ABSTRACT

Local Government being the third-tier in Malaysian government has been identified as one of the government agencies mandated to drive the economic growth and development of a particular district and its residents. For years, local governments have been plagued with public complaints as the issues of inefficiency of service quality and service delivery has yet to meet the expectation of the public. Thus, this study makes an attempt to attain two objectives. First objective is to describe the differences in leader-member exchange (LMX), communication satisfaction and organizational citizenship behaviour (OCB) based on selected demographic factor, namely state, service group and LMX tenure with current supervisor while the second objective is to examine the relationship between communication satisfaction, LMX and OCB. In achieving these objectives, 212 employees from six local governments from East Coast States have participated through a structured questionnaire using disproportioned stratified sampling procedure. The statistical results showed that local government type and LMX tenure with current supervisor have significant mean differences in OCB and communication satisfaction variables while significant mean difference was noted in service group in LMX variable. Findings from regression analyses proved that, after controlling for selected demographic variables, both LMX and communication satisfaction have positive impact towards OCB. The findings from this study provide significant contribution to the local government management that fostering quality dyadic relationship, improving communication satisfaction among the workforce should be given priority as these elements are vital in elevating the citizenship behaviour among the local governments’ employees. By focusing on these interrelationships, local government can achieve the mandated objectives and instil public confidence towards efficiency of the various services provided by this important agency.

Keywords: Organizational Citizenship Behaviour, Local Government, Leader-Member Exchange, Communication Satisfaction
1. Introduction

There are increasing pressures for organizations whether it is private or public sector, to be lean, dynamic, proactive, quick responding, team-based, efficient, empowering and innovative (Lapierre & Hackett, 2007). In public sector context, the ability to respond effectively to the changing needs of the environment is a key factor in ensuring a nation’s sustainable development, growth and global competitiveness (Kandan & Ibrahim, 2010). In order to meet these factors, it is crucial that the public sector employees are able to deliver quality products and services to the satisfactions of the specific end-users and to the public in general. Thus, there is a need for OCB to be exhibited by all employees as according to Organ (1988), OCB is considered as one of the most important factors influencing organizational effectiveness. Furthermore, OCB is positively related to high job performance, cost reduction; improve operational efficiency, employees’ retention and customer satisfaction (Podsakoff, Whiting, Podsakoff & Blume, 2009).

OCB includes employees’ discretionary actions not explicitly recognized by a formal reward system that in aggregate promote effective functioning of the organization (Organ, 1988). As noted by Vigoda and Golembiewski (2001), OCB is particularly critical in enhancing governmental effectiveness, since it can supplement formal bureaucratic operations that may be somewhat restricted by limited administrative and financial resources or protocols. Hence, governmental operations can be managed with greater efficiency and services delivered with higher quality whenever employees interact with stakeholders and the public in ways that exhibit the positive actions associated with OCB. By demonstrating high OCB, the image of the public sector as the engine of economic and social growth for the nation can be strengthened and fortified.

Local Government, being the government’s lowest tier has become one of the most important agencies to drive the economic growth and social development of a particular district as they are managers of urban environments. However, their performances have been subjected to various criticisms by the public and tougher higher ups at the state and federal levels, suggesting the inefficiency and ineffectiveness of the local government management (Zaherawati, Zuriawati & Mohd Zool Hilme, 2010). Local governments have often been criticized for their poor services, bureaucratic, inefficient, wasteful, unresponsive and not citizen-friendly and the allegations of bribery and misuse of power were frequently raised by the public (Hazman & Kalianan, 2008; Danilah & Siti Nabiah, 2011). Hard evidence from 2009 to 2012
annual reports of Public Complains Bureau revealed that local government was among the highest number of complaints made by the public towards the public sector (Public Complaints Bureau).

