

## ORGANIZATION CITIZENSHIP BEHAVIOR AMONG PRIVATE HEALTHCARE PRACTITIONERS IN MALAYSIA

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### **ABSTRACT**

*The private healthcare industry is strictly financed on a fee-for- services basic meaning that the patients have to bear all the medical expenses if they need medical treatment. The demand for healthcare is increasing in Malaysia as there is a increasing demand among Malaysians and greater awareness among them.Organ(1988) defined organization citizenship behavior(OCB) as the individual's behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. The objectives of this research is to explore the relationship between interactional justice and OCB, performance based pay and OCB and finally the internal career orientation and OCB. The research was conducted by distributing questionnaires to all personnel involved in private healthcare and this includes private clinics. The results of this research showed that there is a positive relationship between interactional justice and OCB, performance based pay and OCB and finally there is a positive relationship between internal career orientations and OCB. Some of the limitations addressed in this research were the poor response in terms of obtaining the questionnaires back since most of the personnel are busy. This study will be able to provide guidelines on how private healthcare in Malaysia can further understand variables which will influence citizenship behavior among its employees and also how to encourage it among them to improve their services.*

**Keywords:** Organization Citizenship Behavior, Organization Justice,HRM Practices, Internal Career Orientations

### **1.0 Introduction**

According to MGCC (2012),healthcare sector in Malaysia is operating under two-tier healthcare system, public and private healthcare sectors. The public healthcare sector is heavily subsidized by government and used by most of the population in Malaysia. Whereas, the private healthcare industry is strictly financed on a fee-for-services basis, meaning that the patients have to afford all the medical expense if they are to have medical treatment in the privately owned hospital. Private healthcare service providers are said to be more flexible when compared to public services providers in term of technologies (Jose, 2012).The privatization of healthcare industry would be said as having been contributing the overall efficiency and effectiveness of the healthcare industry in Malaysia, providing a greater accessible and flexible medical services to a wide range of people while at the same time help improve the overall medical standard and quality of Malaysia through competition (Rasiah, Tumin, & Abdullah). Organ(1988) defined organization citizenship behavior(OCB) as the individual's behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. Discretionary is defined as the behavior that is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization. This behavior could be very beneficial in most organizations and valuable if it can be exhibited by employees in private healthcare. .On the other hand, Baghersalimi, Keldbari, &Alipour (2011) said that citizenship behaviors are of crucial importance in healthcare industry because some

of the patients need special care and positive behaviors corresponding to their health condition or the types of disease contacted company during hard time. Given the important role played by private healthcare industry, it is important to understand the relationships between the independent variables and the OCB in private healthcare industry. Samad(2006) said that the organizational justice describes the perception of individual toward the fairness of treatment being received and their response to such perception. According to Bakshi, Kumar & Rani,(2009), organizational justice perceptions strongly affect the attitude of the workers such as job satisfaction, turnover intentions and organization commitment and as well as workplace behaviours such as absenteeism and organizational citizenship behaviour. Cohen-Charach and Spector(2001) defined interactional justice as the way administration treats the justice receiver and concerns the human aspect of the organization practices.(cited in Yilmaz and Tasdan,2009,p.108). Thomas Li Ping Tang(1996) found that distributive justice and procedural justice had a positive relationship with the level of satisfaction and commitment of employees respectively in the Veteran Administration Medical Center in the southeastern United States. Interactional justice concerns the individual's perception of the quality of treatment experienced when organizational procedures are implemented. Employees show much concern on treatment they receive from superior and the adequacy in which formal decision-making procedures are explained(Labedo, Awotunde, Salaam –Saghir,2008). Human Resource Management (HRM) is an employment and utilization of individuals to achieve organizational objectives(R. Wayne Mondy & Mondy,2010). HRM has four main functions, namely staffing, development, reward and evaluation(Bamble, Shamsudin, & Subramaniam,2009). Therefore, if an organization wanted to achieve continuous extraordinary performance, the management needs to be concerned of their HRM practices that can keep employees developed and motivated in the organization(Huselid,1995). According to Sun, Aryee and Law(2007) high performance HRM practices cultivate employee's shared perception of a supportive organizational environment and this will motivate employees to perform extra-role behaviours that can contribute to the organizational performance. The four components are empowerment, performance based pay, employee training and organization's selection and socialization practices. Employee intention to perform helping behaviours may be established on the motives behind the performance of such behaviours. Bal(2011) highlighted that when helping behaviour is taken into consideration for performance appraisal, employees seeking advancement might engage in this behaviour to gain positive ratings and further advancement. Chompookum & Derr(2004) defined internal career orientation as a more stable, deeper and longer term definition of work identity rather than just being a part of the organization and that it is a person's career self-identity further focusing on what a person can do, what he/she thinks that is important and is striving to achieve. According to Derr(1996) there are five dimensions to internal career orientation: Getting High: Some people are looking for challenging, exciting and the engaging process in their job. Getting Ahead: This upwardly mobile career orientation is usual associated with climbing up a hierarchy or a status system, Getting Secure: Some people are driven by the need for job security, organizational identity and the desire for a sense of order and getting Balance: Some people seek to balance their work, relationship and self development lives.

