

Relationship between Perceived Organizational Support and Organizational Citizenship Behaviour of Academic Staff in Malaysian Research Universities

^{*1}Roshafiza Hassan, ²Ramli Basri, ³Soaib Asimiran

ABSTRACT--- *This study examined the relationship between perceived organizational support and organizational citizenship behaviour of academic staff in Malaysian Research Universities. This study employed a quantitative descriptive survey whereby a total of 372 academic staff from five Research Universities were selected as samples for the study. A multistage random clustered sampling method was applied in sampling selection. An instrument consisting of 32 items were used to measure academic staff's perceptions towards their level of organizational citizenship behaviour (24-items) and perceived organizational support (8-items) at the workplace. The data were collected and analyzed using descriptive statistical tools such as frequency, percentage, mean, and standard deviation while the research hypotheses were analyzed using inferential statistical tools such as Pearson correlation. The descriptive analysis showed that the level of organizational citizenship behaviour (mean = 5.91, SD = 0.56) was high while the level of perceived organizational support (mean = 4.80, SD = 1.10) was reported as moderate. The result of this study also found that there is a significant relationship between perceived organizational support and organizational citizenship behaviour ($r = 0.346$, $p < 0.05$). Even though it was concluded that the relationship was low, however, perceived organizational support was confirmed as contextual factors within academic staff in Malaysian Research Universities that would significantly contribute to their level of citizenship behaviour toward the organization they served for.*

Keywords--- *Organizational Citizenship Behaviour, Perceived Organizational Support, Academic Staff, Malaysian Research Universities.*

I. INTRODUCTION

Research University (RU) is an institution that focuses on the activities to promote research, development, innovation, and commercialization of products and services. The mission of establishing RU as stated by the Ministry of Higher Education (2007), is to engage scholars and students actively in new explorations of ideas, expand innovations, intensify the knowledge creation through creativity and innovation as well as open up the scientific opportunities to discover the uppermost of knowledge. To date, there are five public universities have been conferred as Research University (RU) which are the University of Malaya (UM), Universiti Putra Malaysia (UPM), Universiti Kebangsaan Malaysia (UKM), Universiti Sains Malaysia (USM) and Universiti

¹ * Educational Administration, Universiti Putra Malaysia, roshafizahassan@gmail.com.

² Educational Administration, Universiti Putra Malaysia.

³ , Educational Administration, Universiti Putra Malaysia.

Teknologi Malaysia (UTM). Being academician in these Research Universities, they were challenged with various tasks that affected their stress and burn out, however, there are still willing to render ultimate commitments as well as intensive and extensive efforts to the organization. Eventually, leaders and the management of the institutions are intentionally and more desire to have academic staff who are enthusiast to give their full efforts to perform the non-tasks beyond formal job specifications such as replacing colleagues in handling class lecture, guiding students, attending meeting regardless thinking of the rewards, salary increments or promotions. Organ et al. (2006) identifying these behaviours as organizational citizenship behaviours (OCBs) which employees consider something more than quantifiable in performance appraisals. Basically, OCB is about individual willingness to contribute beyond their job specifications for the sake of organizational success.

Five major domains of OCBs as proposed by Organ et al. (2006) are altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. As conceptualized by several literatures (Rose et al., 2016; Ueda, 2016; Dirican & Erdil, 2016; Organ et al., 2006), 'altruism' is known as helping behaviour which focusing on helping out colleagues in handling tasks, 'courtesy' is about staying up on company policies, while 'conscientiousness' is doing an exceptional job in one's role, 'civic virtue' as an employee's behaviour of being kind to colleagues and finally 'sportsmanship' which emphasis on employees for not complaining about little inconveniences in the workplace. Essentially, OCBs are employees' contributions to the organization that "above and more" of the main tasks assigned to them. In view of the uncertainty and changes in higher education structure, the academic staff has to exhibit extra-role behaviour beyond daily official duties. These include working overtime without compensation, organize office-wide functions, helping new colleagues achieve their target, volunteering to change shifts or take over duties and so forth. These social dimensions of citizenship have led to the integration of OCBs entirely in higher education institutions.

Although employee's behaviour could determine the success of the organization, however, this was inadequate to solely examine employees' citizenship behaviour towards their organization as there are boost factors that lead to the OCB's implementation. Eisenberger et al. (1986) proposed that to meet needs for approval, affiliation and to judge the organization's readiness to reward increased effort, employees form a general belief regarding the extent to which the organization thinks considerably of their contributions and promotes their welfare. Further, Rhoades and Eisenberger (2002) confirmed the suggestion that employees form a consensus concerning the organization's commitment to them, operationalized as 'perceived organizational support'. Their research showed that high levels of perceived organizational support can create a feeling of obligation among the employees to return their employers' commitment by engaging in behaviours that support organizational goals.