In response to the high level of complaints filed against the local governments is the motivation factor behind undertaking this study. Therefore, this study attempts to provide empirical evidence on these objectives: (1) to describe the differences in leader-member exchange (LMX), communication satisfaction and organizational citizenship behaviour (OCB) based on selected demographic factor, namely state, service group and LMX tenure with current supervisor and (2) to examine the relationship between communication satisfaction, LMX and OCB. The remainder of this paper is organized as follows: literature reviews of the variables of interest are put forward along with hypotheses development and the conceptual framework. Research methodology, data collection and data analyses are then discussed. Empirical findings from the hypotheses being tested is presented and elaborated. Lastly, discussion and conclusion wrap up this paper.

2. Literature Review and Hypotheses

2.1 Local Government.

The Malaysian government is being structured into three-tier government: federal, state and local government. 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. At present, there are 149 local governments throughout Malaysia which consists of 12 city councils, 39 municipal councils and 98 district councils. 99 of these local authorities are located in Peninsular Malaysia while the balance of 50 is located in East Malaysia. The local government in Peninsular Malaysia follows the Local Government Act 1976 while Sabah and Sarawak follow their own respective Local Government Ordinances (Ministry of Housing and Local Government, 2012).

The local government, in general, is under the jurisdiction of the state government and the power of decision-making is transferred to the local government to administer in its
respective area. The executive powers lie with the mayors in city councils and presidents in municipal and district councils of which, generally, they are civil servants. The local government has been given wide powers within the Local Government Act 1976 with functions both mandatory and discretionary. It has the power to collect taxes and to create laws and rules as well as granting licenses and permits for any trade in their areas. Besides that, it has the responsibility to safeguard public health and sanitation and management, environmental protection and building controls, social and economic development and general maintenance functions of urban infrastructure within its jurisdiction (Hazaman & Kalianan, 2008).

There are three categories of workforce in a local government: Professional and Administrative staff, Support I and Support II staff adopting pyramid style organizational structure. The Professional and Administrative staff comprises of Mayor/President, Secretary and Head of Departments as they are involved directly in the administration, strategic planning and decision making purposes. Support I staff or the middle level managers are responsible for implementing strategies and policies and those who are responsible in overseeing the manner in which the operational staff discharging their duties. Support II staff or operational staff are those who are involved in day-to-day operations where their tasks are more towards executing the tasks assigned rather than giving out instructions.

2.2 Organizational Citizenship Behaviour.

OCB is a prominent contributing factor to organizational effectiveness. OCB is the act of performing beyond the stated job requirements where subordinates impulsively go beyond the employment contract and carry out non-obligatory tasks without expecting explicit rewards and recognition, which helps to improve the organization performance (Organ, 1988). These behaviours are primarily matter of personal choice as omission is not considered as punishable and it is essential for competitive advantages. This implies that employees who engage in citizenship behaviours are more likely to be favourably perceived by their supervisors as they add value to the work and free their own time and energy for more substantive tasks.

Efficiency in an organization cannot be achieved without the cooperation and teamwork among the employees as frequent spontaneous responses and actions are needed to face problems and opportunities as they arise. In addition, rigidity in following prescribed roles without flexibility to suit to the peculiarity of unexpected problems may be detrimental to the organization. Therefore, extra-role behaviours as opposed to in-role behaviours (required
behaviours by management under the employment contract) are essential for the smooth functioning of the organization (Kandan & Ibrahim, 2010).

Most 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, department and organizational levels (Organ, 1988). It is the behavior that are clearly observable by peers, supervisors or the public at large (Noormala & Syed Shah Alam, 2009). Organ (1988) argued that OCB is held vital to the survival of an organization and organizations that foster good citizenship behaviors are more interesting places to work and are able to employ and retain the best people. In other words, OCB is an employee’s beneficial behaviors that leaders want but cannot require (Motowildo, 2000).