Among all the dimensions getting secure has a significant influence on OCB because people who are looking for a secure job would put forth extra effort in their job moving the organization forward (Derr and Chilton,1983) A study conducted by Chompookum and Derr (2004) among employees in Thailand concluded that getting secure orientation tend to show higher levels of OCB.

### 3.0 Methodology

#### 3.1 Propositions Development

According to Rego and Cunha(2010), all justice dimensions are positively related to OCB but only the employees who find that their supervisors whom interact equally with them as a member of the group will tend to view OCB as a duty, emerging as the strongest predictor of OCB. Rego et al.,(2010) further elaborated in this studies that when employees perceive a high level of procedural justice and interactional justice this will lead them to take initiative in engaging in discretionary behaviours as reciprocation to their supervisors.

H1o: There is no significant relationship between interactional justice and OCB among private healthcare practitioners

H 1a: There is a significant relationship between interactional justice and OCB among private healthcare practitioners

W. Lamet al.,(2009) proposed that the performance-based pay in fact, enhance the employees self-concept and social identity. According to Bamble et al.,(2009), performance-based pay may encourage employees to exhibit OCB because it leads to a high-quality exchange relationship which will motivate them to spend time doing things that benefit organization and its members instead of their own individual interests.

H2o: There is no significant relationship between performance-based pay and OCB among private healthcare practitioners

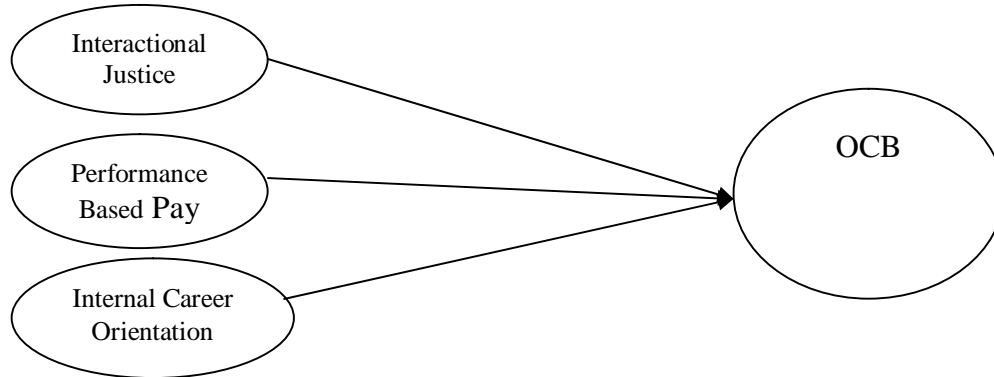
H2a: There is a significant relationship between performance-based pay and OCB among private healthcare practitioners

In a research conducted by Chompokumet al.,(2004), it was concluded that people who are high in getting secure dimension tend to perform the highest level of OCB because they place importance on job security so they tend to feel secured working in a stable organization. Furthermore in this research it was further concluded that those who are high on getting ahead and getting high will tend to perform moderate level of OCB and to maintain a sense of belonging in the organization they will exhibit moderate level of OCB. And finally in this research it was also said that people who are getting balance and getting free tend to perform the lowest level of OCB because they want to create a balance.