Perceived organizational support is conceptually interrelated with the Social Exchange Theory (SET) in describing the relationship between the employer and the employee. Support by the organization is anticipated to produce open-end social exchange relationships between both parties. Blau (1964) suggests that through mutual exchanges, a pattern of reciprocal obligation is established between the parties. Previously, Gouldner (1960) was highlighted on the term 'reciprocity' where the employees who perceived high levels of organizational support are more likely to reciprocate to the organization with positive attitudes such as high levels of affective commitment and favourable work behaviours. Henceforth, it is an organization's willingness to support employees in terms of appreciates their contributions and care about their well-being in order to enhance the

relationship between the employer and the employee. Reciprocally, the employee will repay the organization by showing positive behaviours that benefit the organization (Rhoades & Eisenberger, 2002; Gouldner, 1960). Typically, employees tend to reciprocate perceived support with display citizenship behaviour in the organization that directly benefits the institution. Therefore, effective perceived organizational support motivates employees to increase their efforts in achieving the organizational goals and objectives.

II. METHODOLOGY

This study intends to:

1. Identify the level of organizational citizenship behaviour of academic staff in Malaysian Research Universities.

Q1. What is the level of organizational citizenship behaviour of academic staff in Malaysian Research Universities?

2. Identify the level of perceived organizational support of academic staff in Malaysian Research Universities.

Q2. What is the level of perceived organizational support of academic staff in Malaysian Research Universities?

3. Examine the relationship between perceived organizational support and organizational citizenship behaviour of academic staff in Malaysian Research Universities.

H1. There is a positive relationship between perceived organizational support and organizational citizenship behaviour of academic staff in Malaysian Research Universities.

1) Sample

The total sample consists of 372 academic staff from five Research Universities in Malaysia. The sample was selected using a Multistage Cluster Sampling Procedure whereby the selection at the faculty level has been made randomly according to the similarities of characteristics and inclusive between the institutions (universities). Then, the researcher will randomly select several departments in representing their group (faculty). Eventually, all academic staff in selected departments will be chosen as respondents of the study (cluster).

2) tool

This research adopted the dimensions of organizational citizenship behaviour (OCB) scale asserted by Podsakoff et al. (1990). This questionnaire consists of 24 items regarding the information related to OCBs namely altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. Academic staff is required to answer to the extent to which they exhibit OCBs in a 7-point scale (1 = Strongly Disagree, 7 = Strongly Agree) how frequently they would participate in the identified behaviours. Construct validity of the questionnaire was high as measured by confirmatory factor analysis (CFA), and the level of reliability was also high for each of the five sub-scales. Podsakoff et al. (1990) found the internal consistent reliability of OCB were quite good and established at scale $\alpha = 0.94$.

In measures perceived organizational support, an instrument consisting of eight-items version introduced by Eisenberger and his colleagues was selected instead of the original version which consists of 36 items

(Eisenberger et al., 1986). The Internal Consistent Reliability (α) for this eight-items version was found by Eisenberger at $\alpha = 0.93$. Rhoades and Eisenberger (2002) pointed out that the use of shorter versions is still applicable as it does not appear problematic since the original scale has high internal reliability and has been measured in unidimensional. Additionally, this version also concerned with the dimensions of fairness, supervisor support and organizational rewards and job conditions. In this survey, respondents (academic staff) need to indicate the extent of agreement with each statement on a 7-point scale (1 = strongly disagree, 7 = strongly agree).

III. RESULTS AND DISCUSSION

1) Level of Organizational Citizenship Behaviour of Academic Staff in Malaysian Research Universities

Table 1 exhibits descriptive analysis of percentage, mean scores, standard deviation and the level of organizational citizenship behaviour (OCB) as per item based on dimensions. A total of 24 items with a 7-point scale was used to measure the level of OCB in each dimension as performed by academic staff.

