



# INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



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To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v11-i11/11619> DOI:10.6007/IJARBSS/v11-i11/11619

**Received:** 03 September 2021, **Revised:** 05 October 2021, **Accepted:** 26 October 2021

**Published Online:** 22 November 2021

**In-Text Citation:** (Mokhtar et al., 2021)

**To Cite this Article:** Mokhtar, M. Y. O., Puteh, B., Norman, H., Rahman, S. A., & Othman, W. N. W. (2021). The Relationship of Organizational Citizenship Behaviour with Adaptive Work Performance among Kolej Universiti Islam Melaka's Staff. *International Journal of Academic Research in Business and Social Sciences*, 11(11), 1447 – 1454.

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**Vol. 11, No. 11, 2021, Pg. 1447 – 1454**

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[www.hrmars.com](http://www.hrmars.com)

ISSN: 2222-6990

## The Relationship of Organizational Citizenship Behaviour with Adaptive Work Performance among Kolej Universiti Islam Melaka's Staff

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### Abstract

The workplace is becoming increasingly dynamic, and employees have to manage uncertain and unpredictable work situations during these pandemic seasons. Therefore, the top management must strive to update the rules and administrative procedures in order to create a good working situation so that the employees' performance is always at the best level. The purpose of the study is to identify the relationship between organizational citizenship behaviours (OCB) with Adaptive Work Performance among academic and non-academic staff. This study consisted a total of 77 respondents from academic and non-academic staff of Kolej Universiti Islam Melaka. The sampling method used by the researcher is purposive sampling where the sample consists of a specific sample and coincides with the objectives of the study. The findings show that there is a significant positive relationship between Organizational Citizenship Behaviour with adaptive work performance. The implications of future studies suggest the importance of job satisfaction, organizational commitment and organizational citizenship behaviours in influencing organizational effectiveness and performance.

**Keywords:** Organizational Citizenship Behavior (OCB), Adaptive Work Performance

### Introduction

Higher education institutions are the institutions for the development of knowledge in an effort to produce the future generations of national leadership. Each institution needs certain policies and regulations so that the inspired education sector can provide friendly services and meet the needs of customers. Top management should strive to update administrative rules and procedures in order to create a good working situation so that employee performance is always at the highest level. It is in line with the desire of the top management that the image of the organization is always in good condition as well as a clean image in providing the best, effective services in turn can achieve full university status in the near future. In the effort towards achieving a distinguished institution, every

institution must be determined and committed in fighting for the human capital of employees to the best level. Awareness that should be given covers external and internal aspects because these factors are the catalysts and guides in the effort to elevate the institution to the highest stage as a well-known player in the national education industry. According to Mokhtar et al (2020) altruism is one of the dimensions found in OCB. It is an additional element that must be present among all lecturers in an institution of higher learning. In a fairly complex work environment, every lecturer requires voluntary behaviour to maintain a good work environment and quality. Having the characteristics of altruism and superior courtesy is not an obligation but a necessity today.

In order to follow current trend, the main keyword to be studied is Adaptive Work Performance, which is to focus on job performance more empirically. In other words, Adaptive Work Performance refers to the way of adapting to changes in the workplace (Pulakos et al., 2000). Pulakos et al (2000) have broken down adaptive work performance into 8 dimensions namely handling emergencies and crises, handling work stress, solving problems creatively, handling some unexpected situations, learning and dealing with new situations, tasks, and procedures, demonstrates an internal personality to new situations, demonstrates adaptation to a new work culture and demonstrates physical adaptation to new situations. In other words, an employee needs to be sensitive and quick in dealing with any type of problem, new situations such as new work procedures and technologies as well as work stress and problems.