H3o: There is no significant relationship between internal career orientation (getting ahead, getting secure, getting free, getting balance and getting high) and OCB among private healthcare practitioners.

H3a: There is a significant relationship between internal career orientation (getting ahead, getting secure, getting free, getting balance and getting high) and OCB among private healthcare practitioners.

**Proposed Framework**



**3.2 Sampling and Data Collection**

According to Lee(2012), there are 183 private hospitals in Malaysia. The study was done only in Ipoh, Malaysia and there are eight private hospitals in Perak(APHM,2013). There were 150 questionnaires which were distributed and 106 questionnaires were returned, for a response rate of 70.6%.

**3.3 Measures**

In Section A, demographic data of the respondents were gathered such as gender, age, marital status,ethnicity, qualifications, salary, department and area of specialization.In this section, the fixed alternative questions are further divided into two types, which are simple-dichotomy and determinant-choice questions.Simple dichotomy questions require the respondents to choose one out of two alternatives whereas determinant-choice questions require the respondents to select one out of several alternatives(Zikmund et al.,2010). In Section B and C, the independent and dependent variables were tested respectively. In Table 4.2, it summarizes the origin source of measurement for this study, where it was adopted from and the number of items constructed for the purpose of this research.

**Table 4.2 The Origin of Source of Measurement**

Constructs	Adopted from	No of items
Organizational citizenship behavior (OCB)	Kernodle, 2007	14
Interactional justice	Rego & Cunha, 2010	6
Performance-based pay	<a href="http://www.scribd.com/doc/60849743/OCB-Questionnaire-Final-With-Numbers">http://www.scribd.com/doc/60849743/OCB-Questionnaire-Final-With-Numbers</a>	5
Internal career orientation	Peck, 2006	25

#### 4.0 Results and Discussion

In this research, the data are to be coded and analyzed using SPSS(Statistical Package for Social Science). The result of this data analysis will then be interpreted. There are three types of analysis in this study which is descriptive, reliability and inferential analysis.

##### 4.4 Results

In terms of gender 11.3% of the respondents are male and 88.7% are female. Most of the respondents fall into the category of age between 21 to 30 years old which is 37.7%, followed by 31 to 40 year old which is 24.5%, 41 to 50 year old which is 18.9%, 51 year old and above is 15.1% and the 3.8% for 20 years and younger. The descriptive analysis under marital status describes 56% of the respondents are married, 48% are single and 2% are divorced. In the category of ethnicity 48% of the respondents are Indians, 30% are Chinese and 28% are Malays. Most of the respondents hold a Diploma which is 45.3%, others 34.0%, Degree holders are 17% and Masters are 3.8%. In terms of salary, 64.2% below RM2000, 22% between RM 2001-4000, 9.4 % in between RM 4001-6000, 3.8% for RM6001-8000 and 1.9% for RM8001 and above. The data was not only gathered from private hospitals which is 60.4% but also private clinic which is 39.6 % respectively.

Table 1 provides the summary of reliability analysis. All of the measures included in the questionnaires showed adequate level of internal consistent reliability. The internal reliability measures 0.77 for interactional justice, 0.67 for performance based pay, 0.82 for internal career orientation( getting ahead), 0.82 for internal career orientation (getting secure), 0.76 for internal career orientation( getting balance) and 0.81 for internal career orientation( getting high).

Table 1: Reliability Estimates

Variable	Alpha
Interactional Justice	0.771
Performance Based Pay	0.670
Internal Career Orientation (Getting Ahead)	0.824
Internal Career Orientation (Getting Secure)	0.828
Internal Career Orientation (Getting Balance)	0.760
Internal Career Orientation (Getting High)	0.810
Internal Career Orientation (Getting Free)	0.650
Organization Citizenship Behavior	0.790

According to Zikmund et al.,(2010), Pearson correlation coefficient is a statistical measure that can indicate the direction, strength and significance of the bivariate relationship among all the variables that are measured in an interval or ratio level. Based on Table 2, there is a positive relationship between interactional justice and OCB and p value 0.000 is less than alpha value 0.01 so H<sub>10</sub> is rejected this there is a significant relationship between interactional justice and OCB.