Table 1: Descriptive analysis of organizational citizenship behaviour (OCB)

Item	Frequency and Percentage (%)							Mea	SD	Leve
	1	2	3	4	5	6	7			
D1: Altruism										
I help colleagues who have a heavy workload.	4 (1.1%)	5 (1.3%)	9 (2.4%)	44 (11.8%)	137 (36.8%)	91 (24.5%)	82 (22%)	5.44	1.20	High
I am always ready to lend a helping hand to those around me.	-	1 (0.3%)	3 (0.8%)	12 (3.2%)	55 (14.8%)	144 (38.7%)	157 (42.2%)	6.17	.89	High
I help orient new people even though it is not required.	-	3 (0.8%)	11 (3.0%)	40 (10.8%)	98 (26.3%)	126 (33.9%)	94 (25.3%)	5.65	1.11	High
I help colleagues who have been absent.	10 (2.7%)	7 (1.9%)	28 (7.5%)	50 (13.4%)	112 (30.1%)	95 (25.5%)	70 (18.8%)	5.18	1.42	High
I am willing to help others who have work-related problems.	-	-	-	11 (3%)	70 (18.8%)	139 (37.4%)	152 (40.9%)	6.16	.83	High
D2: Courtesy										
I try to avoid creating problems for co-workers.	-	-	-	6 (1.6%)	20 (5.4%)	96 (25.8%)	250 (67.2%)	6.59	.67	High
I consider the impact of my actions on co-workers.	-	-	3 (0.8%)	10 (2.7%)	42 (11.3%)	139 (37.4%)	178 (47.8%)	6.29	.83	High

I respect the rights of people that work with me.	-	-	-	1 (0.3%)	31 (8.3%)	115 (30.9%)	225 (60.5%)	6.52	.66	High
I take steps carefully to avoid problems with other workers.	-	-	2 (0.5%)	11 (3%)	33 (8.9%)	138 (37.1%)	188 (50.5%)	6.34	.80	High
I am mindful of how my behaviour affects other people's jobs.	1 (0.3%)	-	2 (0.5%)	19 (5.1%)	77 (20.7%)	119 (32%)	154 (41.4%)	6.08	.97	High
D3: Civic Virtue										
I keep abreast of changes in the organization.	-	1 (0.3%)	5 (1.3%)	30 (8.1%)	103 (27.7%)	135 (36.3%)	98 (26.3%)	5.77	.99	High
I attend meetings that are not mandatory but are considered important.	3 (0.8%)	3 (0.8%)	13 (3.5%)	44 (11.8%)	92 (24.7%)	115 (30.9%)	102 (27.4%)	5.61	1.2 2	High
I attend functions that are not required but help the company image.	8 (2.2%)	14 (3.8%)	23 (6.2%)	66 (17.7%)	107 (28.8%)	93 (25%)	61 (16.4%)	5.08	1.4 2	High
I read and keep up with organization announcements, memos, and so on.	-	-	11 (3%)	31 (8.3%)	106 (28.5%)	128 (34.4%)	96 (25.8%)	5.72	1.0 3	High
D4: Conscientiousness										
I believe in giving an honest day's work for an honest day's pay.	-	-	-	6 (1.6%)	30 (8.1%)	86 (23.1%)	250 (67.2%)	6.56	.71	High
My attendance at work is above the norm.	1 (0.3%)	2 (.5%)	6 (1.6%)	44 (11.8%)	97 (26.1%)	114 (30.6%)	108 (29.0%)	5.71	1.1 1	High
I do not take extra breaks.	4 (1.1%)	8 (2.2%)	17 (4.6%)	60 (16.1%)	75 (20.2%)	93 (25.0%)	115 (30.9%)	5.51	1.4 0	High
I obey company rules and policy even when no one is watching me.	-	2 (.5%)	2 (.5%)	17 (4.6%)	61 (16.4%)	131 (35.2%)	159 (42.7%)	6.13	.95	High
I am one of the most conscientious employees.	1 (.3%)	-	4 (1.1%)	26 (7.0%)	91 (24.5%)	131 (35.2%)	119 (32.0%)	5.89	1.0 0	High
D5: Sportsmanship										
I am not the person who likes to complains or protests	2 (.5%)	11 (3.0%)	17 (4.6%)	47 (12.6%)	60 (16.1%)	116 (31.2%)	119 (32.0%)	5.62	1.3 7	High

the loudest attracts attention and service.				%)	%)	%)				
I do not waste time complaining about trivial matters.	-	3 (.8%)	5 (1.3%)	22 (5.9%)	66 (17.7%)	124 (33.3%)	152 (40.9%)	6.04	1.04	High
I do not tend to magnify problems.	-	1 (.3%)	5 (1.3%)	14 (3.8%)	43 (11.6%)	114 (30.6%)	195 (52.4%)	6.28	.94	High
I always focus on what is right, rather than what is wrong.	1 (.3%)	2 (.5%)	1 (.3%)	23 (6.2%)	66 (17.7%)	128 (34.4%)	151 (40.6%)	6.06	1.00	High
I always find fault with what the organization is doing. [R]	112 (30.1%)	88 (23.7%)	75 (20.2%)	63 (16.9%)	23 (6.2%)	8 (2.2%)	3 (.8%)	5.45	1.41	High

