



**FACULTY OF TECHNOLOGY MANAGEMENT AND
TECHNOPRENEURSHIP**

**RELATIONSHIP BETWEEN ORGANIZATIONAL
CITIZENSHIP BEHAVIOUR AND SALES
ACHIEVEMENT AT TM SOUTHERN REGION**

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ACHIEVEMENT AT TM SOUTHERN REGION**

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DECLARATION

I declare that this project paper 'Relationship Between Organizational Citizenship Behaviour And Sales Achievement At TM Southern Region' is the result of my own research except as cited in the references. The project paper has not been accepted for any degree and is not concurrently submitted in candidature of any degree.

Signature: bp 

Name : FUZIANA BINTI AZIZ

Date : 4th NOVEMBER 2011

DEDICATION

To My beloved husband and children

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ABSTRACT

The study of Organizational Citizenship Behaviour (OCB) in an organization is related to the employees' good behavior towards organization where they work. It is important to understand the behavior of employee in organization especially the willingness and voluntarily behavior that helps towards company's performance and achievement. For these reasons employees' good behavior or OCB is the primary focus of this study. The data for this research was collected from 105 sales employees at TM Southern Region. The main objective of this research is to identify and examine the relationship between OCB of sales employees at TM Southern Region and their sales achievement. The correlation and regression analysis were conducted to evaluate respondent judgments. It is hope that we could reveal the OCB of sales employees is related to their sales achievement. From the survey done, the Courtesy of sales employees at TM Southern Region is the most significant towards their sales achievement. TM Southern Region should consider the OCB of their new sales employees when hiring them, to ensure a high sales achievement which will help in producing high profitability for the company.

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CHAPTER 1 : INTRODUCTION

1.1 BACKGROUND OF STUDY

Sales are lifeblood of any businesses and act as determinant of company's performance. The main objective of any business organizations today are looking for a high sales achievement, due to sales could bring vast profitability to them. Hence, high in profitability means the companies could improve the level of confident of their shareholders, stakeholders and investors.

Likewise TM is a telecommunication company which focuses on customer needs. TM vision is to be Malaysia's leading new generation communications provider, embracing customer needs through innovations and execution excellence. One of the company missions is to deliver value for stakeholders by generating shareholder value and supporting Malaysia's growth and development.

Sales are vital for TM's performance and one of company's key successes. Thus, to generate shareholder value, TM has to perform highly in sales performance to obtain high profit. This situation can't be done without a strong support from capable and dynamic employees, especially for the employees who are responsible to bring in sales for TM.

Profitability is crucial to build up the confident level of shareholders and investors of TM Southern Region. Hence, to generate more profit, TM Southern Region has to ensure the consistency of the growth in their sales annually. High sales achievement will produce high profitability for the company. Moreover, sales achievement is one of the key performance indicators for TM Southern Region. Therefore, sales performance is being monitored and tracked to ensure the target will meet. Normally, sales performance is based on the actual sales deliver to meet the sales target, whereas sales achievement is the sales results derive from sales performance.

Besides innovation, modern techniques and best practice strategies, employees are one of the most important resources to ensure the performance of TM Southern Region is growing and remain competitive advantages. Therefore, to accomplish the aspiration, the roles and responsibilities to get potential sales are delegated to all TM Southern Region's sales or groups or departments.

Formally, there are four sales groups at TM Southern Region which focus on four different market segments which are Consumer, SME, Enterprise and Government. Consumer segment is focus on residential customers, meanwhile SME, Enterprise and Government is focus on business customers with different range of revenue. The overall sales targets are share by the four sales departments. The sales group of consumer target covers 50% of the overall total sales target; SME covers 25%; Enterprise cover 10%

and Government cover 15%. The performance of each sales department is based on their sales performance on group's sales target in order to achieve total sales target for TM Southern Region. Thus the main pillar in generating the total sales of TM Southern Region is the sales employee because each sales employee has their own sales target which it will be totting up as a group sales target. Since they are company's front-liner, their contribution to sales is a vital impact to company's profitability and performance.

TM Southern Region had provided sufficient training internally and externally to enhance sales and marketing skills to all the sales employees to improve their sales performance. Although TM Southern Region is focusing on the skills, knowledge and experience level of sales employees, but the behavior of sales employees was neglected in improving the sales activities and performance at TM Southern Region. Therefore, this study is to examine whether there is a relationship exist between Organizational Citizenship Behavior (OCB) of sales employees and sales achievement at TM Southern Region.

