

Chapter 1: RESEARCH OVERVIEW

1.0 Introduction

The globalization trend, technology development and its rapid changes as well as the new business ethical practices continuously influence Malaysia's organizations. Many companies are facing intensive challenge in improving the employees' job satisfaction and thus, their organizational commitment to gain competitive advantage and at the same time retention of talented employees. Successful organizations realized that employee's retention with higher organizational commitment is critical for the companies to sustain their growth and leaderships in the market place.

Commonly, employees will feel satisfied when they are rewarded fairly for their completed work by making sure rewards for them are genuine contributions to the organization and consistent with the market's reward policies. Employees' overall job satisfaction includes a variety of benefits and prerequisites other than monetary rewards such as satisfaction with supervision, coworkers, and work. Employees with higher job satisfaction believe that their employer gives credits to the quality of their work and the organization would have a tremendous future in the long run, thus employees are more committed to the organization, have higher productivity and tend to have higher retention rates.

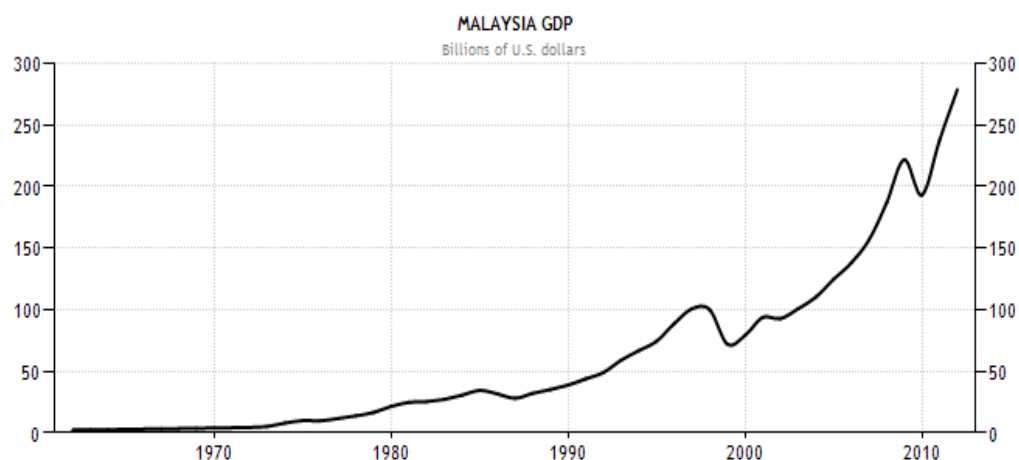
In addition, Peterson (2002) has also focused on the role of ethics plays in the scope of organizational climate and employee behavior. In administrators' point of view, it is imperative to identify areas of operational concern where they can have a positive effect. This includes the effect that managers and coworkers have on their colleagues' behavior. The ethical climate of an organization is directly linked to the positive and negative work behaviors of employees. In consequence,

negative work behaviors are linked to decreases in job satisfaction and organizational commitment. The impact to the bottom line can be overwhelmingly apparent even though the detailed financial implications of these behaviors are difficult to identify. Hence, organizations that promote ethical climate within their social norms and values can experience lower levels of deviant workplace behaviors, and an increase in the organizational commitment.

1.1 Background of the study

From 1960 until 2011, Malaysia Gross Domestic Product (GDP) averaged 59.9 USD Billion reaching an all time high of 278.7 USD Billion in December of 2011 and a record low of 2.4 USD Billion in December of 1961 (Figure 1.1). These figures showed Malaysia has appearance of a developed nation. Unfortunately, Dr. Mahathir explained that a country was not considered developed simply because GDP was high. A developed country must have a good infrastructure, large middle class good technological and industrial capacities, and most importantly is the ethical, educated and well-trained work forces (New Straits Times, March 03, 2012).

Figure 1.1: Malaysia GDP from year 1961 to year 2011 in Billions of U.S. dollars

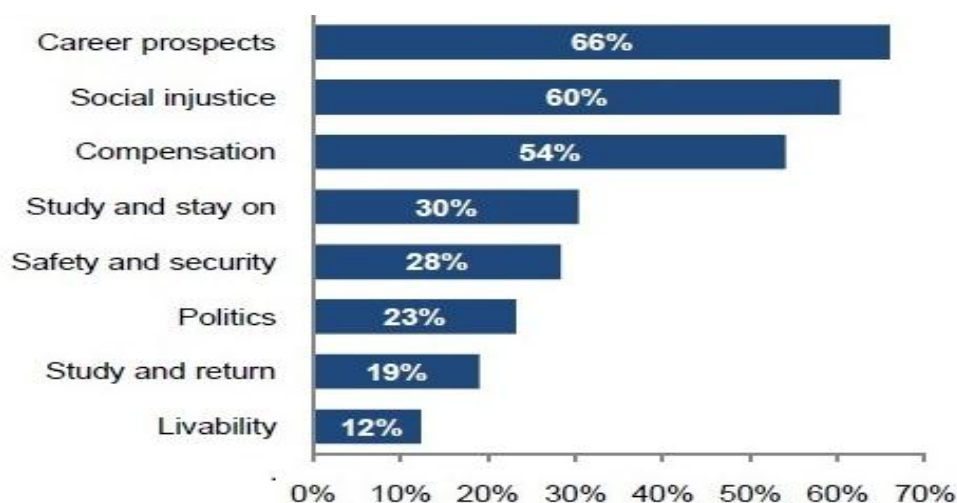


Source: Malaysia GDP in Billions of U.S dollars from January, 1961 to December, 2011. (2013, January). Retrieved January 17, 2013, from <http://www.tradingeconomics.com/malaysia/gdp>

Since last two decades, Malaysia was facing serious talent outflow problem. The Global Talent Index (GTI) 2011 report projected Malaysia's ranking would fall from three places to 39th out of 60th countries by 2015 (Appendix 1.0), reflecting the country's struggle with brain drain and retaining talent. World Bank's report on the country's brain drain (Lee, April 28, 2011) also showed that in the past 20 years, the number of Malaysians with tertiary education who moved abroad tripled. In other words, two out of every 10 Malaysians with a tertiary education opted for either OECD (Organization for Economic Cooperation and Development) countries or Singapore (Lee, May 02, 2011).

World Bank's report titled "Malaysia Economic Monitor: Brain Drain" identified the top three drivers for brain drain were career prospects, compensation, and social justice (Figure 1.2). Besides, Randstad Workmonitor 2012 Quarter 2 report claimed that 62 percent Malaysian employees consider a good salary is more important than job satisfaction, 42 percent Malaysia's employees would quit their job if there was no more room for personal development, and 50 percent of them believe they are "work to live" instead of "live to work".

Figure 1.2: Top Reasons for Brain Drain in Malaysia

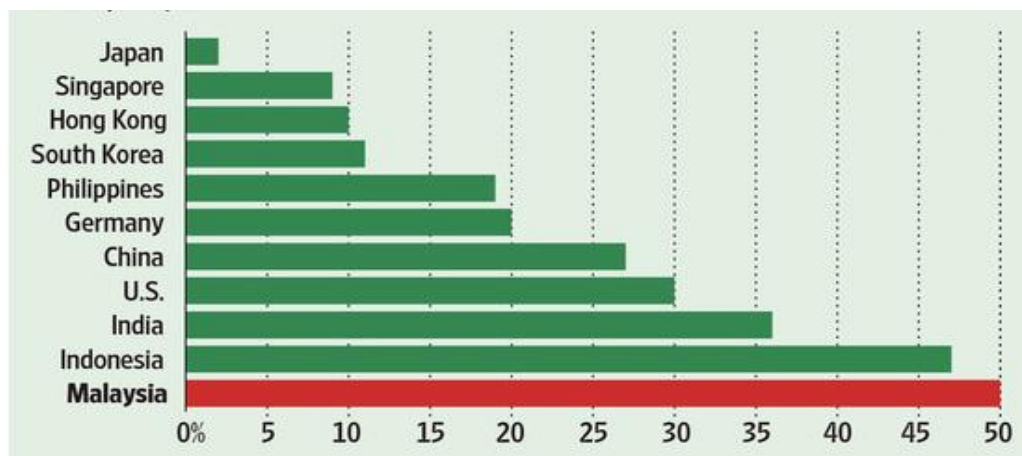


Source: *Malaysia Economic Monitor: Brain Drain*. (April 28, 2011). The World Bank.

