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The Influence of Organizational Culture on Organizational Citizenship Behavior among The Royal Malaysia Police in Selangor

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Abstract

Previous researches have shown that any organization will be more competitive to achieve its mission and vision when the employees are practicing organizational citizenship behaviour (OCB) at the workplace. This OCB is also known as behaviour outside of an employee's job description that ultimately improves job performance in an organization; however, previous researches have shown that OCB is highly influenced by the organization culture. Interestingly, little is known which organization culture is affecting OCB among employees especially those that dressed in uniform such as the police officers. Hence, the aim of this research was to determine sub-dimensions of organizational culture affecting the practice of OCB among the Royal Malaysia Police (PDRM) in Selangor. Data were collected using a questionnaire through simple random sampling method, and results were analysed using Pearson correlation and Multiple Linear Regression among 571 Enforcement Personnel from six-branches of Police Headquarters Department in Selangor. Findings showed that organization culture explained 14.9% variance in OCB among respondents; however, only organizational integration and goals clarity were significant predictors influencing OCB although other components of organizational culture had significant relationship with OCB. Findings have implication for the PDRM to focus on nurturing organizational integration and goals clarity in order to stimulate OCB among their employees.

Keywords: Organization Culture, Organizational Citizenship Behaviour, Organizational Integration, Goals Clarity, Government Servants, Police, Malaysia

Introduction

Any working organization has its own unique and well-established organizational culture that will form a group of workers who strive to produce the best work quality (Fitria, 2021). This organizational

culture shapes the characteristics of its employees, whether they will be more productive or vice versa. Therefore, the emphasis on organizational culture that coincides with the type of job can increase an organization's ability for its employees to provide the best quality of work. According to Endratmoko and Aulia (2021), organization culture is important because it determines whether employees will demonstrate organizational citizenship behaviour (OCB) or not. This is because OCB is very precious because it is "the desire to contribute more to the company... that arises from within the employee, therefore the company is responsible for the involvement of employees in the company's processes" (Endratmoko & Aulia, 2021, p.47). In fact, with high level of OCB, competitive organizations have proactive and independent employees in carrying out their duties with less supervision from superiors (Torlak, Kuzey, Dinç & Budur, 2021). On top of that, having an awareness of their respective roles can generate organizational continuity to remain on the right track in achieving the organizational mission and vision (Khan, Saufi & Ahmed, 2021); hence, specific organizational culture in organization should be determined to increase the level of OCB.

Further, organizational culture was proven to have significant relationship with OCB among employees (Endratmoko & Aulia, 2021). The OCB will influence employees to produce the best work quality (Torlak et al., 2021). Several reserches including Utami, Suddin and Sunarso (2016), El-Badawy, Trujillo-Reyes and Magdy (2016); Endratmoko and Aulia (2021) find that a well-established organizational culture have a significant relationship to OCB among employees. However, most of previous researches have not focus on Enforcement Personnel among police officers although various sample of organizations were researched (e.g., Utami et al., 2016; El-Badawy et al., 2016; Salajegheh & Bigdelimojarad, 2015; Dewanggana, Paramita & Haryono, 2016).

Furthermore, issues that often arise involving PDRM Enforcement Personnel have opened up space to explore in more depth regarding the organizational culture and the practice of OCB among its organizational members. These issues include misconduct, corruption, breach of trust, and so on, which to some extents have tarnished the reputation of police officers (Ibrahim, Aziz, Sulaiman, Ibrahim & Mokhtar, 2020). This is because the Enforcement Personnel are those working as government servant that dressed in and functioning as the main pillars to ensure the country's security and harmony. Therefore, the aim of this research is to determine the influence of organization culture on the OCB practices among the Royal Malaysia Police (PDRM) in Selangor.

Literature Review

The Concept of Organizational Culture

The concept of organizational culture involves thinking, behaving, and attitudes that are closely related to the beliefs and norms accepted and practiced by individuals or involving a group of people related to their daily work (Ahmad, Suleiman & Selamat, 2003; Yusof, 2010; Dewan, 2012). In addition, three components make up the organization's culture, namely the clearly visible cultural elements, shared values and beliefs, and basic assumptions (Ahmad et al., 2003). The prominent cultural features are dress code, the formality of interaction, office layout, interior decoration, story and history of the organization, and customs or practices often practiced by the organization; this element is seen by employees and outsiders from the organization's circle (Ahmad et al., 2003; Schein, 2004).