2.3 Leader-Member Exchange and Organizational Citizenship Behaviour.

Leader-member exchange (LMX) refers to quality relationship established between leaders/managers and their subordinates. This relationship is grounded on LMX theory where leaders develop separate relationships with each of their subordinates through a series of work-related exchanges (Graen and Scandura, 1987). LMX theory purports that leaders do not interact with subordinates uniformly due to time constraints and limited resources available, resulting in two levels of exchanges: low quality exchange and high quality exchange (Graen, 1976). Low quality LMX relationship or out-group exchange is characterized by exchanges explicitly centred on the employment contract, often allocated less time, attention and resources from the leaders which lead to less satisfying relationships while high quality LMX relationship or in-group exchange is characterized by mutual respect, high trust and share formal/informal rewards (Dienesch & Liden, 1986). The in-group members tend to be similar to the leader as they are given greater responsibilities, more rewards and more attention as they work within the leader’s inner circle of communication as opposed to the out-group members where they are deprived of the privileges as they are outside the leader’s circle of communication (Dienesch & Liden, 1986).

Leader has a strong influence on subordinate’s willingness to engage in OCB. As noted by Emmerik and Euwema (2007), leaders can encourage subordinates’ engagement in OCB even in the case of thwarting personality characteristics. In circumstances where subordinates experiencing lack of motivation at work, due to job monotonous for example, LMX relationship with the leaders becomes even more critical for success (Harris, Wheeler & Kacmar, 2009).
Obviously, the effectiveness and the willingness of subordinates in performing OCB are very much depended on the leadership effectiveness and the relationship being established. Thus, the relationship between leader and subordinate has been suggested to be one of the most important relationships for employees (Mazoni & Barsoux, 2002). Taken together, LMX is expected to correlate positively with OCB because OCB helps to fulfil the reciprocity obligations of subordinates and represents an exchange currency that is diffuse, unspecified and weakly time-bound (Ali, Abu Daud, Aminah & Bahaman, 2008). Therefore, the following hypothesis is proposed:

Hypothesis 1: LMX is positively related to OCB among local governments’ employees in East Coast Malaysia

2.4 Communication Satisfaction and Organizational Citizenship Behaviour

Communication is one of the most dominant and important activities in an organization (Harris & Nelson, 2008). Communication is vital for an organization since it is the vehicle of human interaction and the basis for its members to make sense of their organization, what it is and what it means. The functioning and survival of organization is fundamentally based on effective internal relationships among individuals and groups. Communication provides members with important information about their jobs, organization, environment and each other. Communication can help to motivate, build trust, create shared identity and spur engagement; it provides a way for individuals to express emotions, share hopes and ambitions and celebrate and remember accomplishments (Berger, 2008).

Communication takes places on three levels namely interpersonal, group and organizational communication (Berger, 2008). The first level is interpersonal or face-to-face communication between individuals which is a primary form of communication. The second level is through group-level communication which occurs in teams, units and interest group with the focus on information sharing, issue discussion, task coordination, problem solving and consensus building. The last level is the organizational-level communication which focuses on such matters as vision and mission, policies, new initiatives, organizational knowledge and performance (Berger, 2008).

Communication can be formal which follows the formal structure of an organization or informal which is based on social relationships (Kandlousi, Ali & Abdollahi, 2010) and can flow
in downward, upward and cross-wise directions (Ayatse, 2005). Study by Ayatse and Ikyanyon (2012) provided evidence that communication satisfaction is an important predictor of IT employees in Nigerian universities which implies that employees’ citizenship behaviour will be increased when they are satisfied with the communication channels and processes in the organization. Another study by Kandlousi, et. al (2010) supported the findings that a relationship existed between OCB and communication satisfaction. Thus, the following hypothesis is proposed and the theoretical model that guides the present study is presented in Figure 1.

Hypothesis 2: Communication satisfaction is positively related to OCB among local governments’ employees in East Coast Malaysia

3. Methodology

3.1 Study Setting and Sampling

East Coast Malaysia consists of three states namely, Pahang, Terengganu and Kelantan. There are 29 local governments in these states comprising of one city council, six municipal councils and twenty-two district councils. Stratified random sampling was used in selecting sample population. This technique was appropriate where various departments with different job functions existed in a local government while functions between local governments were almost similar in nature.

