




Organizational Behavior and Organizational Citizenship Behavior in Construction Industrial Development Board (CIDB): Mediating Effect of Knowledge Sharing

Noor Azreen Mohd Khushairi¹, Norzanah Mat Nor²✉ , and Hamidey Hamid³

¹ MARA Ketengah International College, Terengganu, Malaysia

² Arshad Ayub Graduate Business School, University Technology MARA, Shah Alam, Selangor, Malaysia

norzanah@uitm.edu.my

³ Radicare (M) Sdn Bhd, Damansara Heights, Kuala Lumpur, Malaysia

Abstract. This study examines the importance of the Organizational Citizenship Behaviour (OCB) of employees in the Construction Industrial Development Board (CIDB). This research used a quantitative approach with a survey method. The sample of this study was collected from 49 employees from CIDB Kuala Lumpur and Sunway Putra. The data was obtained by propagating questionnaires and analysing with SPSS, and the research results show that organizational culture, organizational commitment and knowledge sharing had a significant direct impact on OCB. Organizational culture and organizational engagement had a significant direct effect on knowledge sharing, while organizational culture and organizational engagement had an indirect effect on OCB by mediating knowledge sharing. A reasonable result was found on the effect of organizational culture, and organizational commitment on OCB through the mediation of knowledge sharing. Theoretical and practical implications, limitations and recommendations for future research are discussed.

Keywords: OCB · organizational culture · organizational commitment · knowledge sharing

1 Introduction

In the field of organizational behavior, organizational citizenship behavior (OCB) has long been a prominent topic [1]. Despite the reliance on sophisticated equipment, an organization's efficiency and profitability still depend on human resources [2]. Previous studies have found that employees who perceive high levels of sustenance from their organization will feel obligated toward the organization and will respond in kind through voluntary behavior that goes beyond their job expectations [3]. However, less scholarly attention, particularly in Malaysia, has been paid to the fundamental reasons and this may prompt the employee to reciprocate in this way. Furthermore, previous studies have examined fewer relationships by focusing on only one dimension of OCB and have done so primarily in the Western context [4].

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Employee commitments are necessary for building competitive advantage, but they are difficult to fulfill due to organizational fragility. Therefore, to achieve high-performance goals that lead to organizational success, it is imperative to develop positive organizational behavior and share knowledge [5]. Unfortunately, it is difficult to promote OCB in the workplace as employees are unaware of its value and believe that such behaviors are unimportant in terms of increasing their performance. As a result, people are more likely to engage in unfavorable and bad behavior at work. Absenteeism, theft, excessive breaks, misconduct, lack of cooperation with others, and other such behaviors are some of the most common. The organization is emphasizing practicing OCB to reduce and overcome these negative and undesirable traits. Changing the attitudes and behaviors of these employees will support organizational development [6]. Therefore, the success of the organization depends on the employees' willingness to perform tasks beyond their job requirements and to be good servants to the organization they work for [1]. Therefore, this study aims to distinguish the factors that are significant and correlated with OCB at the Construction Industrial Development Board (CIDB) in Klang Valley. It can be of great benefit to that organization itself to further increase its effectiveness and success in the future.

2 Literature Review

2.1 Organizational Citizenship Behaviour

Discretionary individual behavior, not directly or explicitly recognized by the formal reward system, and that promotes the effective functioning of the organization is defined as OCB [7]. OCB provides a method of managing the interdependencies between members of a work unit, improving collective outcomes; reduces the need for an organization to devote scarce resources to simple maintenance functions, freeing resources for productivity; and improves the ability of others to do their jobs by freeing up time for more efficient planning, scheduling, problem-solving, etc. [8]. Previously, [9] used 16 items to assess OCB, which is comprised of two interpretable and distinct factors – altruism and generalized compliance. Altruism is defined as personally assisting coworkers, such as assisting a coworker to lift a heavy load. Generalized compliance refers to impersonal helpful behavior such as arriving on time and not wasting time on the job.