The talent outflow threatens Malaysia's ambition to be a developed high-income nation by year 2020. Four World Bank's senior added that the outflow of talent was not being replaced with inflows, thus damaging the quality of Malaysia's skills base, noting that 60 percent of immigration into Malaysia had only primary education or less, even as the number of skilled expatriates declined by 25 percent since year 2004 (Lee, April 28, 2011).

In term of ethical behaviors, Transparency International has stated that Malaysia scored the worst in the Bribe Payers Survey 2012 (Figure 1.3). Malaysia's organizations are highly committed with bribery, corruption, and discrimination issues among others. Paul Low, president of the Malaysian chapter of Transparency International mentioned that Malaysia employees' business attitudes indicated that bribery is in a sense institutionalized and could be systemic. These forms of unethical practices bring spillover effect on the employees' performance. It is therefore, Malaysia's organizations have to pay an urgent attention to understand and manage ethical issues. This study examined the impact of ethical behaviors of coworkers and successful managers toward employees' organizational commitment.

Figure 1.3: Percentage of companies that say a competitor's bribery has cost them business in year 2012



Source: Cost of Doing Business: Percentage of companies that say a competitor's bribery has cost them business in year 2012. *The Wall Street Journal*. Retrieved January 21, 2013 from <http://www.lipstiq.com/2012/12/12/malaysia-tops-transparency-international-bribery-list/>

Generally, people are the most important resources of any organization. Employees are a company's livelihood. According to Milliman et al. (2008), how employees feel about the work they are doing and the results received from that work directly impact an organization's performance and its stability. The longer the companies kept their employees; there would be no additional expenditure spends to train new employees (Saker et al., 2003). Thus, it becomes even more important for Malaysia's organizations to understand the impact on facets of job satisfaction and ethical behaviors toward their employees' organizational commitment in order to retain talents and increase the quality of Malaysia's skill base.

1.2 Problem Statement

Hence, are employees committed to the organization in which they work? Are they satisfied in their careers or are they looking for something more? Are they being influenced by the organization's ethical climate? Needless to say, every organization could not last without their employees. Employees are the key persons who play the major roles and make significant contributions to the organizations. They also influence the organizations' productivity which eventually will lead to achieving organizations' visions and goals.

A growing stream of research is starting to look at organizational factors that influence overall employees' commitment towards their organizations. There are quite a number of studies that looked into job satisfaction, organizational commitment, and ethical climate in the literature. However, very little research

has been done on the relationship between facets of job satisfaction, ethical behaviors, and the tenants of organizational commitment in Malaysia context.

Previous discussion has led to a brief examination of the extant literature and the resultant research gaps led to the development of the research problems in the research study. Therefore, the aim of this study is to further understand and analyze the dimensions of job satisfaction and ethical behaviors toward organizational commitment for Malaysia's employees. The data for the present study comes from a sample of 200 full-time Malaysian employees.

1.3 Research Objective

The following are the research objectives examined in this research topic:

- RO₁: To examine the relationship between satisfaction with pay and organizational commitment of Malaysian employees.
- RO₂: To examine the relationship between satisfaction with coworkers and organizational commitment of Malaysian employees.
- RO₃: To examine the relationship between satisfaction with supervision and organizational commitment of Malaysian employees.
- RO₄: To examine the relationship between satisfaction with work and organizational commitment of Malaysian employees.
- RO₅: To examine the relationship between ethical behavior of coworkers and organizational commitment of Malaysian employees.
- RO₆: To examine the relationship between ethical behavior of successful managers and organizational commitment of Malaysian employees.

1.4 Research Questions

The purpose of the quantitative study was use to determine whether there was a relationship among dimensions of job satisfaction and ethical behavior toward organizational commitment. In this study, the dependent variable refers to the organizational commitment, whereas the independent variables included satisfaction with pay; coworkers; supervision; work; as well as the ethical behavior of coworkers and successful managers. Below are the six research questions that provided the foundation for this study:

RQ₁: Will satisfaction with pay impacts organizational commitment of Malaysian employees?

RQ₂: Will satisfaction with coworkers impacts organizational commitment of Malaysian employees?

RQ₃: Will satisfaction with supervision impacts organizational commitment of Malaysian employees?

RQ₄: Will satisfaction with work impacts organizational commitment of Malaysian employees?

RQ₅: Will ethical behavior of coworkers impacts organizational commitment of Malaysian employees?

RQ₆: Will ethical behavior of successful managers impacts organizational commitment of Malaysian employees?

1.5 Hypotheses of the Study

The study included an investigation of the relationships between the variables, and the hypotheses reflected on the nature and purpose of the study. The hypotheses are as follows:

- H₁: Satisfaction with pay will significantly impact organizational commitment of Malaysian employees.
- H₂: Satisfaction with coworkers will significantly impact organizational commitment of Malaysian employees.
- H₃: Satisfaction with supervision will significantly impact organizational commitment of Malaysian employees.
- H₄: Satisfaction with work will significantly impact organizational commitment of Malaysian employees.
- H₅: Ethical behavior of coworkers will significantly impact organizational commitment of Malaysian employees.
- H₆: Ethical behavior of successful managers will significantly impact organizational commitment of Malaysian employees.

1.6 Significance of the Study

The purpose of this research is to examine Malaysia employees' organizational commitment in terms of facets of job satisfaction and ethical behaviors. The researcher hopes that this study will contribute to numerous benefits in terms of theoretical, management as well as academic perspectives.

1.6.1 Theoretical Perspective

In terms of theoretical, this research would help other individuals to prove the validity of several theories and also support related future research, generates good ideas and also provides better understanding on related research areas.

1.6.2 Management Perspective

This study could also support management with knowledge regarding the impact on facets of job satisfaction and ethical behaviors toward employees' organizational commitment. Thus, by deepening the understanding on the effect that perceived ethical climate has on organizational commitment and job satisfaction of full-time Malaysian employees could better understand the impact their managerial decisions have on the long-term viability of the organizations.

1.6.3 Academic Perspective

Nevertheless, this research study will benefit other students to understand the relationship between facets of job satisfaction and ethical behaviors toward organizational commitment. It could be a guideline or reference for other researchers who are interested to study the relationship between variables on related research areas.

1.7 Chapter Layout

Chapter One: Research Overview

First chapter briefly explained the introduction of the research study, background, problem statement, research objective which referring to the aim of this study, research questions, hypotheses of the study, significance of the study, and the organization of the study. It sets forth the research objectives to be achieved and the research questions to be answered.

Chapter Two: Literature Review

In chapter two, literature reviews that relates to the problem statement has been presented. It contains the discussions on organizational commitment, job satisfaction, ethical behavior, dimensions of job satisfaction and dimensions of ethical behavior. Theoretical perspectives and frameworks to improve overall organizational commitment have also been examined in this research. Given the topic of investigation, cognitive dissonance theory (Festinger, 1942) is of particular interest. Next, a new theories model that based on the information has been developed. Lastly, hypotheses are underlying sources that created to investigate the relationship among those variables and use to prepare questionnaire.

Chapter Three: Methodology

Chapter three includes the procedure and methodology of the pilot and research studies. It describes the methodology, respondents' population, design of the research, data analysis scheme and the data collection procedure. Besides, this chapter also included the result of the pilot study, a description of the research study instrument, data analysis scheme and the proposed data collection.