According to the dimension of altruism, the result showed that the item “I am always ready to lend a helping hand to those around me” was contributed the highest mean of 6.17 and standard deviation (SD) = .89 followed by the item “I am willing to help others who have work-related problems” with mean = 6.16 and SD = .83 and “I help orient new people even though it is not required” with mean = 5.65 and SD = 1.11. The second-lowest item was “I help colleagues who have a heavy workload” with mean = 5.44 and SD = 1.2 while the lowest showed by the item “I help colleagues who have been absent” with mean = 5.18 and SD = 1.42. Overall, the items in altruism showed a high level of OCB as perceived by academic staff.

The dimension of courtesy comprises of five items whereby the item of “I try to avoid creating problems for co-workers” was contributed to the highest level of OCB in this dimension with mean = 6.59, SD = .67. The second item in this dimension was “I respect the rights of people that work with me” (mean = 6.52, SD = .66) followed by “I take steps carefully to avoid problems with other workers” with mean = 6.34, SD = .80 while the item “I consider the impact of my actions on co-workers” showed the mean = 6.29, SD = .83. The item “I am mindful of how my behaviour affects other people’s jobs” demonstrated the lowest level in this dimension with mean = 6.08 and SD = .97. In general, all items in courtesy showed a high level of organizational citizenship behaviour. Table 1 also presents the finding of descriptive analysis in the dimension of civic virtue. This dimension comprises of four items whereby the highest item was showed by the item “I keep abreast of changes in the organization” (mean = 5.77, SD = .99) while the item of “I read and keep up with organization announcements, memos and so on” (mean = 5.72, SD = 1.03) shows the second. The result exhibits the lowest 2 item that is “I attend meetings that are not mandatory but are considered important” (mean = 5.61, SD = 1.22) and “I attend functions that are not required but help the company image” (mean = 5.08, SD = 1.42) respectively.

In regards to the dimension of conscientiousness, the result out of five items showed that “I believe in giving an honest day’s work for an honest day’s pay” contributed to the highest mean which is 6.56 and SD = 0.71 followed by the item of “I obey company rules and policy even when no one is watching me” with the mean = 6.13 and SD = .95. The next item contributed in this dimension was denoted by “I am one of the most

conscientious employees” (mean = 5.89, SD = 1) and “My attendance at work is above the norm” with the mean = 5.71 and SD = 1.11. The lowest item in this dimension is “I do not take extra breaks” with mean = 5.51 and SD = 1.40. Of all the items in sportsmanship, the item “I do not tend to magnify problems” (mean = 6.28, SD= 0.94) was demonstrated the highest, while the second was “I always focus on what is right, rather than what is wrong” (mean = 6.06, SD = 1). The third was the item of “I do not waste time complaining about trivial matters” with mean = 6.04, SD = 1.04. The second-lowest item was “I am not the person who likes to complains or protests the loudest attracts attention and service” with the mean = 5.62 and SD = 1.37. Provided that the item “I always find fault with what the organization is doing [Recode]” (mean = 5.45, SD= 1.41) contributed the lowest mean in this dimension.

Table 2 presents the level of organizational citizenship behaviour (OCB) based on five dimensions, as stated in the table. The finding exhibits the highest level of OCBs belong to the dimension of courtesy (mean = 6.36, SD = 0.59) followed by the dimension of conscientiousness (mean = 5.96, SD = 0.74). Additionally, the dimension of sportsmanship with mean = 5.89 and SD = 0.74 showed the third-highest. The lowest two-dimension was contributed by altruism (mean = 5.72, SD = 0.81) and Civic Virtue (mean = 5.55, SD = 0.80) respectively. Overall, the result implies that the academic staff level of organizational citizenship behaviour was high (mean = 5.91, SD = 0.56).

Table 2: The level of organizational citizenship behaviour based on dimensions

<i>Dimension</i>	<i>Mean</i>	<i>SD</i>	<i>Level</i>
Overall D1: Altruism	5.72	0.81	High
Overall D2: Courtesy	6.36	0.59	High
Overall D3: Civic Virtue	5.55	0.80	High
Overall D4: Conscientiousness	5.96	0.74	High
Overall D5: Sportsmanship	5.89	0.74	High
Overall	5.91	0.56	High

2) Level of Perceived Organizational Support

Perceived organizational support consists of eight items with a 7-point scale from strongly disagree to the strongly agree. The measurement of the items is unidimensional. Four negative items were recoding in this variable that is “The organization fails to appreciate any extra effort from me”, “The organization would ignore any complaint from me”, “Even if I did the best job possible, the organization would fail to notice”, and “The organization shows very little concern for me” as illustrated in Table 3.

