Tendency Towards Organizational Citizenship Behaviour Readiness: a Study on Local Government Agency in Malaysia

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Abstract: Local government is ranked lowest in the three-tier Malaysian government behind federal government and state government. Since local government is closest to the community and provides numerous services for the residents, complaints filed by the public as evidenced from Public Complaint Bureau's statistics (PCB) revealed serious issues of inefficiency and ineffectiveness of service quality and delivery. Thus, in responding to PCB statistics and lack in-depth research on local government, the objective of this study is to ascertain whether dimensions under organizational citizenship behaviour (OCB) namely altruism, courtesy, sportsmanship, civic virtue and conscientiousness are preconditions for local governments' employees to portray towards reducing public complaints. Data from 493 local government employees throughout Peninsular Malaysia were collected through a structured questionnaire using proportioned stratified sampling procedure. Results indicated that majority of these respondents agreed on statements under OCB dimensions with recorded means of between 3.85 to 4.06 based on five-point Likert scale. Descriptive analysis for each item under OCB dimensions were examined and analysed. By creating and sustaining the occurrence of these OCB behaviours, mandated objectivein gaining public trust towards local governments' efficiency and competency can be achieved since OCB is a low cost vehicle in influencing organizational effectiveness.

Key words: Organizational Citizenship Behaviour · Local Government · Malaysia

INTRODUCTION

The local government, being the lowest governmentin Malaysia's government hierarchy, has played an important role in driving the social development and economic growth within its limited jurisdiction. Bestowed with three main and powerful legislations – Local Government Act 1976, Town and Planning Act 1976 and Street, Drainage and Building Act 1974, have made local government being given with a wide range of power to administer, plan and enforce responsibilities as well as to generate its own revenue. Henceforth, the local government management has been constantly under the purview of various stakeholders namely the upper governments, residents, business partners, private companies and government agencies in carrying out its

multifarious functions efficiently and effectively. The increases in urbanization, educated residents and industrialization of the nation have added more pressure to the local government in undertaking effective management [1].

The community has becoming more aware of their rights, demanding for clearer and increased transparency in the way local governments made decisions and the implementation of development plans, more vocal in voicing their grouses over the services provided. These phenomena have caused public, from time to time, made allegations and complaints towards the local governments' gross inefficiency, abuse of power, delay in approvals, corrupt practices, poor services being rendered and poor planning directly in the press, media and tougher higher ups at the state and federal levels [1, 2].

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Their performances have been constantly being under the public watchful eyes where high numbers of complaints were recorded as evidenced by statistics compiled by Public Complaint Bureau (PCB). In PCB's annual reports from 2009 to 2015 provided hard evidence that level of service by local governments has yet to reach public satisfaction where the local governments has been consistently garnered among the top position in the numbers of complaints filed by the public.A study on local governments' financial performance noted that the inability of generating enough incomes to support their expenditures currently and the possibilities of continuous deficit in the years to come would have repercussion in fulfilling their duties as service provider and a facilitator of socio economic growth for public [3]. This view was also supported by [4] that local governments' financials were in serious standing that disturb the smooth operations in providing the much needed operational competency and efficiency.

The ability of local governments to curb public complaints and act as the manager of urban environment and catalyst for economic growth lies with the inclination of its workforce to exhibit organizational citizenship behaviour (OCB). This citizenship behaviour is the possible solution in meeting citizen satisfaction as OCB is considered as one of the most important factors influencing organizational effectiveness at relatively low cost [5]. It is a discretionary nature of behaviour that is not part of employees' formal role requirements; however, these behaviours contribute to the effective functioning of an organization. Good citizenship behaviour is vital since employees go beyond their formal job responsibilities and freely give their time and energy to succeed at the assigned job. Moreover, exhibiting good citizenship behaviour would enable management to focus on issues on improving operational deficiencies, allocating limited resources efficiently in meeting its mandated objective as the manager of urban environment.