Chapter Four: Data Analysis

This chapter distinguishes the overall findings of the research study. It is an assessment representation and reporting of the data collected during the research phase which contains charts, figures, and relevant tables of the collected data.

Chapter Five: Discussions, Conclusion and Implication

The final chapter incorporates a summary of statistical analyses, conclusion, and recommendations. The main intention of this chapter was to analyze and interpret the findings in the research study by giving some recommendations on the current study. Nevertheless, limitation of the study and recommendations for future research are then follow by discussion of major finding in order to complete this research.

1.8 Chapter Conclusion

In conclusion, this chapter acts as a fundamental part for the whole report. It presented the research project by firstly, provided background information and problem statements; secondly, justified on research objectives and research questions; thirdly, formed and described on hypotheses of the study; fourthly, explained on chapter layout. Thus, this chapter serves the purpose to provide an overview for researchers to proceed into next chapter which is the review of the literature which is relevant to this study.

Chapter 2: LITERATURE REVIEW

2.0 Introduction

Ideally, all organizations want to recruit employees who would engage wholly psychologically as well as physically to the specific organization. Employees are often motivated and influenced to constantly grow commitment and remain loyalty towards the organization, however, reality is not what it seems these days.

In this 21st century, employees' attitude, behavior, and, cognition has drastically evolved due to various elements and this has led to vague organizational commitment. In this study, two dimensions are being assessed which relatively to have substantial significance toward organizational commitment. They are job satisfaction and ethical behavior. Within each dimension consist several distinctive factors.

In chapter two, we comprehensively review relevant articles, journals, and related past research from secondary sources in order to study and investigate the dimensions of job satisfaction and ethical behavior toward organizational commitment. The primary aim for the research is to generally emphasis on the Malaysian employees' level of organizational commitment. The intent of the literature review is to provide a historical perspective and provide the necessary framework for the study.

2.1 Review of Literature

2.1.1 Organizational Commitment

The definition of organizational commitment is widely cited by numerous researchers. According to one of the researcher, Kouvonen et al., (2006), organizational commitment is referred to an individual's willingness to contribute their efforts and loyalty to the organization.

The organizational commitment examined on the attachment, engagement, and, loyalty that employees have for the organization. It is in correlation with the consciousness of distinctive individuals about their organization. According to Mowday et al., (1982), organizational commitment is identified by three characteristics which are: (1) a strong desire to remain a member of the organization; (2) a strong belief in and acceptance of the values and goals of the organization; (3) a readiness to exert considerable effort on behalf of the organization.

O'Reilly and Chatman (1986) have classified commitment into different bases (components of commitment) which cause attachment to different foci. Mowday et al., (1974) also described commitment in three aspects: commitment-related behaviors, attitudinal commitment, and loyalty to the organization. Commitment-related behaviors represent the manners in the organization where individuals forgo alternative courses of action and choose to link themselves to the organization. Attitudinal commitment often encompasses an exchange relationship and is defined by three dimensions: positive affect for the organization, identification with the organization, and a willingness to exert effort on behalf of the organization (Jausi, 2007). Loyalty to the organization is the state of attachment experienced by an organizational member as a feeling of allegiance and faithfulness (Fletcher, 1993).

In recent study, researchers have claimed that there are two separate dimensions of commitment: continuance commitment with a low number of alternatives and continuance commitment with high personal sacrifice (Hackett, Bycio, and Hausdorf, 1994). Continuance commitment can be described as the tendency to continue in one's commitment to an organization because of personal sacrifices associated with leaving and few perceived change alternatives. The first dimension means that employees decide to stay in the organization because they are lack of opportunities to work for other organizations. The remaining four cognitive or behavioral items tapping personal sacrifices are consistent with the first dimension of continuance commitment. The second dimension is that employees showed their loyalty to an organization because of significant costs associated with leaving (Wallace, 1995). In this dimension, continuance commitment is approached from a calculative perspective in which individuals are viewed as remaining in an organization for extrinsic rewards and accumulated interests (Finegan, 2000).

Besides, there are several influences of organization commitment on employees' behavior, such as retention, attendance, and efficiency. Again, employees' positive behaviors are encountered when they commit to an organization. The positive behaviors are as following: reinforced likelihood of retention and efficiency, and increasing loyalty (Bloemer and Odekerken-Schroder, 2006).

2.1.2 Job Satisfaction

Job satisfaction is defined as the employees' positive and negative feelings toward one's work. It is also refer to the extent of positive emotional response to the job resulting from an employee's appraisal of the job as fulfilling or congruent with the individual's values (Janssen, 2001). In addition, researchers assumed that the job characteristics and individuals' needs are

fairly stable as there is often explicit or implicit reliance upon Maslow's hierarchy of needs (Locke, 1976). However, there has been little empirical verification of a hierarchy of needs among individuals (Hopkins, 1983). In other words, job satisfaction is an analysis of employees' decisions about their labor force participation, whether to stay on at a job or to quit, and how much effort to contribute to their job.

According to Mitchell and Lason (1987), it is commonly claimed that in the organizational behavior environment, job satisfaction is the most important and frequently studied component. For example, the Job Diagnostic Survey of Hackman and Oldham (1975), which has maintains that job satisfaction is related with five core dimensions such as autonomy, skill variety, task identity, task significance, and feedback from the job itself as well as two supplementary dimensions which are feedback from agents and dealing with others.

Another commonly used measure of job satisfaction is the Job Descriptive Index developed by Smith et al., (1969). It figured out the overall measure of job satisfaction into satisfaction with supervision, satisfaction with coworkers, satisfaction with pay, satisfaction with work, and satisfaction with promotion. Luthans (1998) claims that there are three important dimensions of job satisfaction which are: (1) Job satisfaction is an emotional response to a job situation; (2) Job satisfaction is often determined by how well outcome meet or exceed expectations; (3) Job satisfaction represents several related attitudes which are important characteristics of a job about which people have effective response. Generally, past studies argued that job satisfaction is multidimensional. The job setting is viewed as a whole of different integral parts which individual may be either satisfied or dissatisfied.

Based on the past studies, we concluded that by measuring the different dimensions of job satisfaction have directly allows an organization to discover the specific problem areas and give researchers a number of insights

into certain aspects of the labor market. Next, it is always possible to gather the different components of job satisfaction into an overall measure of job satisfaction; however, it is not possible to work in a reverse direction if only overall job satisfaction is measured. Job satisfaction has also been linked to performance effort (Apostle et al., 1985). A study conducted by Leach (1998) indicated that motivation control inversely affected sales performance. Moreover, when performance was increased, job satisfaction also increased.

Most models of voluntary turnover assume that job dissatisfaction is the primary contributor for high turnover. Several studies have showed the negative relationship between employee turnover and job satisfaction (Locke, 1969; Mobley, 1977; Vroom, 1964). According to Mobley (1977), employees tend to explore alternative employment opportunities, evaluate the ease of movement to these new employment opportunities, and finally actual turnover when employees having their job dissatisfaction. Therefore, the turnover's traditional conceptual approach which views voluntary separation as a consequence of low job satisfaction combined with alternative labor market opportunities that are subjectively perceived as having higher values and relative ease of movement (Price, 1977).

In this research, the variables of job satisfaction include pay, co-workers, supervision, and work is being assessed.

2.1.3 Ethical Behavior

According to Webber (2007), values represent accepted principles and ethics are the systematization and application of values. The systematization of these values are then derives into the shared norms which are practiced by the employees. In organization context, there are many types of climates appear within the workplace such as climates for community service, safety compliance and innovation. Nevertheless, a newer type of organizational

climate has been introduced by Victor and Cullen (1988) which is the ethical climate. Organization's ethical climate refers to the perceived behaviors that are ethically correct and how issues regarding being different from those expected behaviors handled in the organization. Thus, generally speaking, ethical climate could be summarized as the organization's culture in establishing values and ethics which is essential to nurture high morale and synergy among employees in leading successful organizational goals.

