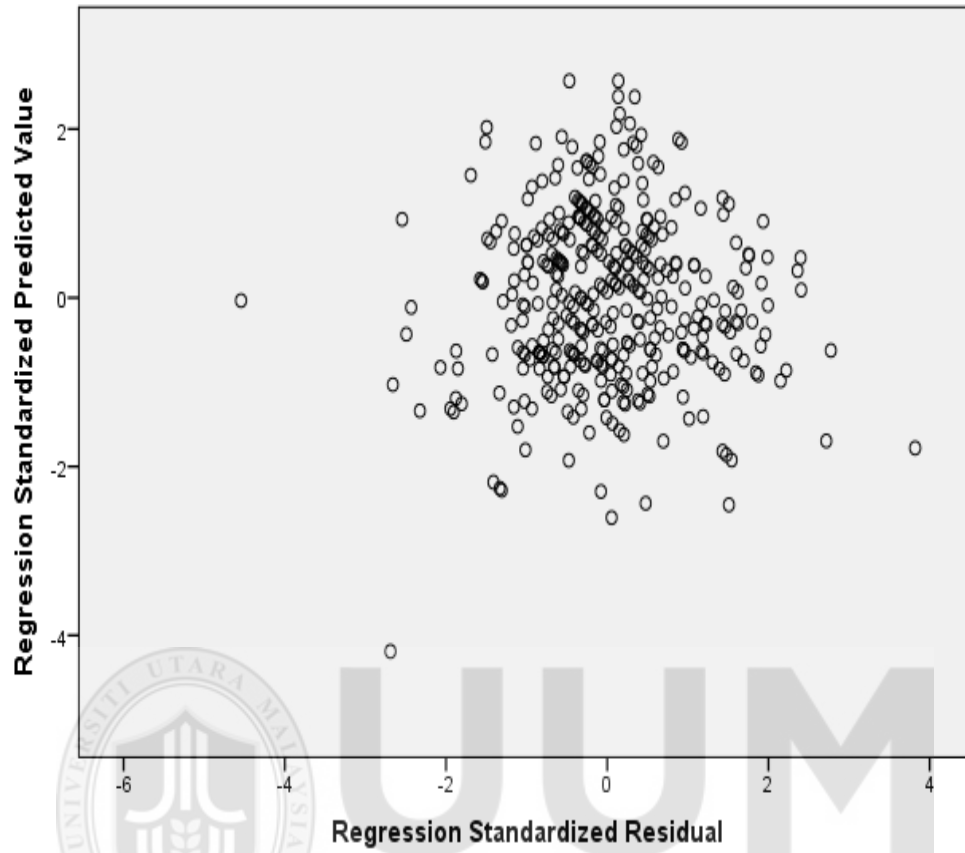


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Dependent Variable: meanOCB



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