Table 3: Descriptive Analysis of Perceived Organizational Support

<i>Item</i>	<i>Frequency and Percentage (%)</i>							<i>Mean</i>	<i>SD</i>	<i>Level</i>
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>			
The organization values my contribution to its well-	6 (1.6)	14 (3.8)	19 (5.1)	53 (14.2)	135 (36.3%)	95 (25.5%)	50 (13.4%)	5.10	1.32	High

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The organization fails to appreciate any extra effort from me. [R]	20 (5.4 %)	23 (6.2 %)	53 (14.2%)	71 (19.1%)	78 (21.0 %)	90 (24.2%)	37 (9.9%)	4.56	1.62	Mod e- rate
The organization would ignore any complaint from me. [R]	12 (3.2 %)	14 (3.8 %)	51 (13.7%)	81 (21.8%)	83 (22.3 %)	88 (23.7%)	43 (11.6%)	4.73	1.50	Mod e- rate
The organization cares about my well-being.	5 (1.3 %)	20 (5.4 %)	31 (8.3 %)	85 (22.8%)	102 (27.4%)	80 (21.5 %)	49 (13.2%)	4.87	1.41	Mod e- rate
Even if I did the best job possible, the organization would fail to notice. [R]	12 (3.2 %)	19 (5.1 %)	47 (12.6 %)	76 (20.4 %)	96 (25.8%)	86 (23.1 %)	36 (9.7%)	4.69	1.49	Mod e- rate
The organization cares about my general satisfaction at work.	9 (2.4 %)	26 (7.0 %)	36 (9.7 %)	90 (24.2 %)	99 (26.6%)	68 (18.3 %)	44 (11.8%)	4.68	1.48	Mod e- rate
The organization shows very little concern for me. [R]	10 (2.7 %)	26 (7.0 %)	38 (10.2%)	86 (23.1 %)	83 (22.3%)	93 (25.0 %)	36 (9.7%)	4.69	1.50	Mod e- rate
The organization takes pride in my accomplishments at work.	4 (1.1 %)	17 (4.6 %)	13 (3.5 %)	98 (26.3 %)	92 (24.7%)	89 (23.9 %)	59 (15.9%)	5.04	1.37	High
Overall								4.80	1.10	Mod e- rate

Table 3 shows the details of mean and the standard deviation (SD) of the items in perceived organizational support. Of all items, the highest mean score was demonstrated by “The organization values my contribution to its well-being” (mean = 5.10, SD= 1.32) followed by “The organization takes pride in my accomplishments at work” (mean = 5.04, SD = 1.37), “The organization cares about my well-being” (mean = 4.87, SD = 1.41), “The organization would ignore any complaint from me” (mean = 4.73, SD = 1.50). Meanwhile, the lowest four items were demonstrated by “The organization shows very little concern for me” (mean = 4.69, SD = 1.50), “Even if I did the best job possible, the organization would fail to notice” (mean = 4.69, SD = 1.49), “The organization cares about my general satisfaction at work” (mean 4.68, SD = 1.48) and the organization fails to appreciate any extra effort from me (mean = 4.56, SD = 1.62). Overall, the findings showed that the level of academic staff perceived support by their organization is moderate, with a mean value of 4.80 and a standard deviation of 1.10. Further analysis of the study seeks to answer the hypotheses of the study. The result found that there exists a low significant correlation between perceived organizational support with organizational citizenship behaviour (OCB) ($r = 0.346, p < 0.05$).

IV. DISCUSSION

1) Discussion on the Level of Organizational Citizenship Behaviour and Perceived Organizational Support

Findings showed that organizational citizenship behaviour was at a high level (mean = 5.91, sd = 0.56). This result indicated a high level of organizational citizenship behaviour perceived by academic staff in Malaysian Research Universities. In the same view, Eyupoglu (2016) had investigated the degree of OCB that exists amongst the academic staff at a private university in North Cyprus, also indicated that the academic staff at the Faculty of Economics and Administrative Sciences perceives engage in a high level of OCB. However, a study by Rose, Miller, and Kacirek (2016) using 7-point scale same to this study, showed a slightly different result whereby the level of OCB of academic staff in higher education is highly moderate as did by Noruzi et al. (2011) in their study among 177 educational experts showed that the level of OCB is moderately high with mean = 3.75 and SD = 1.91 whilst Khasawneh (2011) in his research found that academic staff OCB in Jordanian Public Universities were moderate. The high level of OCB demonstrated in this study indicates that academics in Research Universities, Malaysia are well ready to contribute their knowledge, skills, and capability to the organization. This result demonstrates academics' readiness, willingness, and self-belonging to the institutions by increasing, and improvement in the quality of higher education Malaysia as these institutions have been soaring or going up and this could be possible to stand alongside the likes of other leading universities in the future.