Ethical behavior is a type of organizational climate which has been practicing by the employees and reflecting organizational procedures, policies, and practices with moral consequences (Cullen et al., 2003). Besides, Posner and Schmidt (1993) claimed that employees' attitudes about work and ethical practices are more important than clarity about organizational values. In other words, ethical behaviors referring a systematic application of organization's values that develops into the shared norms that are enacted upon by members of the organization (Webber, 2007).

In the context of this research, ethical behavior of coworkers and successful managers will be studied.

2.2 Dimensions of Job Satisfaction

2.2.1 Satisfaction with Pay

According to Miceli and Lane (1991), pay satisfaction can be explained as the individuals' overall amount of positive or negative affect (or feeling) toward their pay from their workplace. Formally, the word "pay" refers to all forms of compensation which evolved from both direct cash payments (e.g., salary) and indirect noncash payments (e.g., benefits). Conventionally, an administered process of organization's compensation system and the amount of pay raises also directly impact to pay satisfaction. Several authors have

suggested the broad definition of pay satisfaction should be divided by a multidimensional conceptualization of pay satisfaction (Heneman, 1985; Judge, 1993; Scarpello et al., 1988). This explained that researchers should examine and analyze the dimension of pay satisfaction separately. Based on Heneman and Schwab (1985), compensation should be examined in five dimensions: pay level, pay increase, pay structure, employee benefits and pay administration.

Based on Dreher et al., (1988), employees' expectation refers to the relation between compensation and work outcomes which is indirectly influenced by attitudinal reactions to pay. Hence, pay satisfaction may be concluded as a necessary but not a sufficient condition for organization to achieve the goals of their compensation system, such as employee motivation and retention. Next, if prevention of pay satisfaction being understood by employees, this might influence employees' levels of pay satisfaction. The reason being is employers can likely control more antecedents of pay satisfaction through strategic decisions about their compensation systems by focusing on other sources of job satisfaction such as satisfaction with coworkers or supervisors.

According to discrepancy theory (Lawler, 1971; 1981), the primary factor of pay level satisfaction is the discrepancy between the pay that should be received and the amount of pay actually received. Employees will be satisfied with their pay when their perceived amount of pay that should be received and perceived amount of pay received is equal. Oppositely, employees will be dissatisfied with their pay if the perceived amount of pay deserved is greater than the amount received as postulated in the theory. Further more, organizations' pay policies are expected to relate to employees' pay level satisfaction (Dyer and Theriault, 1976). Employees who are performance oriented might perceive that pay system which is more likely to value in outcomes, such as pay raise, are more likely to satisfy them (Heneman et al., 1988).

2.2.2 Satisfaction with Coworkers

According to Blustein (2006); Fine (1983); and Freud (1930), work is the domain in which individuals spend one third to one half of their lives thus work is an integral component of the overall quality of life. Commonly, it is natural that employees would hope to have satisfaction in their work lives especially satisfaction with coworkers whom they spend most of the time with. Job satisfaction increase when employees receive adequate coworkers support. Coworkers support is the instrumental and emotional support received from employees at work (Karasek and Theorell, 1990).

Interpersonal relationships in workplace have a great impact toward employees' overall job satisfaction, which contribute to pleasure in employees' job. In other words, poor relationships at work may contribute to dissatisfaction with and misery in employees' job. According to Blustein (2006), interpersonal relationships at workplace directly influence employees' job satisfaction, which is the main contributor of life satisfaction and psychological well-being. Besides, the author also highlighted that connections with others is humans' fundamental need especially in the workplace where this need can be met.

The provision of support is likely to be more effective when employees received it from people who are similar to the support recipients and who share similar stress experiences (Thoits, 1983). In this context, coworkers who share common work experiences and similar responsibilities can often increase employees' emotional support (providing positive interactions and trust toward each other) and instrumental support (providing mutual support to accomplish work tasks) (Karasek and Theorell, 1990).

Based on Vredenburg et al., (1999), social support from coworkers, including supervisors, which may not be as easy to come by for someone in

private practice, is the main indicators in predicting employees' burnout in workplace other than autonomy and pay satisfaction. Social support from coworkers being identified as an important predictor of job satisfaction, perceived stress and perceived likelihood of leaving the organization (Hatton and Emerson, 1993).

2.2.3 Satisfaction with Supervision

Over the past decade, there are several dilemmas within the business environment which claimed that supervisors often treat their subordinates differently; creating a relationship that affects their overall job satisfaction and commitment to the organization. Thus, the concept of leader-member exchange (LMX) within the business environment has become a widely researched and debated topic (Harris and Eplion, 2007; Lian et al., 2007; Rosen et al., 2006). LMX has been conceived as the one-on-one relationship between a supervisor and a subordinate in workplace. Leader-member exchange theory attempts to understand the quality of each relationship and its effects on organizational outcomes over time (Lussier and Achua, 2004). The understanding of these relationships is extremely important due to the increasing number of employees who dissatisfied with their current work positions. By understanding these relationships, organizations are exposed to lower turnover rate (Lussier and Achua, 2004).

According to Williams (2002), the main reason people leave their organizations because they are being treated poorly by their supervisors. Another research study found that those who remain in their jobs, however working for poor supervisors tends to have lower job satisfaction, lower organizational commitment, higher conflict between work and family, and psychological distress (Tepper, 2000). This statement indirectly has suggested the need for more research and study within the realm of LMX and employee job satisfaction. While the concept of leader-member exchange has been

studied in-depth by many researchers, few studies have come to determinate the consistent results regarding its impact on employees, their job satisfaction, and turnover. Turnover experts, both academic and practitioner, have claimed that supervision plays a meaningful role in employee turnover decisions (Morrow et al., 2005). With this thought in mind, it is easy to see how supervisory relationships can cause employees to lose commitment to or satisfaction with their jobs.

Morrow et al., (2005) also stated that, according to the LMX theory, the relationship between a supervisor and an employee develops in term of work-related exchanges between the two individuals. These relationships can be classified as high in quality or "good" (i.e., reflecting trust, respect, and loyalty) or low in quality or "bad" (i.e., reflecting mistrust, low respect, and a lack of loyalty).

2.2.4 Satisfaction with Work

According to Vogel (1963), commitment is highly administered in the Japanese workforce not because of their management styles or organizational structures successfully inspire them, but because of hard work and dedication to the organization are related to key Japanese values which foster the involvement of the individual in the collectivity. More precisely, if the workplace is a constituent of the professional community, offers professional career advancement opportunities, promotes professional autonomy, and supports values that are parallel with the profession.

Organizations may implement certain management practices in attempt to transform the employment relationship into an "enveloping, communal and harmonious interdependence between the organization and its employees" (Lincoln and Kalleberg, 1985) that nurture reliance, commitment, and organizational loyalty among its staff.

Lincoln and Kalleberg's (1985) have suggested that organizations' control is highly related with employees' levels of job satisfaction and overall organizational commitment. The authors have classified four ideal controls which organization should practice to yield greater job satisfaction and commitment. These include: (1) Social integration, whereby employees are allowed to interact and establish their network within a supportive organizational culture, which promotes expressive social relations among colleagues beyond the workplace; (2) Structural differentiation, there must be a clear individual mobility and careers progress in the organizational through career advancement along internal job ladders; (3) Decentralization in decision making, where the sense of autonomy and delegation power of employees in the work circulation are established in the organization; (4) Formalization and legitimacy, where constitutional order is remained through a systematic system of rules and procedures to enhance employee welfare while simultaneously delineating obligations.

Mowday et al., (1982) indicates that role-related refers to the variety of work task that may affect employee's commitment towards organization. Three component of this work-role is known of job scope or challenge, role conflict, and role ambiguity. Role conflict is said to be inversely related to commitment in two separate studies by (Mathieu, 1990; Morris and Sherman, 1981). In another study, Angle and Perry (1981) published that both role conflict and role ambiguity demonstrated a significant inverse relationship to organizational commitment. Consecutively, Mathieu (1990) stated that role overload has strong and inverse relation to employee commitment.

