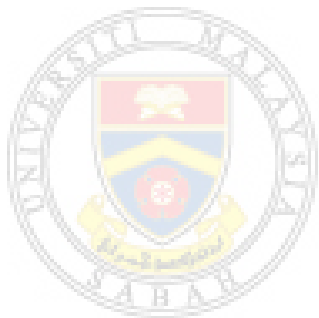


**EXAMINING THE RELATIONSHIP BETWEEN  
ORGANIZATIONAL CLIMATE,  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR,  
INSTITUTION AND DISCIPLINE TOWARDS  
TEACHERS' WORK PERFORMANCE IN CHINA**



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UNIVERSITI MALAYSIA SABAH

**FACULTY OF BUSINESS, ECONOMICS AND  
ACCOUNTANCY  
UNIVERSITI MALAYSIA SABAH  
2023**

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**XU YUNHONG**



**THIS THESIS SUBMITTED IN FULLFILLMENT OF  
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2023**

**UNIVERSITI MALAYSIA SABAH**

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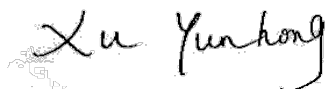
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## DECLARATION

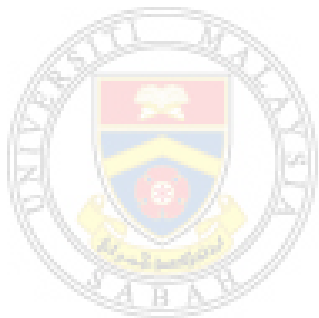
I hereby declare that the materials in this study are my own except for quotation, equations, summaries and references, which have been duly acknowledged.

*Xu Yunhong*

27 September 2023

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## ABSTRACT

This study has been carried out to examine the relationship between organizational climate, organizational citizenship behavior, institution and discipline towards teachers' work performance in China. Teachers' work performance in high education institutions is inseparable from cultivating talents and the development of a country. Some teachers' professional ethics, dedication, and professionalism are inconsistent with the development of higher education institutions. The new evaluation system for teachers can guide their work performance. This study employs the positivism, the quantitative and survey-based research. Social Exchange Theory and three models are employed to support the research framework. The population is the full-time teachers in colleges and universities in Beijing-Tianjin-Hebei Province in China. An online survey using questionnaire is applied as the data collection method through a website of WJX.CN in China. The sampling method uses a convenience sampling technique and a judgement sampling technique. A structured questionnaire is used as a survey instrument in this study. The collected data is analyzed using the Statistical Package for Social Sciences (SPSS) 25.0 and Structural Equation Modeling(SEM) via Analysis of Moment Structure(AMOS). Data analyses are launched by preliminary, descriptive and inferential statistics. Some of the main results illustrate that organizational climate has a significant positive effect on teachers' work performance and organizational citizenship behavior and organizational citizenship behavior has a significant positive effect on teachers' work performance. Organizational citizenship behavior plays a partial mediating role in the relationship between organizational climate and teacher's work performance, which is not found in previous studies. Institution type and discipline type moderate the relationship between organizational climate, organizational citizenship behavior and teachers' work performance, which are not found in previous studies. This study contributes to the development of the framework and scales. it can also enrich literature, stretch the body of knowledge and fill the gap in human resource management and education management. It can promote the individual performance, the organizational performance of the universities, and provide a reference for managers and the departments of education in higher education industry as well as policy-making by government in China.

**Keywords:** Organizational climate; Organizational citizenship Behavior; Teachers' work performance; Social Exchange Theory; Institution type; Discipline type

## **ABSTRAK**

### **MENGENAL HUBUNGAN DI ANTARA IKLIM ORGANISASI, PERILAKU WARGANEGARA ORGANISASI, INSTITUSI DAN DISIPLIN TERHADAP PRESTASI KERJA GURU DI CHINA**