Further, high level of academics' OCBs in Research Universities, Malaysia implies they are highly considering the impact of their actions on colleagues to avoid possible problems, obey university rules and regulations, and enhance the political life of the organization such as attending meetings, giving suggestions, and keeping up with changes in the organization that might affect policy and rules of the university. Even though working culture in Research University might cause stress due to heavy workloads (Sufean & Chin, 2014) such as research innovations, publications, commercialization, consultation, and many others along with their core responsibility that is teaching and supervising, however, academics are found to still capable and wiling of performing non-tasks that are beyond their formal job specification. This result also indicates that academics in five Research Universities proud to be a member of the institution as well as inclined to maintain as a member of the respective institution. As the level of citizenship behaviour was high, it indicates they are positive in encountering the changes and new orientation that needs them to develop skills and always keep up learning new things to meet organizational goals and expectations.

The result regarding the level of organizational citizenship behaviour has previously reported in greater detail in the form of dimensions. Overall, all dimension has a high level of OCB in which courtesy shows highest. On the contrary, a study by Wardhani and Adji (2017) among 295 lecturers by using five indicators developed by Organ (1988) found that the dimension of sportsmanship contributed the highest, meanwhile, Jamal et al. (2016) in their study on academic staff in Malaysian Public University found that the dimension of Civic virtue showed a higher relative mean compared to other dimensions. In spite of many differences, their study is consistent with this finding that OCB is crucial in higher education institutions especially when it involves numbers of tasks to be handling at one time. Above all, previous researchers inclined the level of OCB of lecturers was high and highly moderates which shows a great sign for education in higher institutions.

In this study, the result of courtesy exhibits that most academics took actions trying to prevent creating problems and interpersonal conflicts from occurring with their colleagues. Academics in five Research Universities in Malaysia also conceded that respect the rights of teammates is utmost which purposely to prevents colleagues from doing unnecessary actions that need them to struggle and have conflicts in handling tasks. Beforehand, most academicians agreed that they take steps carefully to avoid problems, for example, give teammates or colleagues enough notice and time to get them prepared when there is any help needed that would add their existing workload such as handling meetings.

Academic staff also agreed that they would first consult their colleagues if confronting problems before taking any decision and actions that would affect others. In handling group tasks, academics mindful of their behaviour that may affect their colleagues. To a great extent, they were taking the necessary steps to lessen the effects of the problem in the future, for example, well prepared to attend the meeting with some ideas and suggestions, make a draft of meeting so that members would clearly understand their roles as well as could improvise and modify the structure when necessary. Previous literature stated that courtesy is about the encouragement and inspiration provided within colleagues of the organization when they are discouraged and feel demotivated about professional development in career (Rose et al., 2016; Dirican & Erdil; 2016; Podsakoff et al., 2000). In highlighting this, courtesy is vital in minimizing conflict within group members and thereby reducing the time consuming on conflict management activities.

Conscientiousness was the second-highest dimension perceived by academic staff in five Research Universities in Malaysia. This dimension used to indicate that a particular individual is organized, punctual, accountable, self-disciplined, and hardworking. According to this study, the result showed that academics' level of conscientiousness high. In general, this result implies that academic staff agreed that they should perform their tasks worth for what they have got that are salary should rely on their performance. Besides, they also decided to obey institutional rules and policies even though no one is looking. Podsakoff et al. (2000) stated that if the employee is highly conscientious, it implies that he is highly responsible and needs less supervision. In this study, academics admitted that they conscientious in performing tasks at the workplace. Their attendance at work also beyond leaves provided by the institution. Some of the academics stated that they feel uneasy when procrastinating existed workloads, make them insist come to work even though they are not feeling so good. Findings imply that academics do not take extra breaks was the lowest in this dimension but still, high though they claimed that this statement was profoundly true for them. Therefore, academic staff in Malaysian Research Universities perceived that they are well conscientious in performing tasks such as dedicated to the job which exceeds formal requirements such as working long hours, and volunteer to perform jobs besides duties. This result could give an impression that academics in Malaysian Research Universities, Malaysia is responsible citizens of their respective institutions.