Previous researchers, [10] then proposed five OCB categories. Conscientious employees go above and beyond the required minimum level of role behavior. Altruism implies helping others. Civil virtue implies that employees participate responsibly in the political life of the organization. Sportsmanship shows that people don't complain and instead have a positive attitude. Politeness means that you treat others with dignity. With the growing interest in OCB, the OCB constructs have expanded and diversified, as have the related concepts. Nearly 30 different types of OCB have been identified, and in recent years extra-role behavior, prosocial organizational behavior, organizational spontaneity, and contextual performance have been studied [11]. Reference [12] identified five types of contextual performance: volunteering for activities outside of an individual's formal job expectations, sustained enthusiasm, support of others, compliance with rules and procedures, and open advocacy and defense of organizational goals. These categories, which include altruism, obedience, sportsmanship, courtesy, and civic virtue, sound very

much like OCB. [11] classified OCB constructs into seven categories: helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development.

Organizational citizenship emerged in the early 1980s to describe employee behaviour within different organizations' social systems. Since then, it has developed into a significant field of study because of the growing importance of autonomous and team-based work in place of strict, traditional hierarchies [13]. As a result, understanding OCB is increasingly necessary for the maintenance of organizations' social systems and employee roles within them. On both a macro level, in terms of the changing nature of all organizations, and a micro level, concerning individual organizations, the role of employees and their OCBs is fundamental.

2.2 Organizational Culture

The culture of an organization is influenced as the organization faces and learns how to cope with external and internal challenges. Those principles are maintained as the organization's way of doing business offers an effective adaptation to environmental problems and maintains success. Moreover, employee performance is closely related to organizational culture, while organizational performance is the level of work performed by employees under specific conditions [14]. Organizational culture is crucial and very significant to recognize the link created between specific employees and organizations which leads to a desire for the best performance of organizations [15]. Moreover, three factors affect performance, one of which is attitude. Organizational culture influences the good and bad attitudes of an employee because the values and norms it embodies can be used to guide employee attitudes and behavior. A good organizational culture will strengthen organizational members' sense of belonging to the organization and its work groups [16]. According to [17], organizational culture is a pattern of basic assumptions found or developed by a group of people as they learn to solve problems, adapt to the external environment, and integrate into the internal environment. These basic assumptions have proven to be well implemented to solve the problems they face and are considered valid. Therefore, it is taught to new members as the right way to perceive, think, and make decisions. According to the previous researcher, organizational culture fulfils five functions: setting boundaries, providing members of the organization with a sense of identity, facilitating engagement, increasing the stability of the social system, and providing a sense and control mechanism that guides and shapes employee attitudes and Behavior. Artifacts, core values and assumptions are the three aspects of organizational culture. The process of building an organizational culture starts with the thought/philosophy of the founder, then dictates the direction of top management's selection of new organizational members through socialization, and finally, culture is developed in an organization. Thus, it is shown that organizational culture is an important determinant of OCB [18]. As a result, this study hypothesized that organizational culture (H1) is positively impacted by OCB.

2.3 Organizational Commitment

From the perspective of organizational behavior, organizational commitment is explained as the attachment of the employees to their workplace or organization. It also describes the employee's reliance on the organization's objectives, values, and the desire to continuously remain as a member in their current workplace [19]. This is because organizational commitment is defined as the psychological bond between an individual and an organization linked with many outcomes [20]. Organizational commitment is well-defined as a person's psychological attachment to an organization based on the degree to which the individual internalizes and embraces the organization's qualities or perspectives [21]. When committed to a cause, an individual accepts and believes in the organization's goals and ideals, is willing to do significant work for the cause, and desires to remain a member of the cause [22]. Organizational commitment has long been viewed as a multidimensional concept. Attitudinal and behavioral commitment are originally distinguished by [23]. They consider the attitudinal commitment to be the process by which people begin to think about their interactions with organizations, whereas behavioral commitment is the process by which people become locked into a specific company. Also, [24] defined commitment as having three dimensions: affective, continuance, and normative. Employees' emotional attachment to, identification with, and involvement in a company is referred to as affective commitment. Employees express continuity commitment when they feel a strong desire to be connected to and stay with a company, while normative commitment displays a sense of obligation to continue working. A contented and happy employee brings multiple positive effects and value organization [25].