OCB measurement has received comparatively limited attention in other cultural context as indicated by [6]. Since the satisfaction level at the grass-root level is upsetting and in addressing this gap, the objective of this study is to analyse descriptively the inclination of local government workforce throughout Peninsular Malaysia in performing OCB based on five elements namely altruism, courtesy, sportsmanship, civic virtue and conscientiousness. Furthermore, this descriptive analysis would reveal the uniqueness of local government workforce which is marked by typical Malaysian work culture of power distance, high on relationship-oriented, dominated by Malays with strong steadfast towards Islamic values and principles [7]. Besides gaining knowledge on cross cultural aspect on OCB, this descriptive analysis shall give insight in understanding how Malay culture which has shaped the complexity of cultural norms in workplace settings differ to culturally heterogeneous western societies.

Literature Review

Local Government: The Malaysian government is being structured into a three-tier government: the federal government being the upper or centre government follows by state government and lastly the local government which is the lowest level government. Local government is set apart from the central or state administration and differentiated from other public corporations by their range of service functions, limited area of concern and jurisdiction. They are subordinate units to the state and federal governments in law which linking the public interest relationships between the tiers.

There are three types of organizations namely city council for capital city or administrative centre with population exceeds 500, 000 and revenue collection exceeding RM100 million annually, while municipal council for larger towns including capital city or administrative centre with residents not exceeding 150, 000 people and minimum annual revenue collection of RM 20 million and district council centres for small urban with a population of less than 150, 000 persons and annual revenue collection of less than RM20 million.The breakdown of local governments in Malaysia is tabulated in Table 1.

These local governments are the local planning authority where they approve and control all planning and development applications within their jurisdictions. As such, they have become one of the most important agencies in terms of development of local districts. Being the lowest in the government hierarchy, local governments are very close to the public where they play two key roles at the local level that impact the lives of the local citizen. The first role relates to provision of basic services aimed at the upkeep of the local community including business to be found within the administrative purview. The second role is to regulate land use and business activity within the administrative area [8]. Thus, with all these roles and responsibilities, their interactions with public happen every moment and touch almost every aspect of the public needs.

Table 1: Locality of Local Governments in Malaysia

Location	City council	Municipal Council	District Council	Total
Peninsular	8	34	57	99
Sabah	1	2	21	24
Sarawak	3	3	20	26
Total	12	39	99	149

Source: Ministry of Housing and Local Government (2016)

Organizational Citizenship Behaviour: Discretionary working behaviours which are beyond those specified under the formal job descriptions and not directly and explicitly measured and rewarded are termed as OCB. A workforce that is committed and goes beyond the demands of the duty is a key asset of the organization in today's world of competition where survival of the organization itself is a big challenge. As stressed by [8], in a highly competitive and borderless world with greater emphasis on customer services and client satisfaction has made OCB increasingly an important element for any organization to prosper and grow. As pointed out by [9], OCB actions taken singly would not make a dent in the overall performance of the organization. The effect will be seen with the aggregate summation of OCB performed across time and across persons in the group, departments and organizational levels of public or private sector and these behaviours are clearly observable by peers, supervisors or the public at large.

The theory underpinning OCB is social exchange theory [10] where this theory describes motivations behind employees' behaviours and attitudes, including OCB. This theory involves a series of interactions that are interdependent, contingent on actions of the other partner in the social relationship and generate obligations [11]. The theory implies that employees engage in OCB to get better access to their organization's resources and to gain favours in the future since individuals who show helping behaviours are more likely to obtain social approval, a good reputation and instrumental rewards. There are two type of relationships develop in an organization as prescribed by the theory namely social and economic exchanges. Economic exchange relationships are generally short-term; usually involve concrete and pecuniary resources, are fairly predictable, visible and contractually agreed upon. On the other hand, social exchanges which are outside the formal contract have none of those properties due to the inherent uncertainty. In social exchange relationship, when employees sense that their contributions to the organization are noticed, they may feel obligated to reciprocate and help the organization to achieve its goals. As put forth by [12], communicative
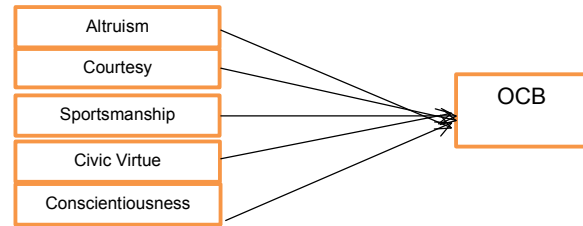