The second element is related to the values and beliefs shared by members of an organization that cannot be seen with the rough eyes. These components are connected to core values and beliefs about something considered necessary or otherwise by the employee. Usually, these values and beliefs hover in the mission and vision that has been stated by the organization and how to achieve it (Ahmad et al., 2003). The third element is the basic assumption. It is the most difficult cultural element to observe. It consists of basic assumptions rooted in the values of beliefs that have long been shared among members of an organization that reflect the values of honesty, fairness, positive behaviour, compassion, and the dignity of the individual (Ahmad et al., 2003).

Further, Abdullah (2009) stated that organizational culture is a set of basic assumptions and traditional values created, discovered, or developed by a group in learning to deal and adapt with the environment. Kinicki and Fugate (2012) also stressed that organizational culture is also inherited through new employees' socialization that influence our behaviour at the workplace, and is operating at different levels. However, organizational culture influences the type of organizational structure and determines how the implementation of policies and procedures leads to the achievement of the goals of an organization. Furthermore, Tosi, Rizzo and Carrol (1990); Matsumoto and Juang (2011) also explained that organizational culture is capable to teach individuals or groups to adapt to internal and external problems that ultimately contribute to value. According to Yusuf and Lay (1987), organizational culture is described as a process that take place in an organization; the cultural norms found in the organization help an organization to achieve the desired goals. In conclusion, organizational culture is acceptance of values, expectations, and practices that determine the behaviour of employees in an organization.

The Concept of Organizational Citizenship Behaviour (OCB)

Organizational citizenship behaviour (OCB) contributes to the effectiveness and success of an organization (Endratmoko & Aulia, 2021). It also refers to an employee's behaviour in performing a behaviour outside of his or her job description to help enhance the organization's mission and goals (El-Badawy et al., 2016). Employees with OCB typically engage themselves in helping others, whether by volunteering on a project, sharing time and information, and being easy to collaborate with others (Smith et al., 1983; Borman & Motowidlo, 1993). In fact, OCB is also known as organizational prosocial behaviour (Prosocial Organizational Behaviour), which contributes to the success, effectiveness, and sustainability of social systems that benefit members in an organization (Organ 1997; Motowidlo & Borman 2000).

Organizational citizenship behaviour also involves work behaviour performed by an individual voluntarily and not found in an employee's job description. It has an influence in judging fairness and job performance. Examples of such behaviours include helping colleagues, complying with all company policies, giving opinions to make organizational improvements, giving advance notice if unable to attend work and an employee who cares about attendance at work (Organ, 1997). In addition, OCB can also build a new identity and the transmission of things that benefit the organization (George & Brief, 1992).

Williams and Anderson (1991) have identified two components of OCB, namely the organizational citizenship behaviour-organizational (OCBO) and organizational citizenship behaviour-individual (OCBI). The organizational citizenship behaviour-organizational involves behaviours that benefit the

organization in general, such as following informal rules to balance instructions. On the other hand, organizational citizenship behaviour-individual refers to behaviours that immediately provide benefits to an individual or employee that indirectly help the organization. For example, assisting other employees who are unable to attend work by performing duties on their behalf.

In addition, OCB refers to the behaviour of employees even if they are not subject to a task or occupation but serve to facilitate the functionality of an organization. Organizational citizenship behaviour is also a positive attitude and behaviour among employees exhibited by employees to promote the organization's image (Azlina, 2012). This unwitting behaviour ultimately contributes to the goals the organization wants to achieve. The practice of OCB among employees on a lasting basis result in decreased job turnover rates. In addition, OCB is also positively related to organizational culture, organizational climate, job satisfaction, and commitment of employees and, in turn, influences supervisors or leaders in making assessments of employees who have and practice this OCB (Endratmoko & Aulia, 2021).

Organizational citizenship behaviour is also known as the contextual performance and additional task performance (LePine, Erez & Johnson, 2002). In OCB, individual employee plays an essential role in creating a tendency towards psychological and social space in his or her workplace (Zaynab, Mohammad & Esmaeil, 2015). According to Pratista and Fathul (2014), OCB leads to the closeness between employees and the organization, thus creating a sense of responsibility to provide the best service to the organization in achieving the set goals. For example, the benefits of practicing OCB among employees can reduce absenteeism to work, job rotation, psychological stress, and increase the level of employee loyalty to the organization (Chahal & Mehta, 2010). Studies involving OCB explain that these behaviours are additional actions across jobs, individuals, and even departments found in an organization (Chiaburu & Byrne, 2009). In addition, a key component in OCB involves offering a helpful attitude to another individual immediately as if by providing emergency assistance to another individual (Samuel, Peter & Eddie, 2006).