Therefore, organizational commitment is a contentious issue as several studies have found that it has beneficial effects on employee behavior and desirable work outcomes [26]. For example, one meta-analytic study found that organizational commitment is largely and negatively associated with withdrawal behaviors such as absenteeism, efforts to seek alternative employment, and turnover [27]. Commitment to the organization is also a sign of organization-friendly behavior. Also, a previous researcher found that the more committed a person is to an organization, the less likely they are to neglect work responsibilities or leave that organization. Increased organizational commitment lowers transaction costs in companies, leading to competitive advantages for the company. As a result, this study hypothesized that organizational commitment (H2) is positively impacted by OCB.

2.4 Knowledge Sharing

Individual learning and development have an essential role in the organization due to knowledge sharing as the critical element of knowledge management. Knowledge sharing involves donating, collecting information, and spreading experience and knowledge [28]. Knowledge sharing will occur if knowledgeable employees support their co-workers to develop new skills and experiences. Knowledge sharing will transfer the organizational resources and assets knowledge to the employees. So, the process enables organizations in a highly competitive economy to achieve the goal of a sustainable competitive advantage [29]. Therefore, organizations should encourage shared learning experiences, communication, and a culture of knowledge sharing. Previous researcher have

shown in their study that knowledge sharing is an accumulation of social capital for an organization because when adequate social capital is available, a person's knowledge can be efficiently and effectively shared within the organization. However, the willingness of members to share their knowledge with other members depends on the organizational structure and social relationships in the organization [30]. The importance of organizational knowledge has supported several knowledge management activities aimed at realizing the creation, storage, and distribution of knowledge [31]. Knowledge-sharing is different from attitudes. Behavior is a natural action that results from an attitude [32]. Knowledge-sharing behavior is highly dependent on a person's attitude and willingness of someone for sharing knowledge. Willingness will reflect someone's preparation and readiness for giving others access to their intellectual capital. Peer recognition and an increasing reputation will benefit people who are passionate about sharing knowledge.

For decades, knowledge sharing has been associated with job satisfaction, and intra-organizational knowledge sharing is a knowledge management process that increases job satisfaction for most employees. Several previous researchers have investigated knowledge sharing and job satisfaction. Reference [33] for instance reported that knowledge sharing contributes significantly to job satisfaction. Knowledge about human resources, customers, innovations, and processes consists of intellectual management capital that will feed into decisions. However, the transfer of knowledge across individuals and organizational boundaries and into organizational practices is highly dependent on the knowledge-sharing behavior of individual employees. When individuals are psychologically connected and identified with an organization, they trust and interact with other organization members, making it easy and convenient to share knowledge with them [34]. Social factors are more deterministic than extrinsic benefits in knowledge-sharing behavior. Therefore, this study hypothesized that knowledge sharing will positively relate to the citizenship-related behavior of organizations.

3 Proposed Research Framework

Based on the underlying theory and arguments presented in the previous sections, Fig. 1 shows the proposed research framework. It shows the direct and indirect relationships between organisational culture, organisational commitment, knowledge sharing, and OCB. The H1 and H2 paths represent the hypotheses of the relationships between organisational culture and OCB, and organisational commitment and OCB, respectively. Paths H3 and H4 represent the hypotheses of the relationships between organisational culture and knowledge sharing, and organisational commitment and knowledge sharing, respectively. Path H5 represents the hypothesis of the relationship between knowledge sharing and OCB. Lastly, paths H6a and H6b represent the hypotheses of the mediating role of knowledge sharing on the relationships between organisational culture and OCB, and organisational commitment and OCB, respectively.