1.2 PROBLEM STATEMENT

Sales performance is important to ensure the sales achievement for TM Southern Region. Although, sufficient training internally and externally to enhance sales and marketing skills to all the sales employees at TM Southern Region, but there is still an issue which some of sales employees are insufficiently performed to meet their sales

target. This will affect overall sales performance of the group itself and consequently TM Southern Region in achieving the sales target. This issue can be observed through the overall sales employees performance record.

Usually, performance of sales employees is depends on the skill, knowledge and experience. Do skills, knowledge and experience of sales employees is enough to guarantee that they could achieve their sales target successfully. How about behavior? A beyond expectation behavior which related to the voluntarily and willingness of sales employees towards delivering extra sales effort in improve their sales performance. This kind of behavior is normally known as Organizational Citizenship Behavior (OCB). Do sales employees at TM Southern Region have this kind of behavior? Besides skills, experience and knowledge, does this behavior act as crucial catalyst that could influence their sales performance in achieving the overall TM Southern Region's sales target.

1.3 RESEARCH OBJECTIVE

The objective of this research paper is to discover the OCB of every sales employee at TM Southern Region. It is also to evaluate whether the OCB of sales employees is related to their sales performance in achieving the sales target, which finally result in sales achievement for TM Southern Region. The evaluation will involve the five of

OCB's dimension which are Altruism, Courtesy, Conscientiousness, Sportsmanship and Civic Virtue and their sales performance.

1.4 RESEARCH QUESTIONS

In this study the research questions were developed to evaluate whether the OCB of sales employees at TM Southern Region are related to their sales performance in achieving the sales target. Therefore the question is "Does OCB significantly related to sales performance and achievement at TM Southern Region?" So, the questions will be within the frame of five OCB dimensions:

- Does Altruism significantly related to sales achievement at TM Southern Region?
- Does Courtesy significantly related to sales achievement at TM Southern Region?
- Does Conscientiousness significantly related to sales achievement at TM Southern Region?
- Does Sportsmanship significantly related to sales achievement at TM Southern Region?
- Does Civic Virtue significantly related to sales achievement at TM Southern Region?

1.5 SIGNIFICANCE OF STUDY

The study gives a significance benefit to TM Southern Region to have a good exposure about the degree of willingness behavior based on five dimensions of OCB to each of their sales employees towards achieving their sales target. Thus, this study could give an idea to TM Southern Region to have an alternative way in improving their sales performance towards sales achievement. As a result, by considering OCB in hiring or selecting suitable sales employees could contribute in strengthening the teamwork of sales employees and consequently producing higher sales performance and achievement for TM Southern Region and TM as a whole in future.

1.6 SCOPE OF STUDY

The study will be carried out in four Sales Department Of TM Southern Region. The research will be done within all the sales employees at TM Southern Region where they are the main pillar in bringing sales to TM Southern Region. This research is related only with the sales performance and achievement of sales employees at TM Southern Region.

1.7 DEFINITION OF TERM

Organizational Citizenship Behaviour can be defined as the voluntarily or willingness behavior with no request for pay or formal rewards in return. Organ (1988) has suggested that OCB is composed of five factor model or dimension which consisting of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship.

a) Altruism

Is a voluntarily or willingness behavior that someone have in helping colleagues on an organizational task problem.

b) Courtesy

Is a voluntarily or willingness behavior that someone have in treating colleagues with respect in preventing work-related problems.

c) Conscientiousness

Is a voluntarily or willingness behavior that someone have in going beyond the minimum requirements set by organization.

d) Sportsmanship

Is a voluntarily or willingness behavior that someone have in tolerating unavoidable problems without complaining or arguing.

e) Civic Virtue

Is a voluntarily or willingness behavior that someone have in supporting of organizational functions.

f) Sales Achievement

Is a record of every sales unit which successfully closed by each of sales employees at TM Southern Region, over the individual sales target.

1.8 LIMITATION OF STUDY

1.8.1 Time Constraint

The time frame given to finish up the research is quite limited as the researcher only has time more or less than three months. At the same time the Fasting and Hari Raya months was felt in this time frame. The workload of the sales employees also contributed to the time constraint as they had their own sales target to achieve in increasing their individual sales performance and also TM Southern Region.

