

The Influence of Work Engagement Towards Organisational Citizenship Behaviour Among Malaysian Police Officers

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Abstract- This paperwork discussed the influence of work engagement on organisational citizenship behaviour among Malaysian police officers. Work engagement is measured by three dimensions which are dedication, vigor and absorption; while organisational citizenship behaviour is measured by five dimensions which are altruism, conscientiousness, civic virtue, courtesy and sportsmanship. Findings showed that Malaysian police officers have high level of work engagement ($M=5.69$, $SD=0.911$) and organisational citizenship behaviour ($M=5.58$, $SD=0.77$). Meanwhile, their work engagement does influence the organisational citizenship behaviour ($R^2=0.425$) in which the dimension of dedication is the most influential one ($\beta = 0.368$, $p < 0.05$). This finding is beneficial in assisting organisations recruitment process in the future.

Index Terms- Work engagement, organizational citizenship behavior, dedication, vigor, absorption

I. INTRODUCTION

Work engagement is a component of workplace well-being [1]. Engagement was formally described by [2] as the simultaneous employment and expression of a person's preferred self in task behaviours that foster connections to work and to people, personal presence (physical, cognitive, and emotional) and active, complete performances. Work engagement has piqued the interest of managers since it has been linked to employee performance as well as other positive indicators such as emotional commitment and extra-role conduct [3, 4] Ahmed et al. [5] believed work engagement could contribute to organisational citizenship behavior since it concentrates on work engagement and dedication, which goes outside of any organisation's bounds. [6] indicated work engagement as an individual's participation, enthusiasm and satisfaction to their work. Work engagement can rise as elements of vigor, dedication, and absorption are met. Highly engaged employees are motivated to execute their jobs and have a strong connection to the organisations.

Organisational citizenship behaviour (OCB) is one of the indicator of employees' strong connection to the organisation. OCB refers to voluntary behaviour that is not part of an individual's formal job description, is not recognised by the formal incentive system, and improves the overall running of the organisation [7]. According to [7], OCB are employee supra-role contributions, which is often manifested as the result of a sense of mutual obligation to the organisation. Despite having a major impact on employee and unit-level performance [8, 9, 10, 11] and significant impacts on performance appraisal [9, 12], these behaviours are often excluded from standard definitions of employee role accountability. [13] added that OCB affects individual and organisational performance as employees that go above and beyond their formal work tasks and willingly give of their time and energy to succeed at the assigned job are a hallmark of a successful organisation. Such generosity is neither legislated nor obligatory, but it helps to the organisation's smooth operation. For an organisation to be effective, exceptional employees must be hired and retained [14]. These employees must be proficient in their tasks and they must participate in novel, unprompted action that goes beyond prescribed job descriptions or role criteria. Employees should be authorised to do their duties and should be encouraged to demonstrate additional effort, innovation, and initiative [15]. This means that when employees are empowered, they may execute voluntary activities in addition to their regular organisational obligations. On the other hand, [16] claimed that OCB encourage employees' effectiveness and efficiency. Effectiveness refers to the successful functioning of the formal organisation's key activities as it strives to achieve its aims or mitigate an urgent societal problem, as many non-governmental, charity organisations do. Efficiency, on the other hand, is the level of pleasure that organisation members receive in exchange for their contributions to the achievement of organisational effectiveness. [17] felt that individuals' willingness to devote efforts to the cooperative system was essential. [17] defined willingness as something separate from effectiveness or capacity, and saw it as a desire to go above and beyond the official tasks or job requirements of the individual member.

In addition, OCB has received a lot of attention in literature over the last 20 years [18, 19, 20, 21] because it is an important concept in the fields of psychology and management [22]. It is significantly derived from its contribution to the efficiency of organisational functioning in terms of enhancing productivity growth, employees’ engagement and satisfaction [23, 24]. Hence, this study among the Malaysian police officers is relevant as it is one of the occupations that necessitates a high level of work engagement; as according to section 19 of the Police Act 1967, every police officer is consider being continuously on duty when called upon to do so and must fulfil the tasks and execute the powers delegated to them. The findings will be useful for Royal Malaysia Police (PDRM) specifically or other organisations in general as their guideline in selecting suitable candidates as their future employees or developing effective intervention to promote and enhance current employees’ OCB.

This research was conducted to identify the influence of three dimensions of work engagement which are dedication, vigor and absorption towards Malaysian police officers’ OCB. In addition, this research also examined the level of work engagement and OCB among the officers.

II. METHODOLOGY

This is a cross sectional quantitative study. A set of questionnaire which adapted from the Utrecht Work Engagement Scale (UWES, n=17) and the Organisational Citizenship Behaviour Scale (n=24) distributed to 132 police officers in a District Police Headquarters (IPD) of Kelantan, a state in east coast of Peninsular Malaysia. The questionnaire employed 7 Likert scale with the reliability value of 0.953 and 0.854 respectively. The data were analysed using SPSS software by running the descriptive mean analysis and multiple regression analysis.