The Influence of Organizational Culture and Organizational Citizenship Behaviour (OCB)

Previous study by Utami et al (2016) using 72 respondents working as Post Office Officer at the Indonesian Post office, has determined the influence of organizational culture on the practice of OCB. In their study, the organizational culture variable has five sub-dimensions including individual initiative, direction, integration, management support, and supervision. Their study find that organizational culture significantly influenced the practice of OCB respondents; in which, and only 8.9 percent were influenced by other factors. Meanwhile, Dewanggana et al (2016), also studied similar research, which specifically to explore the influence of organizational commitment, job satisfaction, and organizational culture on OCB among 89 employees in the Semarang State Electricity Office, Indonesia. Using the multiple regression analysis, their research found that the model as a whole has predicted 43.6 percent variance in OCB.

Additionally, Salajegheh and Bigdelimojarad (2015) have done research 285 employees in the Iranian Ministry of Education, and find that the dimensions of organizational culture including organizational identity, personal, support, guidance, risk-taking, communication, conflict management, control, coordination, and even reward significantly affect OCB among employees in the Iranian ministry of education. The findings of this study are also in line with the results of Wandary and Anisah (2015)

showed that 41.4 percent of OCB is predicted by organizational culture among lecturers at the Faculty of Economics and Business Universiti Lambung Mangkurat Indonesia. Faculty at Azad Islamic University Tehran also found that organizational culture has a significant relationship to the practice of OCB among employees and is an interactive variable and a reasonable basis in improving and enhancing the level of employee commitment (Sharif, Darvishi & Valayisharif, 2015).

Further, Khan and Rashid (2012) have examined the indirect influence of organizational culture, leadership, and organizational justice on OCB when organizational commitment plays a mediating role; the research involved 324 lecturers from private institutions of higher learning around the Klang Valley, Malaysia. The results show a significant influence of organizational culture, leadership, and organizational justice that indirectly affects the practice of OCB through organizational commitment as a mediator. The study also indicates that those independent variables are crucial predictor in ensuring organizational commitment and OCB among employees. In addition, Satwika and Himam (2014) also find that organizational culture also helps in improving employees' performance indirectly.

Furthermore, Rini, Rusdarti, and Suparjo (2013) also find that organizational culture, job satisfaction, and organizational commitment to influence OCB; their research was done among 143 employees at PT. Simpanglima Plaza Semarang Indonesia. The sub-dimensions of organizational culture included were work procedures, responsibilities, setting work standards, rewards, and clarity of goals.; meanwhile, the OCB components included were solidarity, civic purity, prudence, altruism, and decency. Their research results also indicate that organizational culture, job satisfaction, and organizational commitment significantly influence the practice of OCB. Consistent with research findings by Mohanty and Rath (2012); it is indicated that organizational culture had significant positive influence on OCB. Interestingly, Mohanty and Rath (2012) used sample involving three sectors including manufacturing, information technology, and banking.

In addition, Hoxha (2012) find that the dimensions of organizational culture such as stability, adaptability, and mission have a positive relationship with the practice of OCB among employees of telecommunication organizations in Kuala Lumpur, Malaysia. Meanwhile, research by Ebrahimpour, Zahed, Khaleghkhah and Sepehri, (2011) showed that the organizational cultural dimensions including behaviours and structure were also related to OCB. Their research findings are supported by Khan and Rashid (2012), who also find that organizational culture played role in OCB practice among lecturers at private universities in Malaysia. Additionally, El-Badawy et al (2016) used two different samples from two countries including Mexico and Egypt; findings indicated that organizational culture, OCB, and job satisfaction for both countries are significantly correlated.