Workplaces are becoming increasingly dynamic and employees have to manage uncertain and unpredictable work situations (Griffin et al., 2007). In addition, work routines and guidelines are constantly changing (Bindl & Parker, 2011). Therefore, the importance of employee adaptability is emphasized in our current research, as this is important to meet the demands of the growing number of contemporary work environments (Parker et al., 2010). Thus, research on the unique dimensions of employee adaptive performance has become a valuable addition to the job performance literature (Jundt et al., 2015; Pulakos et al., 2006).

Recently, economic development on the basis of human resource development is seen as the notion that in strengthening an organization sustainable development must be done carefully. Therefore, Sriboonlue et al (2013) are interested in the study of effective factors, in terms of personal factors, organizational factors, organizational citizenship behaviour (OCB), and job performance. The result of the study was that OCB was positively related to job performance. The study showed that the higher OCB, the better the job performance recorded. The findings are also in line with studies presented by Andreas Wihler a, James A. Meurs b, Daniela Wiesmann a, Leander Troll a, Gerhard Blickle (2017) who stated that adaptive work performance is well generated by personality factors. In other words, in this study, the personality factor is the OCB factor itself that represents certain traits. According to Yasin et. al (2019), Organizational Citizenship Behaviour (OCB) is one of the important predictors that should be taken seriously by human resource management in ensuring and building the human capital of competent employees. Muhammad Yasin et. al. (2020) stated that the dimension of altruism found in OCB as with the concept of compassion. By instilling a high level of altruism and courtesy among employees. In addition, OCB studies conducted among educators such as teachers in Nepal have shown that the surrounding area has

influenced the rate of OCB among teachers in urban areas is higher than the rate of OCB among teachers in rural areas.

### **Research Problems**

Incomplete practices and procedures in an organization's human resource management will contribute to a low level of organizational citizenship behavior (Widyanti et al., 2021). Policy changes resulting from frequent changes in organizational structures such as the higher education institutions will contribute to a variety of inaccurate implementations. In addition, complex environmental and management problems and not practicing effective communication contribute to the level of poor organizational citizenship behavior among the higher education institutions' staff (Bahtiar et al., 2020). Through this Covid-19 pandemic situation, many employees are affected with working from home and have contributed to the challenge of excessive work stress and resulted being less motivated. According to Hendrawan (2020), a low level of motivation among staff will contribute to low citizenship behavior among educators in the higher education institutions.

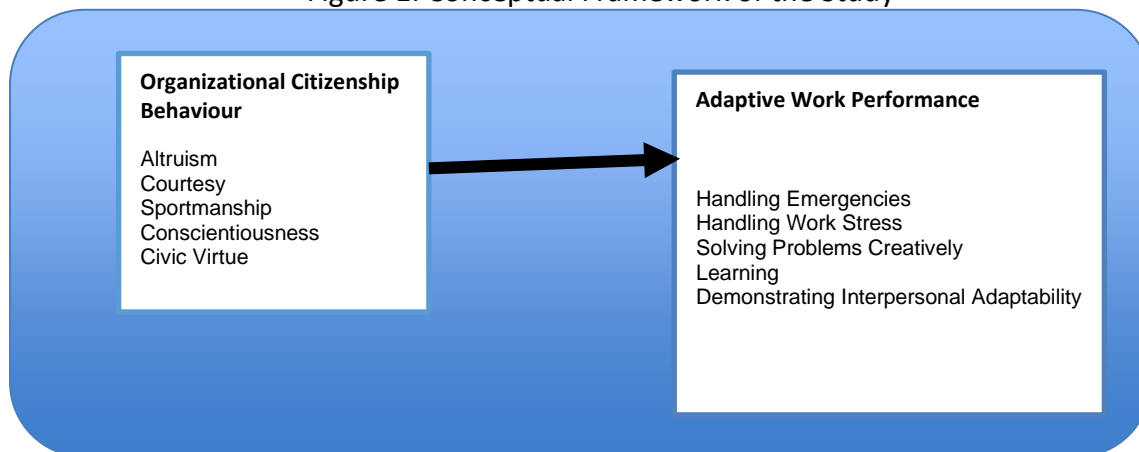
This is also a continuum, changes in administration should be in line with the work movement and rewards should be given based on all the efforts that have been made by employees. Accordingly, management should reward them with appropriate rewards and appreciation. Salary adjustments according to qualifications have inevitably increased their motivation to become competitive employees. Apart from that, all forms of procedures and working methods that are organized must also be fair since all employees work together in raising and glorifying the name of their respective institution. All these efforts will certainly give an indication of how committed the management is in strengthening the administrative structure and train the employees to always give 100 percent commitment to achieve the mission, vision and objectives that have been outlined.