In another context, Meyer, Allen and Smith (1993) states that job enrichment provides employees more autonomy and advancement in their job placement and results in commitment enhancement and reduced turnover and absenteeism. Referring to the authors, as employee's job scope increases

through enlargement or varies through job rotation, one's degree of commitment would eventually increase accordingly.

Job characteristics noted by Hackman and Oldham (1975) consist of five constructs. They are: (1) Task significance refers to the extent of job impact on the specific individual in the organization as well as the society; (2) Task identity is in means of the extent of job involvement completion as a whole identifiable outcome; (3) Skill variety defines the extent of job requirement whereby the utilization of different talents; (4) Autonomy refers to the extent of job providing employees with discretion to determine how works are to be done; (5) Feedback is in means of the extent to which carrying out the work task gives the employee clarity of information, evaluation and analysis about one's performance.

2.3 Dimensions of Ethical Behavior

2.3.1 Ethical Behavior of Coworkers

Coworkers' actions have been related to individual-level outcomes in workplace (Barnard, 1938; Roethlisberger and Dickson, 1939). Few previous studies have suggested that coworkers' matter, support, ethical or unethical doing are related to their colleagues' burnout, stress, physical strains, and perspective on ethics (Beehr et al., 2000; Halbesleben, 2006; Viswesvaran et al., 1999). Therefore, it is logical to state that coworkers' actions are influential for certain work outcomes, such as their colleagues' attitudes, learning, and ethical or unethical behaviors (Hackman, 1992).

Based on Social Information-processing theory, coworker is an important source of information from employees' immediate social environment. The reasons being is because (1) Coworkers are pervasive: when their colleagues are looking for information on how to do the job, coworkers are the most

immediate source; (2) Coworkers are influential: increased reliance on work groups makes co-worker exchanges influential and thus less independent when getting the job done (Parker, 2007); (3) Coworkers are communicated frequently; due to time constraints, span of control of the latter, proximity and salience of the former, interactions with coworkers are more frequent than with managers (Cole et al., 2002). Thus, coworkers' ethical behaviors serve as an important model of employees' attitudes and behaviors toward their interpretations on ethical or unethical behaviors (Salancik and Pfeffer, 1978).

According to Caplan (1974); Bruk-Lee and Spector (2006), coworkers prosecute in both negative (antagonism) and positive (support) behaviors. Next, the "Bad is stronger than good" principles (Baumeister et al., 2001) also suggested that job satisfaction is decrease because of their coworkers' negative or unethical behaviors; increase in job satisfaction driven by positive or ethical behaviors.

In addition, Festinger (1954) has claimed that social environment's information is conspicuous and particularly applicable when the receiving employee assumes the individual sources as very similar to him or herself. Author also argued that if information from formal channels is uncertain, unstructured or absent, employees will then start to rely on the social environment to gain interpretations. Thus, employees' interpretations can be influenced by the attitudes and behaviors of those coworkers whom they perceive as similar to themselves.

2.3.2 Ethical Behavior of Successful Managers

Factors such as social, interpersonal, and organizational climate have been linked to the different of workplace behaviors. According to Appelbaum et al., (2007), majority researchers have concluded that the most significant contributor for the occurrence of different workplace behaviors is the

conflicting perception, via different role models, that their behaviors are supported by the organization. Hence, the different positive or negative workplace behaviors which indirectly bring significant impact to the organizational commitment are linked to either compliant or noncompliant behavior; social active or antisocial behavior; and ethical behavior or organizational misbehavior (Peterson, 2002).

Trevino (1986) also claimed the attitude and behavior of the organizational membership is affected by both situational and organizational factors. In this case, the main organizational factor which contributed an ethical employee behavior is very depends on their managers' organizational behavior (Peterson, 2002). Organization's managers are responsible for establishing the vision, mission, goals, values and norms of their organization. Therefore, it is important to note the role that manager play within the organizational climate. Brown et al., (2005) defined ethical leadership as the demonstration of appropriate conduct via interpersonal relationships and personal actions. In other words, leadership means the ability to influence others (Maxwell, 2005). Thus, managers must be viewed as a credible, attractive, trustworthy, and legitimate role model in order to influence their followers. Ethical behavior of manager is increasingly important to avoid ethical scandals where questions have been raised as to the impact managers have on providing ethical guidance.

The study of ethical leadership is formed upon the social learning's foundation. Based on Brown and Gray (2004), social learning referring managers might influence the ethical behavior of others through modeling. In short, it is managers' responsibility to model the ethical behavior they want form followers which will then contributed to higher level of organizational commitment. Wimbush and Shepard (1994) proposed that employees tend to follow their managers' behavior because it is supervisors who hold the subordinates accountable for their actions. Managers become a critical determinant of how organizational policies are perceived throughout the

entire organization. Hence, when expectations and policies are miscommunicated, the various climate types begin to emerge and finally lead to lower organization commitment.

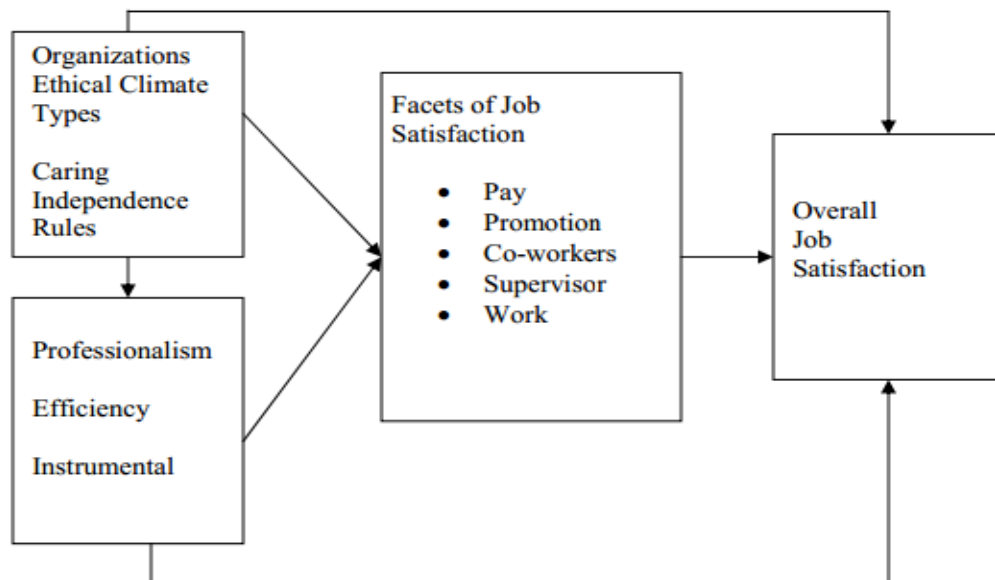
In addition, according to Brown and Gray (2004), the right kind of personal traits such as managers' trustworthiness is not enough to establish trust within an organization framework. Managers' legitimate power which comes along with their position as well as their ability to allocate and control organization's resources have devoted to a fair treatment. One way to carry out the fair treatment for employees is through the concept of ethical stewardship. Caldwell et al., (2010) mentioned ethical stewardship is simplified as "a higher level duty of governance in which the motivations of the manager are based on pro-organizational rather than self-interest behavior". Therefore, managers must carry out their responsibility (e.g. allocate resources, provide adequate training and developmental opportunities) in a considerate and fair manner. When employees are being treated with respect and fairness, their commitment toward the organization is strengthened.

Besides, McFall (1987) also indicated that managers need to apply ethical principle in order to enhance trust. The degree on how the trustee's (manager) integrity is judged are associated with several issues such as credible communication about the trustee, the consistency of the trustee's past actions, belief that the trustee has a strong sense of justice, and the extent to which the trustee's actions are compatible with his or her words (Mayer et al., 1995). Lieberman (1981) suggested integrity is an important trust factor; the evaluation of trustworthiness is based on the perceived level of integrity that accounts. Thus, managers' ethical behavior in the organization is highly important to promote integrity within the organization.