**Table 2: Correlation between Interactional Justice and OCB**

		OCB	Interactional justice
OCB	Pearson Correlation	1	.808**
	Sig. (2-tailed)		0
	N	106	106
IJ	Pearson Correlation	.808**	1
	Sig. (2-tailed)	0	
	N	106	106

**Table 3: Correlation between Performance Based Pay and OCB**

		OCB	Performance Based Pay
OCB	Pearson Correlation	1	.721**
	Sig. (2-tailed)		0
	N	106	106
PBP	Pearson Correlation	.721**	1

Table 3 above indicates there is a positive relationship between performance based pay and OCB because of the positive value for correlation coefficient and p value 0.000 is less than alpha value 0.01 so H2o is rejected thus there is a significant relationship between performance based pay and OCB. According to Zikmund et al.,(2010), multiple regression analysis is an analysis of association in which two or more independent variables are said to have an impact on dependent variable so it has been applied to measure the relationship between the five dimensions of internal career orientation and OCB. Table 4 indicates that the value of correlation coefficient (R value) is 0.930 thus there is a positive correlation and a strong correlation between the five dimensions of internal career orientation and OCB. The R square value shows the percentage of the independent variables impact on the dependent variables and in this research 85.8% can be explained and left with 14.2% of unexplained factors. The p value is less than the alpha value 0.01 so it can be concluded that the F statistic is significant and the internal career orientation significantly explains the variance in OCB so H3o can be rejected and H3a can be accepted

Table 4: R Square and ANOVA Results

R	0.930
R Square	0.865
Adjusted R Square	0.858
Std Error of Estimate	.11218
F	127.642
Sig.	0.000

Table 5 :  
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-0.03	0.176		-0.171	0.864
G. Free	0.048	0.05	0.059	0.971	0.334
G. High	0.049	0.033	0.066	1.494	0.138
G. Secure	0.388	0.079	0.379	4.891	0
G. Balance	0.388	0.074	0.397	5.269	0

In Table 5, p value for getting free dimension is 0.334 which is more than alpha value 0.05 so it is not significant to predict OCB. The p value for getting high dimension is 0.138 which is more than alpha value 0.05 so it is not significant to predict OCB. The p value for getting secure dimension is 0.000 which is less than alpha value 0.01 so it is significant to predict OCB. Getting balance dimension p value is 0.000 which is less than alpha value 0.01 so it is significant to predict OCB and getting ahead dimension p value is 0.001 which is less than alpha value 0.01 so it is significant to

predict OCB. According to Table 5, getting balance dimension of internal career orientation is the predictor variable that contributes to the highest to the variation of the dependent variable and it makes the strongest contribution to explain the variation in OCB.

### 5.0 Conclusion

The results above show that there is a positive relationship between interactional justice and OCB. William et al.,(2002) found that procedural and distributive justice are related to OCB but only interactional justice influence actual OCB because personal fair treatment by supervisors convey greater fairness than a general assessment of the fairness of the overall procedures. The results also indicate there is a high and positive relationship between performance-based pay and OCB. According to Yu et al.,(2010) stated that when employees are rewarded based on their excellent performance, they will feel responsible to their work and Gupta et al.,(2010) also found a positive relationship between performance-based pay and OCB. The research further concluded that practitioners who are high in getting balance dimension contribute the most to OCB and getting secure is ranked number. According to Derr(1986), people who are high in getting balance tend to balance their work, relationship and self-development lives and they try to separate themselves from their work. Given the result showing that getting balance and getting secure dimensions contribute the most to OCB, it is safe to assume that marital status plays an important role. According to Mondy(2010), married workers tend to value work- life balance as more important. In this research, 52.8% of the respondents are married. The dimension getting ahead is ranked number three in its contribution towards OCB and the results are consistent with Delong(1982) which highlighted the reason to exhibit OCB is because supervisors generally will take helping behaviour into consideration when making promotional decision hence showing this behaviour will help them to get better appraisal. It is recommended that the research to be conducted in different states in Malaysia and even in different countries.

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