III. FINDINGS AND DISCUSSION

The respondents’ demographic information collected as in the following table;

Table 1 Respondent Demographic Information

Information	Frequency (N)	Percentage (%)
Age		
• 30 years old or less	50	37.9
• 31 – 40 years old	56	42.4
• 41 – 50 years old	14	10.6
• 51 years old and above	12	9.1
Gender		
• Male	113	85.6
• Female	19	14.4
Marital Status		
• Married	103	78.0
• Single	27	20.5
• Divorced	2	1.5
Ethnic		
• Malay	124	93.9
• Indian	1	0.8
• Others	7	5.3
Type of Employment		
• Permanent	132	100
• Contract	0	0
Year of Service		
• 10 years or less	73	55.3
• 11 – 20 years	36	27.3
• 21 – 30 years	10	7.6
• More than 31 years	13	9.8

Descriptive analysis was performed to identify the level of respondents’ level of work engagement and OCB. The level of work engagement measured by three dimensions namely i) dedication, ii) vigor and iii) absorption. Meanwhile the OCB was measured by five dimensions; i) altruism, ii) conscientiousness, iii) civic virtue, iv) courtesy and v) sportsmanship. The findings indicated that respondents have high level of work engagement (M=5.69, SD=0.911) and OCB (M=5.58, SD=0.777). Mean value for each dimensions measured as in Table 2;

Table 2 Descriptive Analysis of Work Engagement and OCB

Dimension	Mean (M)	Standard Deviation (SD)
Work Engagement		
• Dedication (n=6)	5.98	1.113
• Vigor (n=5)	5.55	1.257
• Absorption (n=6)	5.55	0.945
Overall (n=17)	5.69	0.911
OCB		
• Altruism	5.668	1.2974
• Conscientiousness	5.726	1.2350
• Civic virtue	5.063	1.5745
• Courtesy	5.950	1.2140
• Sportsmanship	5.385	1.6324
Overall (n=24)	5.58	0.7770

These findings consistent with the study by [25, 26, 27, 28, 29, 30]. The findings demonstrated that the respondents feel positive with their regular tasks and proud of their accomplishments. The willingness of police officers to sacrifice their lives on a daily basis and leave behind loved ones who will have to face such unspeakable anguish and sorrow is the ultimate manifestation of an officer's dedication to public service and unwavering commitment to protecting and promoting public safety. In addition, police officers are a disciplined and trained team to work together for the safety of the civilians and country. Police officers with high work engagement were shown to be more cooperative with their colleagues when performing daily tasks. Thus, work engagement is vital in the civil servant industry and any other industries.

Meanwhile, the importance of organisational citizenship behaviour is demonstrated by the police officers' passion for their jobs and willingness to assist those who are experiencing workplace problems. Manifesting OCB by employees may improve a company's productivity as police officers who exhibit high OCB are more likely to perform well because they contribute additional efforts, and take the initiative to solve difficulties [26, 27]. Police officers' OCB allows the supervisor to dedicate more time to productive duties such as strategic planning and ensuring effective use of precious resources. Likewise, when employees participate in self-development activities, they enhance their capacity to accomplish their job, which reduces the need for supervision [31]. This behaviour has the unintended consequence of promoting and maintaining workplace harmony, which encourages team spirit, morale, and unity. Thus, OCB is a key component of any organisation since it is difficult for organisations to organise all the tasks that their employees may need to perform. Hence, employees should exhibit conscientiousness, altruism, courtesy, sportsmanship, and civic virtue. This finding demonstrated that police officers of Royal Malaysia Police (PDRM) exhibited exceptional organisational citizenship behaviour including conscientiousness, altruism, courtesy, sportsmanship, and civic virtue at the workplace.

To identify the influence of work engagement and OCB, multiple regression analysis was performed. The result indicated that work engagement significantly influenced OCB by 42.5% ($R^2=0.425$, $p<0.001$). Dimensions of dedication ($\beta=0.368$, $p<0.05$) and vigor ($\beta=0.254$, $p<0.05$) positively related to OCB while dimension of absorption ($\beta = 0.076$, $p=0.537$) does not support the idea of its influential to OCB. The multiple regression result shown in Table 3.

Table 3 Multiple Regression Analysis of Work Engagement on OCB

Model	Standardized coefficients Beta	t-value	p-value	95% Confidence Interval		Decision
				Lower Bound	Upper Bound	
(Constant)		7.232	<0.001	1.758	3.083	
Vigor	0.254	2.300	0.023	0.026	0.315	Influenced
Absorption	0.076	0.620	0.537	-0.138	0.263	Not influenced
Dedication	0.368	2.828	0.005	0.089	0.502	Influenced
R²	0.425					

The findings indicated that dedication is the largest influence on OCB followed by vigor. This demonstrates that vigor and dedication both influence and hinder police officers' ability to fulfil their duties effectively. Police officers that are energetic and continue to

challenge themselves in their jobs are engrossed in their profession and passionate about it. As a result, there will be more cases resolved. When the police are strict and persistent in carrying out their law enforcement duties, the crime rate will be reduced and residents' lives and property are safeguarded.

On the other hand, absorption not significantly influenced the OCB among police officers. To explain this finding, job stress has continually grown among police officers over the last decade, and this chronic job stress contributes to poor mental health, work-family conflict, and organisational performance [32]. When faced with a high workload, as well as frequently severe and life-threatening demands, police officers must multitask, and often find it difficult for them to free themselves from their duties even during non-working hours. The higher work demands towards the police officers will result in a greater level of emotional exhaustion, as well as levels of depression and anxiety [33]. Therefore, the situational factor in the police working environment can cause insignificant influences of absorption dimension and OCB. Indirectly, this study indicated that Malaysian police officers facing some resistance or difficulty to be able to adapt well with the hectic working environment.

IV. CONCLUSION

As a conclusion, work engagement is a vital factor in upraising the OCB among police officers specifically and to all employees in general. Since the OCB directly associates with organisation performance, productivity, growth and profit; all the factors contributing to its uproar should be identified in order to develop an effective intervention for better selection and recruitment process in future while maintaining or raising the current employees' performance and sense of loyalty towards the organisation.

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