2.4 Review of Relevant Theoretical Models

Below review theoretical framework (Figure 2.1) is adopted from Okpara (2002). The framework showed that relevant theoretical model that serve as foundation for the proposed conceptual framework. This study is based on the cognitive dissonance theory developed by Festinger in 1942. Festinger (1942) proposed that people will try to minimize dissonance in their environment, and the presence of dissonance results in dissatisfaction and distress with certain situation. This theory is applicable to organizational context. For example, employees who experience less distressed with their work will experience greater job satisfaction, while employees who experience continuous dissonance in their workplace will experience dissatisfied with their jobs.

Figure 2.1: Theoretical Model of the Influence of Ethical Climate Types on Job Satisfaction of IT Managers: Implications for Management Practice and Development in a Developing Economy



Source: Okpara, J. O. (2002). The Influence of Ethical Climate Types on Job Satisfaction of IT Managers: Implications for Management Practice and

Development in a Developing Economy. Paper presented at the Academy of Business & Administrative Sciences (ABAS), Costa Rica.

According to Schwepker (1999), employees expect there is a consistency between the ethical climate of their organizations and their ethical value system. Koh and Boo (2001) also suggested that dissonance will occur if an employee who practices his or her ethical behaviors or tries to maintain this ethical standard in his or her workplace. Whereas, if this employee acknowledged there is no or little support from top management for the ethical behavior or there is no or little linkage between ethical behavior and his or her career, the presence of dissonance will result job dissatisfaction.

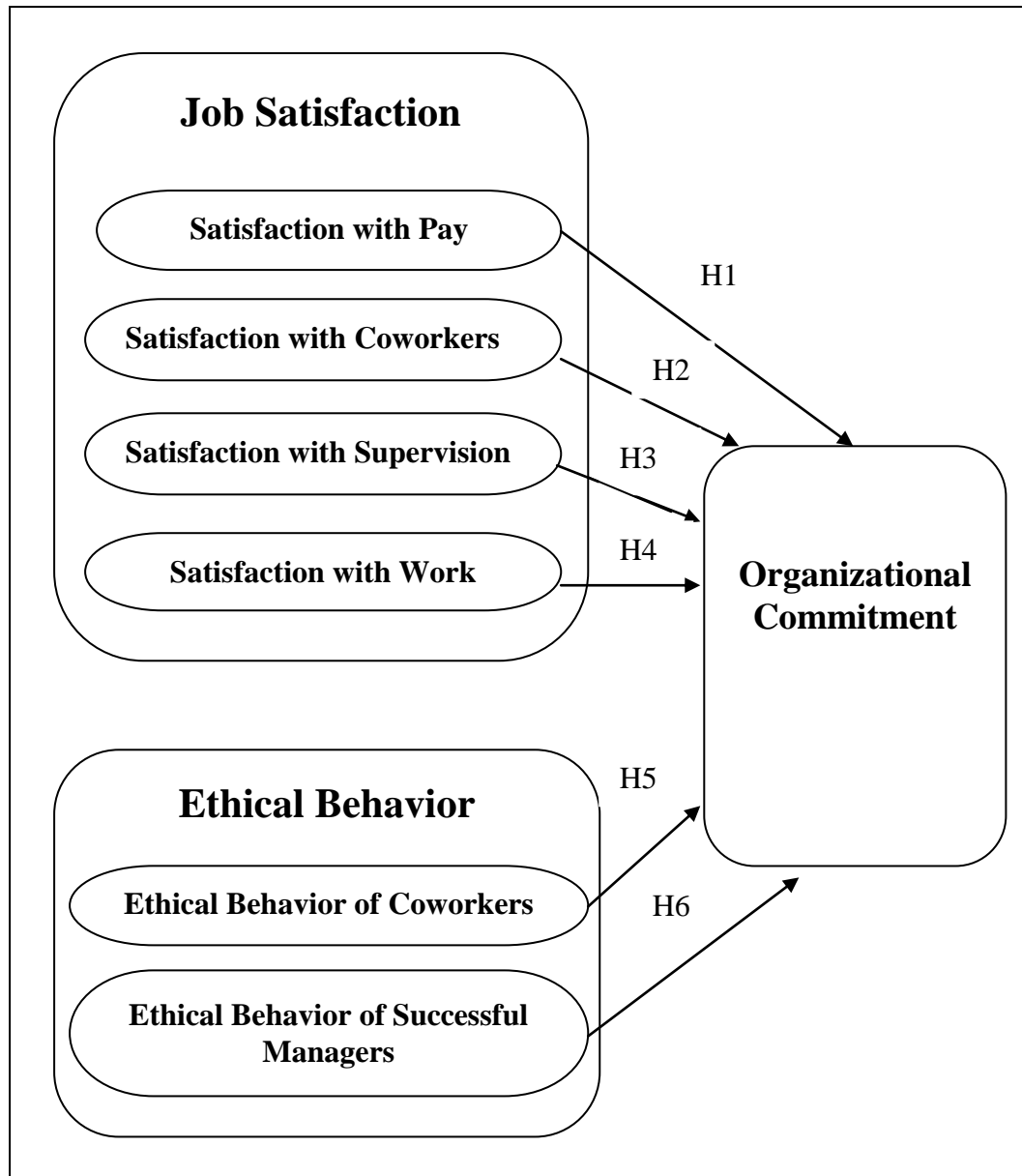
Several research findings have claimed that lack of ethical fit between organization and its employees can lead to job dissatisfaction among other work variables (Sims and Kroeck, 1994; Viswesvaran and Deshpande, 1996; Schwepker, 1999). To summarize, a positive association is expected between organizations ethics and satisfaction of job when there is an existence of ethical fit between the employees and their organizations. In conclusion, it is expected that a higher level of organization' ethics will be associated with higher level of job satisfaction.

2.5 Proposed Conceptual Framework

Below conceptual framework (Figure 2.2) represents the hypothesized impact on dimensions of job satisfaction (satisfaction with pay, satisfaction with coworkers, satisfaction with supervision, satisfaction with work) and ethical behavior (ethical behavior of coworkers, ethical behavior of successful managers) toward organizational commitment. The dependent variable, organizational commitment is of primary interest in this study. Satisfaction with pay, satisfaction with coworkers, satisfaction with supervision, satisfaction with work, ethical behavior of coworkers as well as successful managers are the independent variables to

organizational commitment. The dependent variable and each of its independent variables were discussed earlier and the specific research hypotheses will then presented in the following section.

Figure 2.2: Proposed Conceptual Framework



Source: Developed for the Research

2.6 Hypotheses Development

Six hypotheses are developed in this research in response to the research question.

H1: Satisfaction with pay will significantly impact organizational commitment of Malaysian employees.

Organizational commitment evolves around the employees' intention to remain with the organization (Meyer and Allen, 1991). Negative correlation between pay satisfaction and turnover rate has been demonstrated by many studies (Jaros, 1997; Mathieu and Zajac, 1990; Meyer et al., 1974). In addition, Williams and Hazer (1986) also suggested that organizational commitment being positively related with intent on pay satisfaction.

The concept of justice was initially used to examine employees' commitment levels toward the level of reward offered (Adam, 1965). In the recent years, there are increasing number of contemporary work has applied Adam's equity theory to analyze the way to manage allocation process. Based on Cox (2000), a favorable view regarding the allocation process has been found to have significant impact on organizational commitment. Scandura and Lankau (1997) also demonstrated that perceived equity resulted in higher commitment to the organization. On the other hand, a decreased perception of pay satisfaction among workers hired under a lower pay scale than existing workers has showed by Townsend and Patridge (1999).