Fig. 1: Five-dimension OCB model

exchanges between subordinate and supervisor is viewed as a social exchange because subordinate displays citizenship behaviour in the organization only when the relationship to the supervisor is an exchange out of the formal contract rather than on an agreed upon economic exchange. Hence, social exchange is more important than economic exchange to the use of OCB.

Five Components Model of OCB: The five factors introduced by [5] in assessing OCB is shown in Figure 1 and description for each dimension is illustrated as below:

Altruism: Altruism can be explained as the selflessness of an employee towards the organization and [6] has demonstrated that altruism is significantly related to performance evaluations and correspondingly, positive affectivity. This includes helping co-worker who has heavy workload and/or to orient new staff about job tasks voluntarily or even when not asked. In concurrence, [13] noted that helpful behaviour may directly contribute to such an environment by enhancing moral and fostering group cohesiveness and a sense of belonging to a team, thus, making the organization a more attractive place to work.

In the local government context, the helping attitude is very much needed in view that their services touch almost everyone in the community beyond the boundary of normal working hours. The altruism behaviour can ensure smooth operations in serving the ever demanding residents as well as quick and effective response towards complaints, views and opinions by the public. Furthermore, employees who are helped and supported by altruistic colleagues will not have to seek assistance or guidance from supervisors enabling the supervisors to focus on more important issues such as drawing strategic plans, improving service processes and securing valuable resources for the organisation.

Courtesy: This is discretionary behaviour that aims at preventing work-related conflicts with others and takes the necessary steps so as to lessen the effects of the

problem in the future [5]. In view of rising numbers of complaints by the public over the various service deliveries and to support the development of both economic and social activities in the local community, exhibiting courtesy will reduce intergroup conflict and thereby diminishes the time spent on conflict management activities [6]. For example, if complaints were filed over unsatisfactory work condition or arguments arose among co-workers, organisation would have to spend time and incurred costs in finding ways to solve the internal problems. All this unnecessary cost and unproductive issues would be at the expense of leaving customers unattended to and interrelatedness among department such as approvals could be withhold and delayed.

Sportsmanship: It is the willingness to tolerate less than ideal circumstances without complaining and refraining from activities such as complaining and petty grievances. By reducing the amount of complaints from employees that management has to deal with, sportsmanship conserves time and energy. By exhibiting the spirit of sportsmanship by employees show that the interest of the organization overrides individual employee or group interest, thus, reinforcing their level of loyalty and commitment to the organization [13].

Inculcation of sportsmanship behaviour among the local government employees enables them to be tolerant and considerate, avoid finger pointing in blaming others and willingness to accept last minute instruction. The sportsmanship actions will thus improve the amount of time spent on constructive endeavours towards reducing customers' complaints and enhancing customer's satisfaction.

Civic Virtue: It is the behaviour on the part of individuals that indicate the employee's deep concerns and active interest in the life of the organization. This dimension encompasses that they responsibly participate and rationally show concern about the life of the organization such as giving advance notice if unable to come to work or be late to work and keeping up with the changes in the organization, indicating an individual's support for the administration of the organization. Furthermore, by embarking on this behaviour, they tend to understand each other better and this shall smooth interpersonal relationships with less work related problems.

Thus, this character should be embedded in every local government's employees as study by [14] found that civic virtue enhances the quantity of performance where employees may contribute sound ideas for organization betterment and help in reducing customer

complaints. A quality very much needed by all local government's employees since this would assist in projecting a good image to the public as the engine of growth for its locality.