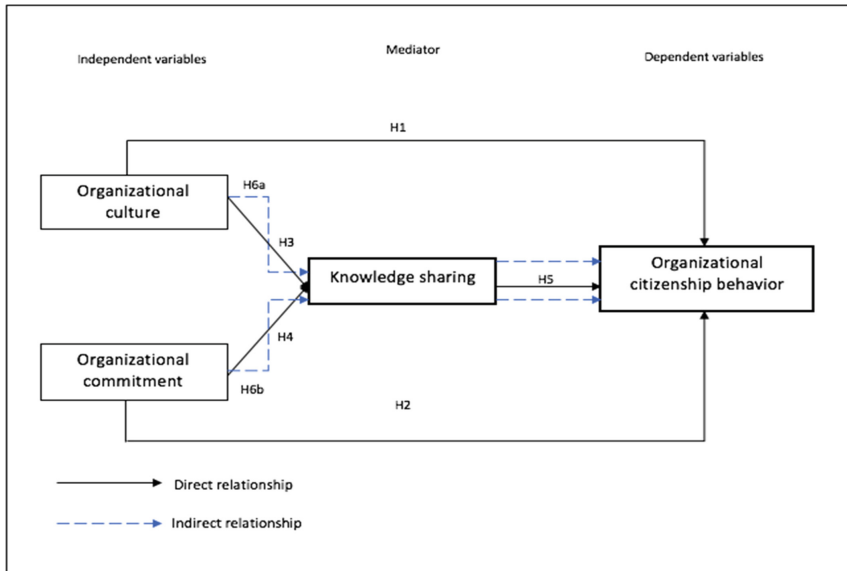


Fig. 1. Proposed Research Framework

4 Research Methodology

This was a pilot test, and this study was conducted at the Construction Industrial Development Board (CIDB) headquarters in Kuala Lumpur. Thus, for information-gathering purposes, 49 respondents were conveniently selected to participate in this study. Consequently, according to [35], the convenience sampling technique is the best way to collect information from members of the population that is conveniently available to provide it quickly and efficiently. Therefore, responses were obtained through a self-administered questionnaire consisting of 4 sections including Demographic Information, OCB, Organizational Culture, Organizational Commitment and Knowledge Sharing. This questionnaire was derived from the [36–39]. A Likert scale from 1 (strongly disagree) to 5 (strongly agree) was used to measure each section of the questionnaire.

Previous studies indicate that the human attention span reaches efficiency at six items at a time, any more than that will just lose interest. Human immediate short-term memory is also capped at seven items. When evaluating possible sentiment levels, the human's mind can only consider seven of these at a time, which means that respondents must invest significant time in recalling possible choices. The evidence seems to indicate that five-point Likert scales ensure respondents will not lose interest. Analyzing the different answer choices will also be easier for respondents, eliminating the urge to select middle options or leave items in the blank. Furthermore, five sentiment levels provide a reasonable array of opinions that provide a rich understanding of attitudes towards the object or phenomenon you wish to evaluate. Therefore, Statistical Package for Social Sciences was used to analyze the data.

Table 1. Reliability Analysis Result

	Variables	Cronbach's Alpha	No. of items
1	Organizational Citizenship Behaviour	0.627	24
2	Organizational Culture	0.847	13
3	Organizational Commitment	0.871	24
4	Knowledge Sharing	0.867	10

Table 2. Correlation Coefficient Table

		Pearson Correlation	Sig. (2-tailed)	N
1.	Organizational Culture	0.463	0.001	49
2.	Organizational Commitment	0.450	0.001	49
3.	Knowledge Sharing	0.250	0.083	49

5 Findings

5.1 Reliability Analysis

Table 1 shows the value of Cronbach's alpha coefficient for all sections in this study. The reliability score for OCB is 0.627 and previous studies show that scores of 0.6 mean that OCB's scale has good reliability and means that the form of measurement of the intimidating variable meets the one-dimensional criteria [40]. Meanwhile, Cronbach's alpha values for other variables are greater than 0.8 and are considered reliable because the overall results are greater than 0.8. Therefore, all developed elements successfully evaluated the proposed concepts, and the result was rated as good and very good.

5.2 Correlation Coefficient Analysis

Table 2 illustrates the results of the correlation analysis for each independent variable versus the dependent variable. The result showed that there was a moderate, positively significant correlation between organizational culture ($r = 0.463$, $N = 49$, $p < 0.05$) and organizational commitment ($r = 0.450$, $N = 49$, $p < 0.05$). on organizational citizenship behavior. However, no significant correlation was found between knowledge sharing and organizational citizenship behavior ($r = 0.250$, $N = 49$, $p = 0.083$).