The local governments were initially categorized into city council, municipal councils and district councils. Since there was only one city council, the said city council was excluded from the sampling process, leaving 6 municipal councils and 22 district councils. Two local governments from each state were considered sufficient to represent the population. Thus, two municipal councils and four district councils (totalling six local governments) were randomly selected where Pahang and Terengganu were represented with one municipal council and one district council each while Kelantan with two district councils.

With a population size of 1,025 employees, the sample size required for this study was 285 respondents (Krejcie and Morgan, 1970). As the number of professional and administrative group was much smaller compared to Support I and Support II group (low to middle level management), a disproportionate stratified random sampling procedure was employed. Data was collected through survey questionnaires as this method provided certain advantages such as
convenience, accessibility and minimal costs (Malhorta, 2007). The questionnaires were personally delivered to chief clerk of each local government who acted as the ‘personal contact’ person. Brief explanation as to the variables and objectives of the study was given to these chief clerks and these questionnaires were self-administered. Out of 300 questionnaires distributed, 220 questionnaires or 73.3% were returned and only 212 questionnaires were found useable, thus marked a return rate of 70.6%.

3.2 Research Instruments

The survey instruments used for this study are adapted from established instruments with proven reliability and validity. Since these instruments are originated from the West, they are translated to Malay language with some alteration and modification to suit with the respondents who are predominantly Malay, having a basic tertiary education level and worked in the support staff category. A close-ended survey instrument is the mode for collecting the data for this research. As the items in the survey instrument are targeted to measure the respondents’ perceptions and attitudes, Likert-type scale is considered more appropriate and reliable (Alreck & Settle, 1995). Furthermore, a close-ended survey instrument would assist the respondents in answering these items which are mutually exclusive and collectively exhaustive (Sekaran & Bougie, 2010) and as suggested by Malhorta (2007) it is relatively easy to administer, very economical and efficient in reaching the target population. The survey instrument is divided into five parts: demographic information and three scales to measure OCB, LMX and communication satisfaction using a five-point Likert scale ranging from strongly disagree to strongly agree. The measurements of each construct are discussed as follows:

3.2.1 Organizational Citizenship Behaviour

This variable is assessed with 22-item scale developed by Podsakoff, MacKenzie, Moorman & Fetter (1990) based on the five dimensions proposed by Organ (1988) and they are altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Podsakoff et al. (1990) reported a strong reliability coefficient ranging from 0.70 to 0.85. A meta-analysis of OCB literature by Hoffman, Blair, Meriac and Woehr (2007) suggested that the operationalizations of OCB are best viewed as indicators of a general OCB factor. This recommendation was also supported by LePine, Erez & Johnson (2002) who reported that predictive relationships with the broader OCB criterion are as good as, or superior to, those with narrower dimensional criteria.
Thus, for this study, the latent construct is used in measuring the OCB level among the local governments’ employees.

3.2.2 Leader-Member Exchange

The scale developed by Liden and Maslyn (1998) is chosen for this study based on four dimensions namely affect (mutual affection members of the dyad have for each other based on interpersonal attraction), contribution (perception of the current level of work-oriented activity each member of the dyad puts forth), loyalty (expression of social support among each member of the dyad) and professional respect (perception of each member of the dyad has built a reputation of work-related activity). An arithmetic mean was used as the measurement for this scale.

3.2.3 Communication Satisfaction

Communication Satisfaction Questionnaires (CSQ) developed by Downs and Hazen (1977) with seven dimensions is chosen for this study to assess employee satisfaction with internal communication. Downs & Hazen (1977) reported a 0.94 test-retest reliability coefficient for CSQ. Gray & Laidlaw (2004) commented that the said questionnaires is one of the most comprehensive instruments available because it assesses the direction of information flow, the formal and informal channels of communication, relationships with various members in the organization, and the forms of communication. An arithmetic mean was used as the measurement for this scale.