Conscientiousness: It is considered as one of the personalities of the "Big Five Dimensions of personality", which is indicated that employees are accountable, hardworking and adhere to the rules, regulations and procedures of the organization. It is a discretionary behaviour of employees that are willing to walk extra mile in performing duties beyond contract requirements for the benefits of the organization. As argued by [13], a conscientious employee will free up their manager's time and can delegate more responsibilities to them since such workers require less supervision.

Conscientiousness behaviour among local government's employees would make them avoiding casual talks or taking longer than usual break or leaving the counter unattended which can have repercussion on the service delivery. By inculcating this behaviour, the allegation of corruption and bribery as highlighted by [2, 15] can be controlled. This behaviour will ensure that the employees follow the client charter and other directive circular administrations issued in performing their duties as required which will eventually help to reduce the number of public complaints.

MATERIALS AND METHODS

Research Instruments: Items in the survey instrument were adapted from [16] based on the five dimensions consisting of altruism, conscientiousness, sportsmanship, courtesy and civic virtue. The survey items have been translated into Malay language with some alteration and modification to suit with the respondents who are predominantly Malay, having a basic tertiary education level and majority of them in the support staff category. It was a close-ended survey instrument as this mode would assist the respondents in answering these items which were mutually exclusive and it was relatively easy to administer, very economical and efficient in reaching the target population [17] and anchored on a five-point Likert scales ranging from strongly disagree to strongly agree. Besides that, respondents' demographic profiles were collected using nominal scale.

A pilot test was conducted prior to full scale survey in one municipal council comprising of support staff, middle level management and Professional and Administrative Group where these respondents were considered the target group in term of job description and

structure and these criteria should be similar to the actual research to be conducted. Findings showed that the survey instrument has obtained the acceptable level of internal consistency surpassing 0.7 Cronbach's alpha values benchmark as suggested by [17] reflecting the instrument have high reliability standard.

Sample and Data Collection Procedure: Before determining the sample size, the local governments were first stratified based on type comprising of city council, municipal council and district council. This technique was appropriate where there were various departments with different job functions existed in local governments while functions between local governments were almost similar in nature. 15 local governments have been selected of which 3 each for city councils and municipal councils and 9 from district councils.

The sample population was further stratified into three categories where (i) President / Mayor, Secretary and Head of Departments were categorized as Management and Professional staff as they were involved directly in the administration, strategic planning and decision making purposes, (ii) middle level management referred to those staff responsible for implementing strategies and policies including supervisors and (iii) operational staffs were those involve in day to day operations of the organization where their tasks were more towards executing the tasks assigned rather than giving out instructions.

Since local government is adopting a pyramid-style structure, a proportionate stratified sampling procedure was implemented since Management and Professional staff was the least numbers in the workforce. This sampling design was used since public complaints were more inclined towards the operational matters which were much related to middle level management and operational staffs. Furthermore, proportionate stratified sampling procedure was considered more efficient than random sampling since each important segment of the population was better represented and more valuable and differentiated information could be extracted with respect to each group [18].

Referring to [18] sample size table, the minimum sample size required for the study was 371 respondents. In order to increase the response rate, 600 survey booklets have been distributed to these selected local governments. After data screening and normality test undertaken, 493 sets were found useable for data analysis.

Factor Analysis: In order to determine meaningful factor of the 22-item OCB construct, a principal component

analysis with varimax rotation was conducted where factor analysis produced one factor with eigenvalue of 9.053 explaining a total variance of 47.65%. Kaiser-Meyer-Olkin measure of sampling adequacy stood at 0.941 and significant Bartlett's Test (Chi-square = 5936.37, p < 0.001). Three items were dropped from the altruism dimension due to low factor loading of less than 0.5 and, thus19 items were retained. Reliability test was performed after factor analysis and results indicated that all dimensions were above the minimum acceptable reliability benchmark of 0.7 [17].