5.3 Correlation Coefficient Analysis

Table 3 shows the results for the coefficient of multiple regression analysis. Multiple regression analysis is used to examine whether organizational culture, organizational commitment, and knowledge sharing can significantly predict respondents' organizational citizenship behavior. Multiple linear regression results showed that the three predictors explained 26.6% of the variance and the model was a collectively significant

Table 3. Coefficient of Multiple Regression Analysis

	Unstandardized Coefficients (Beta)	Standardized Coefficients (Beta)	T	Sig.
Organizational Culture	0.347	0.304	1.918	0.062
Organizational Commitment	0.196	0.323	1.666	0.103
Knowledge Sharing	-0.105	-0.081	-0.478	0.635
R = 0.516				
R square = 0.266				
Adjusted R square = 0.217				
Std. Error of the Estimate = 5.7101				
Dependent Variable = Organizational Citizenship Behavior				

predictor of organizational citizenship behavior, $F(3.45) = 5.431$, $p < 0.05$. The individual predictors were further examined and showed that no predictors were significant; organizational culture ($B = 0.347$, $t = 1.918$, $p = 0.062$), organizational engagement ($B = 0.347$, $t = 1.666$, $p = 0.103$), knowledge sharing ($B = -0.105$, $t = -0.478$, $p = 0.635$).

6 Discussion and Conclusion

From the result of the analysis, it was found that there seems to be a problem with the regression analysis as the model showed a significant result but none of the predictors was significant. No multicollinearity was found because the correlation between the variables was less than 0.6, so the problem may be due to the large value of the standard error. Lowering the standard error by adding the sample size is the only option we need to use to improve our regression analysis result.

In this study, the influence of organizational culture, organizational commitment and knowledge sharing on OCB was examined. Considering strategic management, this study will be useful to function effectively in organizations with their employees. In this context, data were obtained from these 49 questionnaires in the CIDB Kuala Lumpur. Then the data is encoded with SPSS 27. According to the hypothesis test, 0.05 was accepted as the significance level. The two main hypotheses of the research were partially accepted due to the rejection of some sub-hypothesis. Organizational culture and organizational engagement influence OCB. As the study shows, organizational culture and commitment have a positive impact on OCB. Employees who demonstrate the necessary organizational behaviors demonstrate increased workplace OCB and gain empowerment.

Unlike the hierarchical structure that works groups (teams) form, they can create a vision for themselves, and their OCB has been shown to increase the ability of large numbers of employees to move freely within that vision. With this climate created by

leaders in the workplace, institutions can offer additional benefits, demonstrate smooth and altruistic activities, take on their jobs, work efficiently, and elevate the institution to the highest level. Therefore, these types of organizations provide an opportunity to work with employees who are willing to support each other and exhibit such behaviors for the benefit of their organizations. In addition, OCB and knowledge sharing have a positive impact on the behavior of employees in organizations. Sharing knowledge can therefore help promote a positive perception of the work environment among employees. In this climate, employees show OCBs, which has a positive effect on performance.

To achieve an efficient and effective organization; Management needs to create a climate within organizational behavior, knowledge sharing and OCB to create a creative climate for its employees. The strategic advantage of an organization can be achieved in the future through a climate within the employees who can voluntarily act as citizens of their organization. When employees feel worthy of their organization, they can show OCBs and freely share the information they need with their colleagues. Feeling part of the organization and having the necessary information can make an employee more creative than before and others.

Thus, in this study, the researcher proposes that future studies within the public sector focus on the outcomes of OCB to further explore the value of OCB within the public sector. Most of the studied outcomes are positive for the organization, such as job satisfaction, and are often not specific to the public sector. A few negative consequences were studied in the included studies, such as workplace deviance and turnover intention. Evidence suggests that OCB has a “dark side” [40] and a related concept of compulsory citizenship behavior (CCB) has been developed by [42]. However, research on harmful consequences in the public sector is lacking.

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