In conclusion, there are many researches have proven that organizational culture has significant influence on OCB; however, research to determine specific dimension of organizational culture affecting OCB among police officers is very limited. Therefore, the current research tries to look at the relationship of sub-dimension of organizational culture affecting OCN among Enforcement Personnel specifically at the PDRM in Selangor, Malaysia. This research is important to explore on factors affecting the effectiveness of enforcement agencies, such as the police department because OCB provides many benefits to the overall functionality of the organization. Hence several hypotheses were constructed as follow:

Hypothesis alternative 1: There is a significant relationship between organizational culture' sub-dimension and OCB

Hypothesis alternative 2: There is a significant influence between organizational culture' sub-dimension and OCB

Method

The quantitative method using cross-sectional survey questionnaire was used as the research design in this study. Sample was taken from Enforcement Personnel at the Royal Malaysia Police (PDRM) in Selangor ranging from Constable to Sub-Inspectors, involving six branches of police department in Selangor. Six-branches of Police Headquarters Department in Selangor were involved; in which, sample was chosen using simple random sampling method. Data collection was carried with the permission of Training Department of Bukit Aman Police Headquarters, Malaysia. The respondents were given 2 weeks to fill up all questionnaires, and 571 questionnaires were collected. The total of sample was adequate as referred to sample size suggested by Krejcie and Morgan (1970). Data were analysed using statistical package for social sciences (SPSS) with Pearson correlation test and Multiple Linear Regression (MLR) test.

To measure organizational culture, the instrument used was adapted from questionnaire measuring organizational culture questionnaire by Van-der-Post, De Coning and Smit (1997). Only 5 dimensions of organizational culture are used in this study, namely Cultural Management (CM), Organizational Integration (OI), Organizational Focus (OF), Task Structure (TS), and Goals Clarity (GC). This questionnaire uses a 7-point Likert scale from 1 = strongly disagree to 7 = strongly agree, and this instrument has a high-reliability value with a Cronbach's alpha value between 0.726 to 0.802 as shown by previous researches. The questionnaire was translated into Malay language.

Further, to measure OCB, the questionnaire measuring Organizational Citizenship Behavior by Podsakoff and MacKenzie (1989), containing 20 items were adapted. As similar as organizational culture's questionnaire, OCB's questionnaire uses a 7-point Likert scale from 1 = strongly disagree to 7 = strongly agree, and this instrument has a high-reliability value with a Cronbach's alpha value between 0.80. The questionnaire also translated into Malay language.

Findings and Discussion

Result for Descriptive Analysis

Respondents in this study consisted of males (64.6%) and females (35.4%), with majority aged between 26 to 35 years (44.8%) followed 20 to 25 years (22.1%), 45 years and above (18.2%), and 36 to 45 years by 14.9%. Most of the respondents involved in this research were married (72.2%), followed by single (26.4%), and widow/widower (1.4%). The majority of respondents were from Malay ethnic (81.6%); however, there were also other ethnic including Indian, Chinese, and others. In terms of education level, most of respondents only have SPM (68.1%). Majority of respondents were holding constable positions (30.8%), and has served more than 15 years (22.2%). The descriptive results of respondents' demographic background are summarized in Table 1.

Table 1: Demographic Background of Respondents

Variables	N	Percent (%)
Age		
20 - 25	126	22.1
26 - 35	256	44.8
36 - 45	85	14.9
45 above	104	18.2
Gender		
Male	369	64.6
Female	202	35.4
Marital Status		
Single	151	26.4
Married	412	72.2
Widower/widow	8	1.4
Race		
Malay	466	81.6
Chinese	23	4.0
Indian	56	9.8
Others	26	4.6
Income		
RM 1000 – RM 2499	286	50.1
RM 2500 – RM 3999	204	35.7
RM 4000 – RM 7000	81	14.2
Level of Education		
SPM	389	68.1
STPM/ Diploma	152	26.6
Degree	28	4.9
Master Degree	2	0.4
Job Position		
Constable	176	30.8
Lance Corporal	134	23.5
Corporal	154	27.0
Sergeant	71	12.4
Major Sergeant	23	4.0
Sub-Inspector	13	2.3
Working Tenure		
Less than 2 years	118	20.7
2 – 5 years	116	20.3
6 – 10 years	120	21.0
11 – 15 years	90	15.8
More than 15 years	127	22.2

Correlation Analysis

The relationship between organizational culture and OCB was tested using Pearson correlation test; results are shown in Table 2. Findings indicated that only three dimensions of organizational culture had a significant relationship with OCB among Enforcement Personnel, namely organizational integration ($r = .303, p < 0.0001$), organizational focus ($r = .133, p < 0.01$), and goals clarity ($r = .369, p < 0.0001$). In comparison, the other two dimensions of organizational culture including management and organizational structure had no significant relationship with OCB. Hence, hypothesis alternative 1 was partially supported.