RESULTS AND DISCUSSION

Profiling of Respondents: Demographic data consisted of gender, age, local government type, service group category, monthly income, education level and organizational seniority were collected from these respondents. In the sample, 55.8% of the respondents were female and 44.2% were male. Majority of these respondents can be categorized as new batch where 57.2% were aged below 36 years with operational staff and middle level management dominating the service group. In terms of organizational seniority, 13.4% of these respondents have been in the same organization for more than 16 years reaffirming the succession of a new generation of employees since 52.9% of the workforce was junior employees being employed less than 5 years. Since majority of the respondents were from middle level management and operational staff, majority of the respondents have attained basic secondary qualification (48.5%), certificate holders (12%) and diploma holders (22.5%).

Descriptive Analysisand Discussion on OCB Inclination: Table 2 displayed the results of mean score analysis, which examined the perception of overall OCB and its sub-dimensions. The computed mean score for overall OCB was at mean 3.95 (SD = 0.56). This implied that majority of these respondents in agreement that altruism, courtesy, civic virtue, sportsmanship and conscientiousness were essential ingredients in elevating OCB inclination in their respective workplaces. As for sub-dimensions, courtesy obtained the highest mean of 4.06 (SD = 0.66) while conscientiousness at the lowest mean of 3.85 (SD = 0.65).

Analysis Responses to Altruism: The computed mean score for overall altruism and the responses to statements under this subscale were depicted in Table 3. The mean score for overall altruism was 3.87 (SD = 0.70),

Table 2: Mean Scores for Organizational Citizenship Behaviour and its Sub-Dimensions

Variables (N = 493)	Mean	SD
Organizational Citizenship Behaviour	3.95	0.56
Sub-dimensions		
Altruism	3.87	0.70
Courtesy	4.06	0.66
Civic Virtue	4.03	0.65
Sportsmanship	3.93	0.68
Conscientiousness	3.85	0.65

Table 3: Mean Scores for Altruism

Dimension / Items (N = 493)	Mean	SD
Overall Altruism	3.87	0.70
4: I help others who have work related problems	3.71	0.81
5: I willing to lend a helping hand to those around me	4.04	0.74

which was the second lowest when compared to other subscales. Probing further on individual statement under this scale revealed that the respondents were willing to lend a helping hand to those nearby them at mean 4.04 (SD = 0.74) and willing to help their colleagues who have worked related problems at mean 3.71 (SD = 0.81).

The management should be of concern since altruism or act of helping out each other was not heavily practiced among the respondents. In particular, the management should be aware of 3 items that were excluded during factor analysis due to low factor loading of 0.5, namely (i) helping out employees who were absent, (ii) helping others who have heavy workload and (iii) orientating new employees in adapting to the new working environment although it is unnecessary. The lack in altruism behaviour must be overcome due to the interrelatedness of work flow between and among each department. The uncooperativeness showed by the workforce can trigger frustration, anger and irritation, thus can lead to making accusation, pointing fingers which can affect team work unity and job satisfactionwhich can prompt more complaints by the public for unsatisfactory service delivery.

Analysis Responses to Courtesy: Table 4 presented the results of computed mean score for overall courtesy at 4.06 (SD = 0.66) and the responses to each item under this subscale. These respondents agreed to avoid from creating problems with their colleagues scored the highest mean at 4.26 (SD = 0.78) and they also consented to avoid misuse other people's rights or privileges at mean 4.06 (SD = 0.83). The respondents were considerate on how their decisions could have an impact on their colleagues at mean 4.05 (SD = 0.79) while the lowest mean at 3.89 (SD = 0.85) as they were mindful of how their decisions could effect on other people.

Being the highest mean score among the five dimensions at 4.06 gave a reflection that relationship-oriented was viewed as more important than conducting a task in maintaining harmony in workplace settingwhich was in line with the findings of [19] and [20]. This gave an indication that the respondentswere generally polite and they would consider the consequences of their actions towards their colleagues and people around them. Furthermore, being a closed service organization, they were bound to work with one another in the future arising from job rotation being practiced and supported that the possibility of being transferred to other agencies or other states were practically inexistence.