High level of the mean score in sportsmanship anticipates the increased efforts in recent times by academic staff in Malaysian Research Universities to avoid complaining unnecessarily about the difficulties faced in the workplace. They love not to magnify problems and inevitable inconveniences that would later make troublesome for the organization. Besides, their behaviour of being positive by always focusing on what is right, rather than what is wrong is something that embraced by the management. The rationale behind this behaviour is that the respondent was so busy with their workloads so that they do not have time complaining about a trivial matter. If

they have any problems related to their work, they will find the right solution to manage it instead of complains or protests the loudest to attracts attention and service. Therefore, they chose to be positive and tolerant of the problems they had experienced since they do not have spacious time to find fault with what the organization is doing for them. A high level of sportsmanship would result in complain less as well as enhance the morale of the employees at the workplace. Additionally, Podsakoff and MacKenzie (1997) consequently stated that a high level of sportsmanship would reduce employee turnover.

Altruism is about helpfulness. Podsakoff et al. (2000) have demonstrated that altruism was significantly related to performance evaluations and correspondingly, positive affectivity. Even though finding showed that altruism was not the highest according to dimension, however, the item of ready to help colleagues was the most that matter as perceived by academics in five Research Universities. Most of them insist to help their colleagues who have work-related problems by giving advice and guidance. Besides, they also willing to lending their hands to orient new colleagues without waiting for the mandate or command by their leader or management party. Though they are voluntarily wanted to help their colleagues in many ways, however some respondents unable to support their colleagues that have a heavy workload since everyone was busy with their own existed tasks. To replace absent colleagues could also sometimes be problematic for them, but as long as they are capable, still, they do it.

Civic virtue represents a commitment to the organization at a macro-level interest. These behaviours reflect employees' recognition of being a citizen of the organization and accept the responsibilities assigned to them. The sub-dimension of keep abreast of changes in the organization was found to be the highest behaviour perceived by academics in civic virtue which shows that they are concerned about the life of the university or institution. Besides, they also perceived they are read and keep up with organization announcements, memos, and so on. For example, keep updating and communicating through emails for the organizational well-being as they are working in the ever-changing environment and needs. Their effort to always involve and keep updating with the current information is something that needs to be gratified by leaders and administrators as Podsakoff et al. (1990) noted that organization would succeed when employees devotedly participate in an organization's progress.

Further, this research also shows that most of the respondent perceived they are concern in the political process of the organization by attending meetings that are not mandatory for them but considered important as they find it was a platform to express opinions and discuss any issues with the dean, Head of Department and colleagues for the faculty success. On the other hand, academic staff in these five Research Universities have the same view to not likely favour to attend functions because it was not related to their workloads and since that is not required for them even though it could help the company image. Overall, the level of civic virtue perceived by academic staff in Malaysian Research Universities is still high although it showed the lowest according to dimension as they believe that they should have the responsibility to be a good citizen of their institutions.

Findings of this study showed that the academic staff's overall perception level of organizational support in their institution was moderate. The mean score for perceived organizational support was 4.80 with the SD 1.10, indicating that the average response was close to "somewhat agree", and thus endorsing a moderate level of perceived organizational support. This finding showed that academic staff perceived that their organizations' contributions of well-being, appreciation, welfare, care, job satisfaction, concern, and gratification were at a

moderate level. Blau (1964) addressing in his social exchange theory that employees' fulfillment of needs and concerns by the organization would build their perceptions of their organization. This study perceived that academics somewhat agreed that their organizations have provided support for their well-being, indicates that there still a loop to the organization in providing the best support to the employees. Although the influence of POS on workplace conflict has received quite limited attention, however, past research has shown the positive consequences of POS in terms of increasing employees' positive attitudes toward the organization's success and work (Kurtessis et al., 2017; Eisenberger & Stinglhamber, 2011).

2) Discussion of the Relationship Between Perceived Organizational Support and Organizational Citizenship Behaviour

Finding in this study indicates that there is a low significant correlation between perceived organizational support with OCB ($r = 0.346$, $p < 0.05$). Subsequently, the results obtained by the analysis of the structural path model showed that there is a significant effect of perceived organizational support on organizational citizenship behaviour whereby a determinant coefficient (R^2) has a value of 0.286. In other words, perceived organizational support has an effective contribution of 28.6% towards organizational citizenship behaviour. The result also gives an understanding and posit that academic staff who having greater insight into organizational support would certainly feeling that they belong is valuable for the organization, the other way around, academic staff with negative perceptions of organizational support would result in a lower level of citizenship behaviour.