It seems that satisfaction with pay level and employees benefits has being intangible properties for the organization and these dimensions are close-grained to organizational context. A sense of pay equity can increase employment and job satisfaction (Ago et al., 1993; Witt and Nye, 1992; Berg, 1991) and satisfaction with the organization with then contributed to a higher

level of organizational commitment (Alexander and Ruderman, 1987; Ronen, 1986).

In addition, researchers believed that employees' personal finances are related to work outcomes. Based on Family and Work Institute (1997), problems in employees' daily lives affect their psychological states and behavior at workplace. In short, financial concerns spill over into employees' responsibility at the organization. Brown (1993) claimed that 10% of all employees experience financial difficulties, which, in turn, affect their organizational commitment. On the other hand, Garman, Leech and Grable (1996), also estimated that around 15% of the employees in the United States are experiencing personal financial problems that impact their commitment in workplace. Joo (1998) suggested that a higher level of financial well-being was directly associated with higher performance ratings and organizational commitment, less absenteeism, as well as less work time loss.

Some theoretical models such as Lawler (1971) and Deckop (1992) are generally based on the concept that pay satisfaction has a direct influence over organizational commitment. However, findings from few studies have shown that pay satisfaction can affect the desire to join a union (Weiner, 1980), extra-and intra-role behavior (Covin et al., 1993), staff turnover (Covin et al., 1993), employment and job satisfaction (Summers and Hendrix, 1991; Reid and McGhan, 1987), and absenteeism (Weiner, 1980). Next, there are also few past studies regarding the influence of employee benefit satisfaction (indirect noncash payment). Both studies are in agreement that benefit satisfaction can have a favorable influence over the employees' commitment (Covin et al., 1993; Carraher et al., 1992). Thus, researcher led to the hypothesis of satisfaction with pay will significantly impact organizational commitment in Malaysia.

H2: Satisfaction with coworkers will significantly impact organizational commitment of Malaysian employees.

There have been many studies of job satisfaction in different job types from various industries that claimed that satisfaction with coworkers' relationships at workplace is a significantly impact the job satisfaction and thus affect the overall organizational commitment. Employees' perspectives regarding the quality of interpersonal relationship with coworkers have been positively correlated with overall job satisfaction among the professionals in multinational corporations (Raabe and Beehr, 2003); factory workers in Mexico (Peterson, Puia, and Suess, 2003); employees of small company (Riordan and Griffeth, 1995); blue-collar workers in work teams (Hodson, 1997); staff at educational industry (Paoline et al., 2006); child-care workers (Jorde-Bloom, 1988); and many other professionals and working class individuals in various industries (Morgeson and Humphrey, 2006).

Furthermore, a research conducted by Joplin, Nelson, and Quick (1997) has claimed that social support from coworkers was significantly contributed negative impact in related to counter-dependency and proposed positive impact in related to over-dependency. Findings from this study have concluded that when employees acknowledged their coworkers to be the sources of social support at workplace, their psychological and physical distress symptoms were lower.

Besides, Harmer and Findlay (2005) have also examined the relationship between workplace friendship and job satisfaction. The authors noted that there will be a motivation for employees if positive social connections are established in the place of work. Hence, these interpersonal relationships among coworkers were used in examining job satisfaction and organizational commitment. According to Caplan et al., (1975), satisfaction of coworkers

can be enhanced through both work-related tasks and social emotional support throughout the working day.

Lee and Ashforth (1996) have found that employees' depersonalization was negatively correlated with job satisfaction. Their findings suggested employees who had social support from coworkers and autonomy from supervisors were less likely to experience job dissatisfaction. Authors also reported that when service workers feel stress and the working environment has no adequate emotional support, then the workers may begin distancing themselves from the job, unconsciously, the level of organizational commitment has become lower and lower. Thus, researcher led to the hypothesis of satisfaction with coworkers will significantly impact organizational commitment in Malaysia.

H3: Satisfaction with supervision will significantly impact organizational commitment of Malaysian employees.

Spinelli and Canavos (2000) have suggested that a chance to participate in decision-making, to have equal opportunities for training, to receive equal benefits, and to get quick responses from their immediate supervisors can significantly enhance employees' satisfaction with their supervision. In addition, Brown and Peterson (1993) have highlighted that supervisors' treatment is positively affect employees' overall job satisfaction.

In another context, Shaw (1999) claimed that the relationship between employees' job satisfaction with their supervision and organizational commitment reflects an inverse relationship. Consecutively, Mobley (1997) argued that organizations' close supervision will directly lead to high turnover rate of an organization. As early as the 1930, Hawthorne factory study (Vroom, 1964) has suggested that satisfaction with supervision has been

certified extensively as a major contributor to overall job satisfaction (Cunningham and MacGregor, 2000; Schyns and Croon, 2006).

However, organizational research has shown that certain supervisory behaviors contribute to an environment conducive to superior job performance. A hypothesis has proved this by stated that supervision and role stress influence the internal service quality of an insurance sales force through their impact on organizational commitment as an intervening variable (Christo and Gerhard, 1995).

According to Yukl (1981), leadership supervision has received substantial empirical attention in industry and organizational psychology referring to subordinate job-related outcomes. It is important for supervisor to provide supervision over subordinates' role clarification, plan developments, coordination, problem solution, and handling criticizes and pressure in order for them to perform better. Supervision should also be in terms of supportive, friendly, considerate, promotes open communication and recognize their contribution.

Supervisory factors inclusive of initiation of structure and consideration. Both would eventually lead to role stress such as role ambiguity and role conflict. Eventually, it would result in organizational commitment (Ramaswami, Agarwal, and Bhargava, 1993). Thus, researcher led to the hypothesis of satisfaction with supervision will significantly impact organizational commitment in Malaysia.

H4: Satisfaction with work will significantly impact organizational commitment of Malaysian employees.

In The Division of Labor in Society, Adam Smith's recognition of the potential mental health disadvantage for individuals "who would throughout

their lives perform the same number of simple tasks over and over again". Since then, social scientists have documented that poor work environments can increase stress, erode health (Kahn et al., 1982) and have other deleterious effects on psychological functioning (Kohn and Schooler, 1973) whereby all these may depreciate organizational commitment.

Moreover, Loscocco and Spitze (1990) claimed that the potential of work to affect workers' well-being has implications for their levels of productivity, ability to function as citizens, and susceptibility to disease; thus it has important consequences for both society and the individual. Given the outcomes of work qualities for stress and health, it is considered the ways that specific work qualities impact mental health and psychological feelings towards the organization.

Other scholars contend that the quality of the work role is a more critical feature (Barnett et al., 1992). Autonomous jobs allow individuals to make more decisions on their own, control the speed of their work, and have more freedom (Schwalbe, 1985). Similarly, challenging and non-routine work may be associated with occupational roles in which individuals possess greater self-directedness, power, and control (Kohn and Schooler, 1973). Work roles allow individuals to experience and express their own values and goals-and gain personal and social rewards (Pearlin, 1983). Hence, researcher led to the hypothesis of satisfaction with work will significantly impact organizational commitment of Malaysian employees.

H5: Ethical behavior of coworkers will significantly impact organizational commitment of Malaysian employees.

O'Fallon and Butterfield (2005) proposed that peer influence on ethical behavior will significantly impact on employees' organizational commitment. Furthermore, O'Fallon and Butterfield (2005) mentioned that coworkers often

serve as role models for others and their actions will definitely be followed by those newly joined employees. Thus, this will create norms for the workplace. This is consistent to the social learning theory which proposed that people learn new behavior through observing closely associated people's behaviors who surround them (Bandura, 1977). Meanwhile, differential association theory expressed the ethical behavior or unethical behavior conduct of a specific reference group has a significant impact on a person's ethical behavior (Ferrell and Gresham, 1985). These two theories have certified the concrete relationship between coworkers' ethical behavior and organizational commitment.