Analysis Responses to Civic Virtue: Table 5 summarized the results of overall civic virtue mean score at 4.03 (SD = 0.65) and the responses for each of the statements comprising this scale. They showed the act of being a responsible worker by participating in the governance of the organization by giving notice if unable to come to work due to medical, personal or family matters was at the highest mean 4.08 (SD = 0.85) and they conserved and refrained from abusing organizations' property at mean 4.07 (SD = 0.78). It was noted that respondents were not that keen in keeping up with the organizational development by reading memos and bulletins issued by the local governments since this statement scored the second lowest mean of 4.00 (SD = 0.78) and in keeping up with important matters that happened within the organization was the lowest mean at 3.96 (SD = 0.76).

Despite being recorded the second highest mean at 4.03, it was unfortunate to note that the respondents' unwillingness to keep up with the changes and organizational developments that happened in their workplace which would jeopardize the management effort

Table 4: Mean Scores for Courtesy

Dimension / Items (N = 493)	Mean	SD
Overall Courtesy	4.06	0.66
I avoid creating problems with my colleagues	4.26	0.78
I avoid misuse other people's rights or privileges	4.06	0.83
I consider the impact of my decision on my colleagues	4.05	0.79
I am mindful of how my decision can affect other people	3.89	0.85

Table 5: Mean Scores for Civic Virtue

Dimension / Items (N =493)	Mean	SD
Overall Civic Virtue	4.03	0.65
I gave advance notice if I am unable to come to work	4.08	0.85
I conserve and / or not abuse organizations' property	4.07	0.78
I read and keep up with organizational development like memos and bulletins	4.00	0.78
I keep up with the changes that occur in organization.	3.96	0.76

Table 6: Mean Scores for Sportsmanship

Dimension / Items (N =493)	Mean	SD
Overall Sportsmanship	3.93	0.68
I avoid making "mountains out of molehills".	4.03	0.82
I always focus on what is right in a particular situation rather than the negative side	3.96	0.78
I do not consume a lot of time complaining about trivial matters	3.93	0.82
I not blaming the organization with what the organization is doing	3.81	0.82

in enhancing service quality and delivery among its workforce. Policies and procedures could not be implemented effectively if reluctance among workforce to keep up with the current changes was not curbed. As local governmentshave obligations in meeting upper governments' directions, demand from business partners, curbing consumers' rising complaints, efforts must be focused in ensuring that changes and organizational developments that occurred in the workplace be communicated effectively and efficiently so that the informationcould be cascade down to all staff irrespective of their grades.

Analysis Responses to Sportsmanship: Table 6 below presented the results of computed mean score for overall sportsmanship at mean 3.93 (SD = 0.68) and the responses to each item under this subscale. These respondents have good sportsman attitude where they avoid being a heavy complainer scored the highest mean at 4.03 (SD = 0.82), they would focus on the positive side rather than negative side concerning a particular issue at mean3.96 (SD = 0.78), they were able to accommodate to trivial matters at mean 3.93 (SD = 0.82) and not making big fuzz over management decisions and actions at mean 3.81 (SD = 0.82).

Sportsmanship recorded a mean score of 3.93 where these respondents, generally, have good sportsman attitude. This way of thinking was very much needed in local governments as it would definitely help management

in better utilizing its limited resources especially staffing and financial. Furthermore, having a pool of workforce that has sportsmanship mind-set would be beneficial in combating the ever increasing consumers' complaints and impromptu instructions from the management. This sportsmanship attitude confirmed the findings by [7] that Malaysians are usually comfortable with ambiguity, not likely to be emotional and relatively tolerant of behaviours and opinions different from their own [21].

Analysis Responses to Conscientiousness: The mean score for overall conscientiousness was recorded at mean 3.85 (SD = 0.65) and the responses to each item under this subscale were demonstrated in Table 7. The respondents were obedient in abiding to the rules and regulations set by the organization at the highest mean of 4.01 (SD = 0.81) and they were among the discipline employees in their organizations at mean 3.84 (SD = 0.80). However, not taking extra breaks at mean 3.82 (SD = 0.82), they were among the conscientious employees at mean 3.82 (SD =0.77) and their attendance to work were above the norm at mean 3.78 (SD = 0.80) recorded below the overall conscientiousness mean.