Several studies have found a significant relationship between perceived organizational support and organizational citizenship behaviour (Jebeli & Etebarian, 2015; Duffy & Lilly, 2013; Jain et al., 2013; Ali et al., 2008; Wayne et al., 2009). Perceived organizational support used in several studies consists of three characteristics namely fairness, supervisor support and organizational rewards and job condition. Noruzy et al. (2011) study also found a positive correlation between perceived organizational support and organizational citizenship behaviour. These findings are in line with those found in the literature, where Blau (1964) in his theory of the social exchange was emphasized on the concept of reciprocity that are good return by the employees when they perceived high support from the organization would in turn, feel responsible to repay the kindness in a good way through engaging in organization's activities and provide extra support to the organization. Alkerdawy (2014) noted that employees with full support by the organization typically will foster a sense of debt and feel obliged to perform the work beyond the formal tasks assigned to them.

Besides, Rose et al. (2016) elaborate on the social exchange theory which specifies that when the organization treats the employees fairly, thus it would stimulate and steering employees to engage in OCB and stay on the right track of organizational expectations. These results also support the Organizational Support Theory by Eisenberger et al. (1986) who claimed that employees would repay the kindness of their organization through better performance in their job as the organization values their contribution and cares about their wellbeing. The results of the present study provided further support for the relationship between perceived organizational support and OCBs were academics who perceived their organizations to be supportive are likely to engage in citizenship behaviours.

Even though the result showed that the level of OCB of academics was high, however, the value of the correlation between perceived organizational support and organizational citizenship behaviour is still at the lower

level which is 0.346. This means that academics perform OCB at their or willingness as they were passionate to perform tasks. On the other hand, academics' positive perceptions of organizational support will improve employee OCB. This is in accordance with what was stated by Eyupoglu (2016) that employees who assume high organizational support can have an effect on increasing extra role or OCBs behaviour and decreasing delay. Therefore, something must be done by administrators to improve the support system in the organization to academics as these will ensure the level of academics' OCB will be great.

Administrators who are successful in enhancing favourable work environment, and who exhibit supportive attitude to employees, will cultivate stable and better organizational support, which in turn positively affects the citizenship behaviour of academics towards the organization. Therefore, perceived organizational support may contribute to employees' feelings of competence and worth, thus enhancing positive mood. The results of this research support a social exchange view of the relationship between perceived organizational support and organizational citizenship behaviour. Employees who perceived favorable support would show empathic concern for the organization by engaging in citizenship behaviours.

Overall, this study found that academic staff affirmed that OCB existed substantially in the university of the five RU in Malaysia. All subdimension in OCB had high mean values presenting that most of the academic staff 'agreed' or 'strongly agreed' with the presence of those domains. In general, 'courtesy' appeared to be the most prominent domain in OCB followed by Conscientiousness, Sportsmanship, Altruism, and Civic virtue, with more than 80 per cent of academic staff agreeing (scale 5 upwards) with these statements. Nevertheless, the survey responses on perceived organizational support indicated a moderate degree of agreement (mean = 4.80; SD = 1.10). The average response of academics' perception of the support provided by the organization regarding appreciation, well-being, cares, gratification and so forth were close to 'somewhat agree'. This result showed that there is still lack and conflict in organizational support as perceived by academics in Malaysian Research Universities.

V. CONCLUSION

To date, a lot of research has been done to improve and enhance the quality of service and performance in higher education institutions, especially on academic staff training. In Malaysia, research on the implementation of organizational citizenship behaviour (OCB) among academic staff in higher education institutions is quite recent. The level of citizenship behaviour of academic staff towards their organization was identified as a catalyst in empowering the quality of service in higher education institutions. OCB of academic staff is important since they are the backbones to the success of the institutions. Therefore, their efforts to perform OCBs is something crucial since these voluntary actions are totally based on their willingness. Academic staff showed the capacity to perform extra-role behaviour when they stay in the environment that could enforce them to perform OCB, especially once they were motivated by the returns they are expected to bring and typically do from others. Nonetheless, the outcomes were still argued to be relevant for academic staff due to their emphasis on personal goals either to establish a friendship or to dominate over others. As Blau (1964) mentioned in his Social Exchange Theory, OCB could happen when both parties have trust regarding power, cost and resources, and social rewards when engaging in this relationship. Thus, OCB involves exchanges demonstrated by reciprocal or negotiation between academic staff and leaders, and academic staff and management body in respective

institutions. Additionally, it is still debated in higher education on the complex issues of political structure, change, and power relations within the organization. Thus, it still needs to provide a better understanding of these matters as it could produce better outcomes of OCBs of academic staff.

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