Table 2: Correlation Analysis

Dimension	CM	OI	OF	OS	GC	OCB
CM	1					
OI	.049	1				
OF	.390**	.285**	1			
OS	.299**	.251**	.347**	1		
GC	.028	.490**	.219**	.209**	1	
OCB	.035	.303**	.113**	.076	.369**	1

**Notes: CM=Culture Management, OI= Organizational Integration, OF=Organizational Focus, OS=Organizational Structure, GC= Goals Clarity, OCB=Organizational Citizenship Behaviour*

Research findings are supported with previous researches; in which, most of previous researches including Ebrahimpour et al. (2011), Utami et al. (2016), and Endratmoko and Aulia (2021) found a significant relationship between organizational cultures and OCB. However, most of previous researches did not focus on specific dimension on organizational culture; therefore, the current research contributes to the body of knowledge by confirming that not all sub-dimension of organizational culture has significant relationship with OCB and this might be affected by the uniqueness of different organization.

Multiple Linear Regression Analysis

Multiple linear regression analysis (MLR) was used to analyse the sub-dimension of organizational culture that has influence on OCB; Table 3 and Table 4 present the results of MLR. In this study, the sub-dimension of organizational culture are independent variables, and OCB was the dependent variable. Findings indicated that all sub-dimension of organizational culture as a whole had significant influence on OCB at 0.0001 level of significant and explained 14.9% variance in OCB.

Meanwhile, Table 4 shows that only two sub-dimensions of organizational culture had significant influence on OCB. The sub-dimensions that significantly influenced OCB were the organizational integration ($\beta = .166, p < 0.0001$) and the goals clarity ($\beta = .294, p < 0.0001$). These imply that the two dimensions of organizational culture out of these five were predictors of OCB. According to suggestion by Ferguson (2016) to determine the intensity of influence, organizational integration is considered to have low influence on OCB and goals clarity is considered to have medium influence on OCB. Hence, hypothesis alternative 2 is partially supported.

Table 3. Influence of Organizational Culture on Organizational Citizenship Behaviour

R	R2	Adjusted R2	Std. Error	F (df=5,565)	Sig (p)
.396	.157	.149	8.389	21.039	0.000

Table 4. Influence of Sub-dimension of Organizational Culture on Organizational Citizenship Behaviour

Model	Unstandardized Coefficients β	Std. Error	Standardized Coefficients β	t	Sig.
(Constant)	57.621	3.451		16.699	.000
CM	.059	.091	.028	.647	.518
OI	.353	.098	.166	3.617	.000
OF	.011	.140	.004	.082	.935
OS	-.127	.148	-.037	-.858	.391
GC	1.004	.153	.294	6.567	.000

Research findings are supported by previous researches including Rini et al (2013); Utami et al (2016); Khan et al (2021) that found a significant influence of organizational cultures on OCB. However, most of previous researches did not focus on specific dimension of organizational culture influencing OCB; therefore, the current research contributes to the body of knowledge by confirming that organizational integration and goals clarity are the most significant sub-dimensions of organizational cultures influencing OCB. This is consistent by previous researches that included goals clarity as one of the components in organizational culture affecting OCB; however, it was referred using different terms, such as the organizations' direction by Utami et al (2016), and system by Khan et al (2021). In fact, if using the interpretation of prediction intensity by Ferguson (2016), goals clarity had medium effect on OCB; hence, goals clarity should be focussed on in any intervention to nurture organization culture in order to increase the level of OCB among employees, especially among the Enforcement Personnel at government agencies.

As similar as goals clarity, organizational integration was also found to be one of the components in organizational culture affecting OCB; however, it was referred using different terms, such as the organizations' behaviour by Ebrahimpour et al (2011), integration by Utami et al (2016), and leadership effectiveness by Khan et al (2021). If using the interpretation of prediction intensity by Ferguson (2016), organizational integration had small effect on OCB, however it is still significant; hence, organization integration should also be considered in any intervention to nurture organization culture in order to increase the level of OCB among employees especially among the Enforcement Personnel at government agencies.

Research Implications

Findings indicated that organization culture explained 14.9% variance in OCB; in which, there were two sub-dimension of organization culture including organizational integration and goals clarity were found to be significant predictors or have influenced on OCB. Additionally, organizational focus was correlated with OCB although was not a significant predictor for OCB. Hence, findings have implication to the field of Human Resource Management, and Industrial and Organizational Psychology field of studies.