*Kajian ini telah dijalankan untuk mengkaji hubungan antara iklim organisasi, perilaku warganegara organisasi, institusi, dan disiplin terhadap prestasi kerja guru di China. Prestasi kerja guru di institusi pengajian tinggi tidak terpisah daripada penjenamaan bakat dan pembangunan sebuah negara. Sesetengah etika profesional, dedikasi, dan profesionalisme guru tidak sejajar dengan perkembangan institusi pengajian tinggi. Sistem penilaian baru untuk guru dapat membimbing prestasi kerja mereka. Kajian ini menggunakan pendekatan positivisme, penyelidikan kuantitatif, dan berdasarkan survei. Teori Pertukaran Sosial dan tiga model digunakan untuk menyokong kerangka penyelidikan. Populasi adalah guru sepenuh masa di kolej dan universiti di Wilayah Beijing-Tianjin-Hebei di China. Satu survei dalam talian menggunakan soal selidik digunakan sebagai kaedah pengumpulan data melalui laman web WJX.CN di China. Kaedah persampelan menggunakan teknik persampelan kemudahan dan teknik persampelan penilaian. Satu soal selidik berstruktur digunakan sebagai instrumen kajian dalam kajian ini. Data yang dikumpul dianalisis menggunakan Pakej Statistik untuk Sains Sosial (SPSS) 25.0 dan Model Persamaan Struktural (SEM) melalui Analisis Struktur Momen (AMOS). Analisis data dimulakan dengan statistik awal, deskriptif, dan inferensi. Beberapa hasil utama menunjukkan bahawa iklim organisasi mempunyai kesan positif yang signifikan ke atas prestasi kerja guru dan perilaku warganegara organisasi, dan perilaku warganegara organisasi mempunyai kesan positif yang signifikan ke atas prestasi kerja guru. Perilaku warganegara organisasi memainkan peranan mediasi separa dalam hubungan antara iklim organisasi dan prestasi kerja guru, yang tidak ditemui dalam kajian sebelumnya. Jenis institusi dan jenis disiplin memoderatkan hubungan antara iklim organisasi, perilaku warganegara organisasi, dan prestasi kerja guru, yang tidak ditemui dalam kajian sebelumnya. Kajian ini memberikan sumbangan kepada pembangunan kerangka dan skala. Ia juga dapat memperkayakan literatur, memperluas jangkauan pengetahuan, dan mengisi kesenjangan dalam pengurusan sumber manusia dan pengurusan pendidikan. Ia dapat mempromosikan prestasi individu, prestasi organisasi universiti, dan menyediakan rujukan bagi pengurus dan jabatan pendidikan dalam industri pengajian tinggi serta penyelarasan dasar oleh kerajaan di China.*

**Kata kunci:** *Iklim Organisasi; Perilaku Warganegara Organisasi; Prestasi Kerja Guru; Teori Pertukaran Sosial; Jenis Institusi; Jenis Disiplin*



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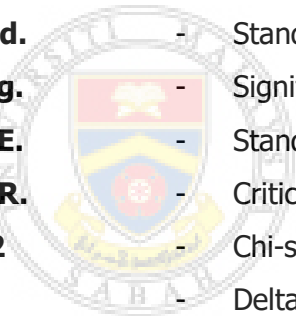
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## LIST OF SYMBOLS

<b>%</b>	-	Percent
<b><math>\alpha</math></b>	-	Alpha
<b>B</b>	-	Beta
<b>R<sup>2</sup></b>	-	R Squared
<b>=</b>	-	Equals
<b>N</b>	-	Population
<b>Q</b>	-	Questions
<b>df</b>	-	Degree of Freedom
<b>SD</b>	-	Standard Deviation
<b>p</b>	-	Significance value
<b>&lt;</b>	-	Less than
<b>&gt;</b>	-	More than
<b>Std.</b>	-	Standard Deviation
<b>Sig.</b>	-	Significance
<b>S.E.</b>	-	Standard Error
<b>C.R.</b>	-	Critical Ratio
<b><math>\chi^2</math></b>	-	Chi-square
<b><math>\Delta</math></b>	-	Delta



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## LIST OF ABBRAVATION

<b>SEM</b>	-	Structural Equation Modeling
<b>AMOS</b>	-	Analysis of Moment Structure
<b>SPSS</b>	-	Statistical Package for Social Sciences
<b>OCB</b>	-	Organizational Citizenship Behavior
<b>Q47</b>	-	47 Questions of Hay Group
<b>Q12</b>	-	12 Questions of Gallup
<b>WJX.CN</b>	-	<a href="https://www.wjx.cn/">https://www.wjx.cn/</a>
<b>CITC</b>	-	Corrected-Item Total Correlation
<b>CR</b>	-	Composite Reliability
<b>AVE</b>	-	Average Variance Extracted
<b>SET</b>	-	Social Exchange Theory
<b>EFA</b>	-	Exploratory Factor Analysis
<b>CFA</b>	-	Confirmatory Factor Analysis
<b>CFI</b>	-	Comparative Fit Index
<b>GFI</b>	-	Goodness of Fit Index
<b>AGFI</b>	-	Adjusted Goodness of Fit Index
<b>NFI</b>	-	Normal Fit Index
<b>IFI</b>	-	Incremental Fit Index
<b>RMSEA</b>	-	Root Mean Square Error of Approximation
<b>FCU</b>	-	First-class Universities
<b>DFCU</b>	-	Double First-class Universities
<b>NDFCU</b>	-	Non-double First-class Universities
<b>ANOVA</b>	-	Analysis of Variance