### **Previous Related Studies**

Organizational citizenship behaviours and employees' job performance and roles are part of the job performance component. In fact, the currents of globalization are bringing changes in the world of Malaysian education today, heading towards a developed nation that produces citizens who are knowledgeable in various branches of knowledge. Thus, various issues exist in ensuring job performance among higher education institutions. According to (Ibrahim et al., 2018) the busy life experienced by academic staff in higher education institutions causes the practice of organizational citizenship behaviour is increasingly rarely practiced in such institutions. Therefore, it will contribute a negative impact on job performance among staff. This can also be evidenced through study (Hendrawan, 2020) which has proven that there are employee motivation variables are often a catalyst for organizational citizenship behaviour that will affect adaptive work performance among employees. The results of this study also reported a very strong relationship with Organizational Citizenship Behaviour (OCB) with a P value of 0.00. While the influence of motivation on OCB of 0.825 or 82.5% means that 82.5% of OCB is strongly influenced by motivation. Additionally, the findings of a study (Widyanti, Rahmi, Basuki, 2021) shows a very significant effect of human resource practices on OCB, and this proves that only professional and creative involvement will contribute to excellent company performance. However, these two variables are also supported by the findings of a study (Azim & Zaid, 2017) which stated that effective human resource practices will play an important role in improving organizational citizenship behaviour among academic staff such

as lecturers. Overall, this study outlines human resource practices with integrity and optimal that will provide maximum impact on adaptive work performance among academic and non-academic staff in higher education institutions. Additionally, this behaviour is a good behaviour to the organization because employees will act voluntarily to help or serve the organization. Although the work performed by the employee is a task outside of the field of work, but the employee will do it voluntarily because the organization has shown commitment in helping or supporting them in carrying out the task.

Figure 1: Conceptual Framework of the Study



The subjects of the study were a total of 77 respondents from academic and non-academic staff of Kolej Universiti Islam Melaka. The sampling method used by the researcher is purposive sampling where the sample consists of a specific sample and coincides with the objectives of the study. In this study the test tools used consisted of Organizational Citizen Behaviour (OCB) and Adaptive Work Performance measurement tools, Fatimah Wati et al., (2013) Measurement scale adapted from adaptive performance model (Conway & Huffcutt, 2003; Pulakos et al., 2000)

#### a) Organizational citizenship behavior questionnaire items

To measure organizational Citizen Behavior, the Organizational Citizen Behavior (OCB) measurement tool that was developed by Podsakoff et al (1990) have been used. It contains 5 dimensions namely altruism (4 items), courtesy (4 items), companionship (4 items), conscientiousness (4 items) and civic virtue (4 items).

Table 4: Distribution of Items According to Organizational Citizenship Behaviour

DIMENSION	POSITIVE ITEMS	NEGATIVE ITEMS	TOTAL
Altruism	1,2,3,4,		4
Courtesy	5,6,7,8,		4
Companionship		9,10,11,12,	4
Conscientiousness	13,14,15,	16	4
Civic Virtue	17,18,19,20		4

#### a) Adaptive Work Performance Questionnaire

To measure Adaptive Work Performance, Wati et al (2013) measurement scale adapted from the adaptive performance model (Conway & Huffcutt, 2003); Pulakos et al (2000) was used. It has 5 dimensions namely Handling Emergencies (4 items), Handling Work Stress (5



items), Solving Problems Creatively (4 items), Learning (4 items) and Demonstrating Interpersonal Adaptability (4 items).