3.2.4 Control Variable

State, service category and LMX tenure are controlled in this study to reduce error variance and to rule out their possible impact on the variables under study (Aiken & West, 1991). Sapie (2012) in his study of local governments in East Coast Malaysia found that State has significant impact on competency level of the employees being studied while Suliman (2007) found that service category was positively related to job performance. Furthermore, the length of the dyadic relationship was controlled for its potential effects on the quality of leader-subordinate relationships (Van Dyne & LePine, 1998) found that working relationship with the present supervisor has negative impact on voice behaviour (one of the components under OCB stable). Thus, these demographic variables are included as covariates in this study.
4. Data Analysis and Findings

4.1 Characteristics of Respondents

The municipal councils from Pahang and Terengganu recorded the highest number of respondents since municipal council has larger jurisdiction area compared to district council, hence, bigger workforce compared to district council. Majority of the respondents were Malays (99%) with female (53.3%) outnumbered the male counterpart (46.7%). 54.7% of the respondents aged 35 years and below while 42.5% of them were in the range of 36 to 55 years and 2.8% were approaching retirement age. 60.8% of the respondents attained below certificate level of education while the balance 39.2% has achieved higher educational qualifications. In commensurate with the level of education achieved, 85.8% of respondents fell under Support I and Support II category (low and middle level management). 31.1% of the respondents have been employed less than 5 years while 68.9% have worked for a period more than 5 years with 27% of them have been in the local government for a period exceeding 15 years. In terms of the respondent’s present supervisor, the majority of them was reported to male supervisors (72.2%) compared to female supervisors (27.8%). Furthermore, 67% of these respondents have worked with the current supervisor less than 5 years while 25% of them have been reporting to their supervisors in the range of 5 to 15 years. 8% of the respondents have not changed their supervisors where they have been reporting to the same supervisor for the past 15 years. This indicated that job rotations were being practiced by these local authorities. Table 1 shows the demographic profile of the respondents.

4.2 Descriptive Statistics

Means, standard deviations and reliability scale were computed and displayed in Table 2. The mean scores for OCB, LMX and communication satisfaction were above their respective midpoints ranged from 3.77, 3.80 and 3.63 respectively on the five-point scale, indicating that the respondents perceived moderate amount of agreements on these variables. The Cronbach’s alphas for these variables were well above the minimum acceptable reliability of 0.7 (Sekaran & Bougie, 2010) which indicated good internal consistency.

4.3 Inferential Analysis

4.3.1 Mean Difference of variables based on demographic factors

Statistical analysis of one way ANOVA is carried out to answer the first objective. As depicted in Table 3, mean difference for State was noted for OCB where post hoc test revealed
that Pahang exhibited higher OCB level (mean = 3.866, SD = 0.402) compared to Terengganu (mean = 3.638, SD = 0.454). LMX tenure with current supervisor also showed significant mean difference where post hoc HSD test revealed that subordinates working with their current supervisors for a period exceeding 21 years recorded lower mean (mean = 3.182, SD = 0.557) differences compared to the those in 16 to 20 years category (mean =4.076, SD =0.314).

As for LMX variable, significant mean difference was noted in the service group category. Post hoc HSD test indicated that Support II group has stronger LMX relationship (mean = 3.902, SD = 0.518) compared to Support I group (mean = 3.693, SD = 0.668). In relation to communication satisfaction variable, the mean difference was noted for state where Pahang exhibited higher communication satisfaction level (mean = 3.770, SD = 0.479) compared to Terengganu (mean = 3.508, SD = 0.521) based on post hoc test. As for LMX tenure with current supervisor, post hoc test revealed that subordinates working with their current supervisors for a period exceeding 21 years (mean = 3.201, SD =0.636) recorded lower mean differences compared to those in the 16 to 20 years category (mean = 3.974, SD = 0.432).

4.3.2 Correlation analysis

Correlation matrix as per Table 2 indicated that service category has a weak positive relationship with LMX (r = 0.15, p<0.01) which implied that quality of LMX differ marginally according to type of service category. As expected, LMX was found to have a moderate positive significant influence of r = 0.54, p<0.01 on OCB, thus confirming Hypothesis 1. Communication satisfaction was also found to have a strong positive significant influence on OCB at r = 0.61, p<0.01, thus Hypothesis 2 was fully supported.