1.8.2 Cost Incurred

In completing the study, the researcher needs to bear all the cost which related to the research report such as photocopy, printing, token, internet sources and other materials. The tokens are given to the respondents on their willingness in answering the questionnaire. This is to express an appreciation for the time they spent and also to encourage them to answer honestly.

1.8.3 Information Gathered

The researcher needs to engage with the head of four sales departments in order to analyze the sales performance and achievement for each of sales employee. The information is confidential, so the data is produce only by percentage based on the actual sales obtain by each sales employees over their sales target.

CHAPTER 2: LITRETURE REVIEW

2.1 INTRODUCTION TO OCB

Organizational Citizenship Behavior (OCB) represents a very old human which carry out voluntary behavior with no request for pay or formal rewards in return. The initial OCB concepts were first introduced by Organ in mid 1980s. Organizational Citizenship Behavior (OCB) has been studied over past four decades which since the late 1970s. Organizational behavior has been associated to overall organizational effectiveness and having important consequences in the workplace. Thus, interest in these behaviors has increased substantially. Organizational Citizenship Behavior (OCB) is a unique aspect of individual activity at work, first mentioned in the early 1980s. Referring to Organ's (1988) definition, it represents "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (p.4).

Later, Organ (1988) has suggested that OCB is composed of five factor model or dimension which consisting of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. This special behavior has become a lively research field investigated by organizational psychologists, sociologists, and management researchers. Organ's, theory and concepts of OCB are important which significantly consider OCB as "performance that supports the social and psychological environment in which task

performance takes place” (Organ, 1997, p. 95). Based on Van Dyne, Cummings and Mclean-Parks (1995, as cited in Organ, Podsakoff, & MacKenzie, 2006), OCB also can be defined as a behavior that attempts to benefit the organization and ultimately goes beyond existing role expectations.

Thus, study by Bateman and Organ, (1983, as cited in Ahmadi, F., 2010), described that OCB is an extra work-related behaviors that go above and beyond the daily duties. This indicates that, employees who have this behavior will do more from their daily job requirements. (Turnipseed and Rassuli, 2005) proposed this behavior include cooperation with peers, performing extra duties without complaint, punctuality, volunteering and helping others, using time efficiently, conserving resource, sharing ideas and positively representing the organization.

2.2 DIMENSIONS OF OCB

Through his investigation and study Dennis Organ, found that OCB have five dimensions which consist of altruism, kindness (courtesy), sportsmanship, work consciousness and civil virtue, which were used by many researches (Allison and others, 2001: 283-284; Köse and others. 2003: 4-5). Each of the dimensions was illustrated different characteristic of the behaviour. Below is the detail explanation about each of the five OCB’s dimension:

- a) **Altruism** – Is a voluntary action, which meant at helping another person with an organizationally relevant task or problem. For example, help other employee who was left behind in work such as use equipment, complete work assignments, prepare for presentations, understand a computer software program, or locate information.
- b) **Conscientiousness** - A pattern of employee going beyond minimal requirements in carrying out role and assigned task. For example, arrive at work early and leave late, be punctual for meetings and appointments, avoid prolonged or unnecessary breaks, conserve company resources, make constructive suggestions, finish the assignments before they are due, and presume extra responsibilities to help company performance.
- c) **Courtesy** – Treating others with respect that prevent work-related problems for others which includes actions such as checking with others before taking action, giving others advance notice, issuing reminders to others and passing along information. For example, inform employer if one is going to be late or absent from work. Notify coworkers or colleagues sooner of committing to actions that will affect them, or inform employees or colleagues of delays in work progress.

- d) Sportsmanship** - A willingness to tolerate the unavoidable problems and infliction that result in an organization, without complaining or arguing and doing it with a positive attitude. For example, refrain from complaining about doing an extra work or overtime to complete a project, having uncomfortable work conditions (e.g. temperature) or having one's ideas but the idea was rejected.
- e) Civil virtue**- Voluntary involvement in, and support of, organizational functions of both a professional and social nature in general, looking out for the organization's best interests. For example, take part in organizational policy making and larger company's issues and be present at optional meetings, forums, training sessions, etc. Observe firm threats and opportunities, attend company-sponsored social events and assist firm's supported charitable activities.

Therefore, (Organ, 1997: 85 as cited in V. Rüya Ehtiyar et al., 2010), prove that obviously, these five positive behavior dimensions were exhibited the individual behavior based on volunteerism without considering formal satisfaction system. A volunteer means that someone who gives a commitment of time and energy for the benefit of the community, which is undertaken freely without financial gain. This is