Table 5: Table of Distribution of Items According to Adaptive Work Performance

DIMENSION	ITEM(S)	TOTAL OF ITEMS
Handling Emergencies	1,2,3,4	4
Handling Work Stress	5,6,7,8,9	5
Solving Problems Creatively	10,11,12,13	4
Learning	14.15.16.17	4
Demonstrating Interpersonal Adaptability	18,19,20,21	4

## Results

Hypothesis 1: There is a significant relationship between Organizational Citizenship Behaviour with Adaptive Work Performance

Table 1: Correlation Results between Organizational Citizenship Behaviour and Adaptive Job Performance

Variables	Adaptive Work Performance
Organizational Citizenship Behaviour	.639 **

\*\* significance is at the 0.01 level (2 ways)

The table above shows the value of  $r = 0.338$  while the value of  $p < 0.05$ . This indicates that there is a significant positive relationship between Organizational Citizenship Behaviour with adaptive work performance. This correlation relationship is at a moderately high level. The findings of the study have shown that organizational citizenship behaviour has a significant positive relationship between Organizational Citizenship Behaviour with adaptive work performance. The findings of this study are also supported through a study (Ibrahim et al., 2018; Azim & Zaid, 2017). Additionally, the findings are also supported by a study of (Madzidon & Aziz, 2018) factors namely self -control, emotional intelligence, organizational commitment, work motivation, self –esteem that have a relationship with adaptive work performance.

## Conclusion

Undeniably, in today's advanced era the workload is increasing day by day. There are some places where the burden is not in line with the remuneration and salary received. However, in facing this increasingly confrontational era, the emphasis on voluntary behaviour must be assessed in parallel with our efforts to give the best to the organizations we represent. Our willingness and sincere work style with daily responsibilities are able to have a positive impact on the organization. Muhammad Yasin et. al. 2019, OCB should be the backbone in developing competent human capital. Therefore, the person in charge in the human resource management should take years and plan the best and true planning to make all staff to be together in empowering the organization they represent. In addition to OCB, adaptive work performance is a quality that must be present in employees nowadays. With the changing environment, every employee must be sensitive and able to keep up with the changes that are always there, indirectly it will be able to make an employee remain excellent.

The significance of this study can be generalized to the various parties out there who are still searching for what exactly are the issues or values that should be highlighted in the organizations they represent to drive employees towards productivity and intact work synergy. Certainly, in the organization's efforts to withstand the challenges ahead, the strength and productivity of employees must be taken into account and strive to highlight the performance to the optimum level. However, through which approach and the things that should be emphasized continues to be a question that is debated every day. That is among the importance of this study which seeks to prove that a good perception of organizational climate is expected to be able to improve organizational citizenship behaviour and adaptive work performance. Most importantly, the findings of this study seek to give a positive impact in the field of industrial and organizational psychology and indirectly, it can promote this field widely and on a large scale in every organization in our country. Through the understanding of this study, it can assist especially the Human Resource Development and Academic Division and administration in examining the best aspects to improve psychological well-being in the workplace and help the development of human capital holistically.

This study is the result of an encounter study of previous findings. The results of this study are actually useful for the attention of human resource management in planning the best programs to improve the competencies of staff. Every educational institution wants staff to provide additional behaviors to help the organization be competitive. My voluntary behavior given voluntarily is very necessary and my behavior is definitely OCB. With the inculcation of high OCB values in employees is not impossible, every staff will always be cheerful and calm giving full effort and undivided commitment to the organization they represent. If asked to perform work in a hurry or even ad-hoc, the employees will not complain. Thus, this model can be applied to future researchers in the field of behavior management by examining other more significant predictors.

### **Acknowledgement**

This research received no specific grant from any funding agency in the public, commercial or notfor-profit sectors.

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