4.3.3 Regression analyses

Hierarchical regression analysis is employed to answer second research objective. As depicted in Table 4, after controlling selected demographic factors, namely state, service category and LMX tenure with current supervisor, LMX has positive effect on OCB (Beta = 0.521, p<0.001). The model was also significant (F = 23.605, p<0.001) with 31.3% of the variance in OCB is explained by LMX (R² = 0.313). Thus, Hypothesis 1 is further supported.

As for communication satisfaction as per Table 5, after controlling the covariates, communication satisfaction has positive effect on OCB (Beta = 0.597, p<0.001). LMX tenure with current supervisor has negative correlation with OCB (r = -0.12, p<0.05) which implies that OCB deteriorates as LMX tenure with current supervisor lengthen. The model was also
significant \((F = 34.34, \ p < 0.001)\) with 40.0\% of the variance in OCB is explained by communication satisfaction \((R^2 = 0.400)\). Thus, Hypothesis 2 is further supported.

5. Discussion and Conclusion

The two objectives for this study have been achieved. The first objective showed that State was found to be significantly mean difference for OCB and communication satisfaction variables. This finding was similar with that of Sapie’s study in 2012 on competency level among local governments in East Coast Malaysia where Pahang reported the most competent state compared to Kelantan and Terengganu.

The high mean on OCB and communication satisfaction achieved by Pahang was not surprising as Pahang is an advanced State in the East Coast Malaysia with several prominent industrial areas such as Temerloh Industrial Estate, Gebeng Industrial Estate, Kuantan Port and automotive industry in Pekan. Since Pahang is a short distance away from Kuala Lumpur and linked by East Coast Highway, many investments are pouring in from domestic either from private and government sectors as well as from foreign investors. As more investment pouring in for setting up businesses or for businesses expansion and in line with the nation’s good economy growth, the economic growth in Pahang has continued to improve in tandem either directly or indirectly. Thus, the role of the local government in meeting the demands and expectations from the public (residents and investors, local or foreign) for effective and efficient service delivery quality has correspondingly improved in line with the high OCB and communication satisfaction level exhibited by Pahang respondents.

Significant mean difference was also noted in service tenure for both OCB and communication satisfaction where those respondents working with their current supervisor for a period exceeding 21 years (OCB mean = 3.182, SD = 0.557, communication satisfaction, mean = 3.201 SD = 0.636) and those in 16 to 20 years range (OCB mean = 4.076, SD = 0.314, communication satisfaction mean = 3.974, SD = 0.432). The possible explanation for the significant mean difference was that those in 21 years bracket are approaching their retirement age and usually taking a “back-seat” attitude where the possibility for promotions are limited and most of them have reached the maximum salary ceiling. Thus, they might have the perceptions that even though they exhibit citizenship behaviours and actively participate in the organizational communication process, their efforts may go unnoticed by the management. On the other hand,
employees in the 16 to 20 years bracket reported a higher mean due to their perceptions that by exhibiting OCB and actively participating in the communication process in the organization would increase their chance to be noted by the management, hence, higher the chance for promotions and getting other exclusive benefits. Based on the notion of social exchange theory and norm of reciprocity, management do take some form of OCB into consideration in evaluating the employees overall performance (Organ, 1988).

In relation to LMX, only service group was found to have significant mean difference with Support II group (mean = 3.902, SD = 0.518) showed higher mean difference compared to Support I group (mean = 3.693, SD = 0.668). This indicated that Support II group has established a good relationship with their supervisors. The possible explanation for this significant mean difference is that Support I group (middle level management) has been given some flexibility in empowerment and autonomy as well as trust by the higher level (Management and Professional group) in ensuring that strategies and policies are carried out as implemented. This has resulted in Support I be able to give out instructions in a more flexible and effective manner to the Support II group who execute the instructions so given. Furthermore, Support I and Support II group are working closely together as a team in ensuring the policies set up by the higher management are carried out effectively. The significant mean difference in service group was also evidence in Sharifah Noraida et al (2010) study of organizational commitment among civil servants in East Coast Malaysia.