The lowest mean score was recorded by conscientiousness at a mean score of 3.85 as opposed to overall OCB mean score of 3.95. Respondents were generally obedient towards the organizations' rules and regulations in which these behaviours portray good image to the public. However, these respondents have the

Table 7: Mean Scores for Conscientiousness

Dimension / Items (N =493)	Mean	SD
Overall Conscientiousness	3.85	0.65
I obey organizational rules and regulations even when no one is watching	4.01	0.81
I am among the discipline employees in the organization	3.84	0.80
I do not take extra breaks	3.82	0.82
I am among the conscientious employees in the organization	3.82	0.77
My attendance at work is above the norm	3.78	0.80

tendency to take extra breaks and attendance to work is below norm and they also claimed that they were not among the discipline and conscientious employees. Thus, management should be alert on the lack of conscientious attitudes as this could have a serious percussion on the service delivery and could escalate the public complaints. The allegations of being bureaucratic, giving poor services, delaying in approvals, wasteful, unresponsive and not citizen-friendly [8] as well as allegations of bribery or corruptions [15] would have some truth.

Conclusion, Limitation and Future Research Areas: The objective of this study has been achieved where these local governments' employees acknowledged that by exhibiting the five elements in OCB have compelling benefits not only to the organization but also to the populace they served. Since majority of these respondents are Malay and Muslim, they recognized that Islamic teachings, values and practices are intertwined with good citizenship behaviour. These findings supported [22] observations that public-sector employees as opposed to private-sector employees were seen to be motivated by a concern towards the community and a desire to serve the public interest. Hence, whenever a civil servant perform a task which is beyond the formal job description, he or she would feel good and content that his or her actions would contribute in some ways towards achieving the organization's goal and ultimately towards the betterment of the community.

Being the government's lowest tier and has the closest relationship with the communities, the management should acknowledge that employees are the most valuable assets that a local government can acquire. Being a service-oriented public sector organization with high customer contact, local government has to rely on its employees to perform its multifarious services, thus, monitoring and reviewing of its human resource practices should be undertaken periodically. By having a workforce that has high OCB work culture can contribute towards reducing level of complaints and instil public confidence in its varied services provided.

It is important to acknowledge several limitations in the present study. Firstly, the study is limited to only descriptive analysis on OCB elements. Although without doubt, OCB is a low cost vehicle to achieve operational effectiveness, the antecedents are worth exploring. By exploring the antecedents, management would have better insight on the factors that can further strengthen OCB exhibition. Hence, forerunner of OCB such as task characteristics, organizational conditions, employees' attitudes and leadership styles be undertaken in the future studies. Besides that, moderating and mediating elements that can exert impact towards OCB inclination can be examined.

The research areas have been confined to local governments situated in Peninsular Malaysia; hence, it may raise the issue of generalization of the findings. Thus, to make the findings more meaningful and profound, the geographical coverage needs to be extended to cover East Malaysia namely Sabah and Sarawak. Moreover, the respondents in this study is predominantly Malay and by expanding the geographical area to East Malaysia, multi-ethnic employees that are being employed in these local governments would bring in differences in terms of demographic background, religious, culture, practices and values which would make an influence towards exhibition of OCB. The findings of the similarities and differences gain from studying different states would give the management deeper understandings about OCB level and its stimulation factors before any improvement action or plan could be implemented.

Finally, this study was based on cross-sectional design; it only limited the conclusions on the construct relationships to the time research was conducted. Future research may consider performing longitudinal study over a period of time to capture the employees' perception towards the five elements in OCB level. Furthermore, comparative studies across other government sector especially those agencies that have close contact with the public like police force, hospitals, land office, employees provident fund, income tax department can be considered. Private sector that has direct contact with the customers like the hospitality sector or banking sector can be considered so as to improve and increase the ability to generalize the research findings.

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