Research findings indicated that organization culture had small prediction effect on OCB (14.9%); however, this could be explained by previous researches' findings, in which, organizational culture could only affect OCB through mediator variables. According to Shah and Halim (2018), previous researches have shown that individual characteristic has large effect on OCB and is usually a mediator on the relationship between independent variables and OCB. This can be seen through several research findings, such as by Williams and Anderson (1991); El-Badawy et al. (2016); Torlak et al (2021) that demonstrated the existence of job satisfaction as mediator; in which, an excellent organizational culture will produce a suitable environment to increase job satisfaction that stimulate OCB.

In addition, findings by Samuel et al. (2006), Samsudin, Soffian-Lee, Ishak, Ismail, Said and Nor (2018), and Endratmoko and Aulia (2021) demonstrated the existence of organizational commitment as mediator; in which, an excellent organizational culture will produce a suitable environment to increase organizational commitment that stimulate OCB. Hence, this implies the importance of producing positive organization culture from the perspective of Industrial and Organizational Psychology field of study in order to increase the quality of employees' individual characteristics, such as job satisfaction and organizational commitment to stimulate OCB.

Further, from the perspectives of Human Resource Management field of study, there are so many elements of organizational culture that could affect organizational performance; however, the current research findings indicated specific organizational cultures that can be focussed on to increase OCB among employees. Hence, practitioners and researchers related with human resource management could focus on these specific cultures; in which, they could make sure that employees have positive perception on the organization's goals clarity, followed by organizational integration and organizational focus in order to increase the level of OCB. These can be developed using employee training program (Aziz, 2018) and organization development activities (Makhbul, 2020). For example, according to Bellamkonda, Santhanam and Pattusamy (2021), goal clarity can be nurtured among employees by increasing the level of work engagement among employees as a part of organization development activities. Meanwhile, Khan et al. (2021), and Slåtten, Mutonyi and Lien. (2021) find that effective leadership could increase the level of organizational integration among employees; in which the effective leadership can be developed using appropriate training program (Sulaiman et al., 2016). Additionally, Dessein, Galeotti and Santos (2016) highlight the importance of communication among employees or organizational members to increase the level of organization focus; in which, the effective communication among organizational members can be developed using both employee training and organization development activities by using digital technology (Makhbul, 2020).

Finally, the current research has several limitations. First, research was done among Enforcement Personnel in PDRM Selangor; hence, data collected using other sample, such as from business organization, educational organization, and manufacturing organization might have different findings. Second, research was organized using quantitative study; in which, it cannot elaborate how action plan can be structured to produce suitable organizational culture in order to stimulate OCB especially among the police officers. Third, research was done using MLR analysis and did not include mediator variables resulting the vague in determining whether mediator variables really exist in the relationship between variables especially among the Enforcement Personnel. Hence, future

researchers are suggested to use different sample, various research method, and include analysis of mediator variables.

Conclusion

The aim of this research was to determine sub-dimension of organizational culture affecting the practice of organizational citizenship behaviour (OCB) among the Royal Malaysia Police (PDRM) in Selangor. This is because although many researches were done to highlight the importance of organizational culture as a significant predictor for OCB, little is known which organization culture is affecting OCB especially among employees dressed in uniform such as the police officers. Data were collected using a questionnaire through simple random sampling method, and results were analysed using Pearson correlation and Multiple Linear Regression among 571 Enforcement Personnel from six-branches of Police Headquarters Department in Selangor. Findings showed that organization culture explained 14.9% variance in OCB among respondents; however, only organizational integration and goals clarity were significant predictors influencing OCB although organizational focus also had significant relationship with OCB. Meanwhile, organizational management and organizational structure were insignificantly correlated with OCB; this might be affected by the uniqueness of the PDRM organization in Selangor. Research implications suggest that the level of OCB among Enforcement Personnel should be increased by creating a more supporting organizational culture that has goals clarity and integrated within the organization. This can be done by revising organizational system that integrated with sub-system, organizing training programs to make sure employees are clearer about organization goals, and develop transformational leadership that supported OCB practice among employees. Findings of this research is very important to be used by future researchers and practitioners because OCB is the behaviour outside of an employee's job description that ultimately improves job performance and should be prioritized.

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