The second objective was also reaffirmed where significant relationships were established between LMX and OCB as well communication satisfaction and OCB. Based on social exchange theory, it can be inferred that LMX and communication satisfaction are important factors that motivates subordinates to perform one of the most important work outcomes, citizenship behaviours. The central premise of OCB theory was that LMX and communication satisfaction are partially an expression of subordinates gratitude and reciprocity for positive work-related behaviours originating from a high-quality relationship with one’s supervisors as well as the satisfaction experienced by the subordinates with the communication flow within the organization.

This result was congruent with several findings based on Malaysian settings such as Lo et al. (2006) in manufacturing sector and Kandan and Ibrahim (2010) in local government sector where they found that LMX and OCB have positive relationships in a work unit. As noted by Ali
et. al (2008), OCB helped to fulfil the reciprocity obligations of followers and represented an exchange currency that was diffuse, unspecified and weakly time-bound. Although 31.3% variance in OCB was being explained by LMX, this provided enough evidence that maintaining and fostering good-quality relationship between leaders and subordinates are important in the context of local government.

The positive association between communication satisfaction and OCB obtained in this study are line with that found by Kandlousi et al. (2010) where communication satisfaction was positively correlated to OCB based on their study on electrical manufacturing company in Iran. Furthermore, a positive relationship between communication satisfaction and OCB ($r = 0.32$, $p < 0.01$) was established by Ayatse & Ikyanyon (2012) using IT employees in Nigeria universities as the sample population. Statistically significant relationships between organization communication and OCB were also found in the study in education sector where Blanchard (2012) found positive association of ($r = 0.48$, $p < 0.001$) among teachers in high schools in Arizona, USA while Misner (2008) also found the positive association among teachers in elementary and middle schools also in Arizona, USA.

The study revealed that 40% of the variance in OCB is being explained by communication satisfaction should be given special attention by the local government management. This is because through effective communication, let it be formal, informal, written or verbal, that flows in the organization, all members should understand and be responsible that each of them has an important role to play in ensuring public needs are met since local government has the closest relationship with the communities. By having effective communication, public confidence towards the various services provided can be instilled; hence, the complaints by the public can be gradually reduced.

Being the government’s lowest tier and has the closest relationship with the communities, local governments have a high stake to provide quality services needed and expected by the communities, namely the stakeholders. Hence, holding the title as the managers of urban environments, it is important that quality dyadic relationship being established and it is also equally important to foster effective communication flow in the organization which in turn will promote OCB among local governments’ employees. As empirical evidence suggested that the combination of these elements will help organizations like local governments to achieve its
mandated objectives and to instil public confidence towards efficiency of the various services provided at a relatively low cost.

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References


Figure 1: Conceptual Framework of the relationship between communication satisfaction and leader-member exchange on organizational citizenship behaviour

Table 1: Demographic profile of respondents

<table>
<thead>
<tr>
<th>Items</th>
<th>Frequency (N = 212)</th>
<th>Percentage (%)</th>
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<tbody>
<tr>
<td><strong>Gender</strong></td>
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<tr>
<td>Male</td>
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<tr>
<td>Female</td>
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<tr>
<td><strong>Age</strong></td>
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</tr>
<tr>
<td>Less than 25 years</td>
<td>28</td>
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<tr>
<td>26 – 35 years</td>
<td>88</td>
<td>41.5</td>
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<tr>
<td>36 – 45 years</td>
<td>43</td>
<td>20.3</td>
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<tr>
<td>46 – 55 years</td>
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<td>22.2</td>
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<tr>
<td>56 years and above</td>
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<td><strong>Race</strong></td>
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<tr>
<td>Indian</td>
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<td><strong>Monthly Income</strong></td>
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<td>RM1000 – RM2000</td>
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</table>
Years of service
Less than 5 years  66  31.1
5 – 10 years      55  25.9
11 – 15 years    34  16.0
16 - 20 years    20  9.4
21 years and above 37  17.6

Gender of current supervisor
Male              153  72.2
Female            59  27.8

Years of service with current supervisor
Less than 5 years  142  67.0
5 – 10 years      36  17.0
11 – 15 years    17  8.0
More than 15 years 17  8.0

Table 2: Descriptive Statistics Reliability Scale and Zero-Order Correlations

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>State</th>
<th>Service category</th>
<th>LMX tenure</th>
<th>LMX</th>
<th>Comm. satisfaction</th>
<th>OCB</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>2.00</td>
<td>0.81</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Service category</td>
<td>1.56</td>
<td>0.57</td>
<td>0.21**</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LMX tenue</td>
<td>1.61</td>
<td>1.05</td>
<td>0.00</td>
<td>0.11</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LMX</td>
<td>3.80</td>
<td>0.60</td>
<td>0.10</td>
<td>0.15*</td>
<td>-0.02</td>
<td>0.66**</td>
<td>(0.90)</td>
<td></td>
</tr>
<tr>
<td>Communication satisfaction</td>
<td>3.63</td>
<td>0.53</td>
<td>0.04</td>
<td>0.13</td>
<td>-0.02</td>
<td>0.66**</td>
<td>(0.95)</td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>3.77</td>
<td>0.45</td>
<td>0.14</td>
<td>0.13</td>
<td>-0.11</td>
<td>0.54**</td>
<td>0.61**</td>
<td>(0.89)</td>
</tr>
</tbody>
</table>

Notes: Cronbach alpha coefficients were given diagonally and in parentheses; *p<0.05 and **p<0.01 (two-tailed)  N = 212

Table 3: T-test and one-way ANOVA for OCB, LMX and communication satisfaction

<table>
<thead>
<tr>
<th>Variable</th>
<th>State</th>
<th>Service category</th>
<th>LMX tenue with current supervisor</th>
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</thead>
<tbody>
<tr>
<td>OCB</td>
<td>Significant</td>
<td>Not significant</td>
<td>Significant</td>
</tr>
<tr>
<td>LMX</td>
<td>Not significant</td>
<td>Significant</td>
<td>Not significant</td>
</tr>
<tr>
<td>Communication satisfaction</td>
<td>Significant</td>
<td>Not significant</td>
<td>Significant</td>
</tr>
</tbody>
</table>
Table 4: Regression analysis of LMX on OCB

<table>
<thead>
<tr>
<th>DV</th>
<th>IV</th>
<th>Beta</th>
<th>t value</th>
<th>F value</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCB</td>
<td>State</td>
<td>0.104</td>
<td>1.752</td>
<td>1.752</td>
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<td></td>
<td>Service</td>
<td>0.045</td>
<td>0.741</td>
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<td>category</td>
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<tr>
<td></td>
<td>Dyadic</td>
<td>-0.104</td>
<td>-1.799</td>
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</tr>
<tr>
<td></td>
<td>tenure</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>LMX</td>
<td>0.521**</td>
<td>8.929</td>
<td>23.605***</td>
<td>0.313</td>
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</tbody>
</table>

Note: significant at ***p<0.001

Table 5: Regression analysis of communication satisfaction on OCB

<table>
<thead>
<tr>
<th>DV</th>
<th>IV</th>
<th>Beta</th>
<th>t value</th>
<th>F value</th>
<th>R²</th>
</tr>
</thead>
<tbody>
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<td>0.108</td>
<td>1.957</td>
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<td>Service</td>
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<td>0.812</td>
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<td>category</td>
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</tr>
<tr>
<td></td>
<td>Dyadic</td>
<td>-0.120*</td>
<td>-2.22</td>
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<td>tenure</td>
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<tr>
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<td>0.597**</td>
<td>10.980</td>
<td>34.34***</td>
<td>0.400</td>
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<tr>
<td></td>
<td>satisfaction</td>
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</tbody>
</table>

Note: significant at *p<0.05, ***p<0.001