According to Kish-Gephart et al. (2010) and Treviño, (1986), aspects of the organizational environment, including ethical codes, organizational culture, or coworker behavior, affect how employees respond to moral issues by exerting social influence. The more the individuals acknowledge peers engaging in unethical behavior, the more likely they will engage in the same or similar activities (Jones and Kavanagh, 1996; Keith et al., 2003). These individuals are highly sensitive to peer's influence because they are more likely to place a strong emphasis on their social environment and seek the way to distinguish appropriate from inappropriate behavior from what they learned at the social environment (Kohlberg, 1969).

Besides, it is critically important to understand peers' influence because peers commonly employ normative pressure against peer reporting (Near and Miceli, 1995). Although most employees indicated that they have witnessed unethical behavior, however they are not willing to report the behavior to an authority body (Burton and Near, 1995), especially if the peer is a friend. Even though there is increasing evidence indicating the importance of peer behavior, however researchers have traditionally limited their focus to the "Monkey See, Monkey Do" lens of Social Learning theory (Robinson and O'Leary-Kelly, 1998).

Furthermore, observing unethical peer behavior may also lead employees to feel that they are at a disadvantage, prompting unethical behavior to “level the playing field” or to prevent one from falling behind. These will dramatically lower overall employees’ organizational commitment. Beside that, this suggests adopting additional theoretical frameworks such as Social Identity theory (e.g. “I behaved unethically because unethical behavior is the social norm”) and Social Comparison theory (e.g. “If I do not engage in unethical behavior, I will fall behind my peers”). Thus, researcher led to the hypothesis of ethical behavior of coworkers will significantly impact organizational commitment of Malaysian employees.

H6: Ethical behavior of successful managers will significantly impact organizational commitment of Malaysian employees.

Peterson (2002) suggested that the ethical climate of an organization is linked directly to the employees’ positive behavior and also to the range of negative work behavior including absenteeism and tardiness.

“Those (employees) with at least one negative relationship at work and unethical behavior were significantly less satisfied and reported less organizational commitment” (Morrison, 2008). She proposed that negative workplace relationships and unethical behaviors will impact the level of job satisfaction, organizational commitment, and turnover intentions. Formal managers’ codes of ethics might lead to more positive perceptions of organization’s ethical values (Valentine and Barnett, 2002) and might also impose to higher levels of ethical conduct among employees (McCabe et al., 1996). To the extent that managers’ ethics codes cause employees to believe the organization’s values are compatible with their own, and may lead to higher levels of organizational commitment (Finegan, 2000).

In fact, job dissatisfaction occur when the hygiene factors are either absent or insufficient (Nelson and Quick, 2009). Based on Herzberg's two factor theory, motivation factors were those aspects of the work environment that lead to psychological growth and promoted job satisfaction; hygiene factors were referring as aspects of the work environment that established psychological discomfort and job dissatisfaction. In this scenario, managers' unethical behavior in the organization is considered to be hygiene factor. According to Nelson and Quick (2009), unethical behavior do not encourage human development; instead it influencing the extent of job dissatisfaction. If hygiene factors are well administrated, the result is a higher organizational commitment as decrease in the employee dissatisfaction.

Employees claimed to prefer ethical organizations (Jose and Thibodeaux, 1999), which proposed that managers' awareness of an ethics code may enhance employees' organizational commitment (Fritz et al., 1999). Based on Trevino, Butterfield and McCabe (1998), employees who perceived that the organization supports and encourages ethical conduct are more committed to their organization. Although there is little empirical attention on the relationship between organizational commitment and managers' ethics code, one study of accountants actually did figure out that organizational commitment was higher among employees in organization with ethics codes than in organization without codes. In conclusion, researcher led to the hypothesis of ethical behavior of successful managers will significantly impact organizational commitment in Malaysia.

2.7 Chapter Conclusion

This chapter provides a review of literature background with the intention for a better understanding of current research study. This literature review also highlights some of the studies that have used measures and designs similar to the

current study. The theoretical foundations to improve overall organizational commitment are available for organizations for the purpose to let organizations apply the knowledge and transit it to practical. By summarized a number of major facets of job satisfaction and ethical behavior contributing to the organizational commitment, the relationship of the dependent variable with each independent variables are clearly defined in hypotheses form. In the following chapter, researchers will discuss the research methodology used in this study, including the survey instrumentation, theoretical validation and reliability, pilot testing and pilot results, reliability testing and results, data analysis and ethical considerations.

Chapter 3: METHODOLOGY

3.0 Introduction

A research methodology is a methodical proposition which used to describe how research questions were explored. The means of this chapter is to describe the research methodology implemented in the process of designing to analyzing of raw data in this scrutiny. The constituent of selection manner, timetable, data collection, statistical procedures, and tool utilized in the study are deliberated. In total, there are six essential parts in this research methodology which include research design, data collection techniques, sampling configurations, operational definitions of constructs, measurement scales, and procedures of data analysis.

3.1 Research Design

According to Shaw (1999) and Smith (1998), social science research have been focused on the corresponding value of two fundamentally distinctive and challenging point respectively, the positivist and the phenomenological execution to obtain knowledge. Logical positivism exercises quantitative and experimental techniques to inspect on hypothetical reductive generalizations (Burnell and Morgan, 1985; Remenyi et al., 1998). Contrarily, qualitative techniques are to understand human experience. Amaratunga et al., (2002) also claimed that it explains a circumstance instead of external causes. For some researchers (Hoskisson et al., 1999) the obvious sovereignty of greater quantitative based methodological research techniques in field regarding job satisfaction and organizational commitment shall not be explained as an advocacy in studies of these constituent areas even considering the only substance that is suitable and appropriate for all research questions. The research question and context should

prescribe the selection of alternatives as the most suitable method in the current thinking. Thus, suitability of research design is rationalized by how it best efficiently and effectively achieves the goal of research study (Neuman and Kreuger, 2003). To thoroughly understand the potential relationship between facets of job satisfaction, perceived ethical behavior and the organizational commitment, a non- experimental quantitative research design was chosen.

In this study, a quantitative research was adopted. According to Scheuren (2004), research is explained as “a technique to gather information from a subset of individuals”. Furthermore, the current study try to measure phenomena which are indirectly noticeable, a research with multi-questionnaires is intentional to be a suitable manner to apprehend the results from a comprehensive population in a single period (Gall et al., 2007). The survey tool was designed by using formally tested and validated surveys aggregated to form a specific tool. Two phases have been conducted for this research study. Phase-one is inclusive of pilot study, phase-two is the actual data collecting following the recapitulate and evaluation of the data from the pilot study.

Next, this research can be categorized into descriptive research and causal research. Based on Zikmund (2003), descriptive research uses to describe a population or phenomenon’s characteristics. This research intended to provide a prior knowledge of Malaysian employees’ overall organizational commitment in relation with facets of job satisfaction and perceived ethical behaviors. Nevertheless, Zikmund (2003) also explained causal research as a research to distinguish the cause and effect association between variables as the research problem has been defined. This research is aim to examine the relationships between facets of job satisfaction, and perceived ethical behaviors toward overall organizational commitment.

3.2 Data Collection Method

Data collection is a process of preparing and gathering data. The reason for data collection is to retrieve information to book-keep, to appoint decisions regarding crucial controversies, or to transfer information to other parties. Two types of data collection methods are used in this study; there are the primary data and the secondary data. Due to financial and time constrains, the survey questionnaire was chosen as the primary data source, meanwhile the secondary data collection are from journals, internet, media publications, text books, articles electronic library databases and.

3.2.1 Primary Data

Primary data is a term for data collected from a source. Primary data have not been subjected to processing or any other manipulation, and are also referred to as raw data. Primary data consist of data or information collected for the specific purpose. Primary data are data collected or produced by the researchers in order to point out the research problem. Primary data usually can be collected through survey and observation method. Primary data collection has been adopted in this research and the main source of primary data collection in this study is obtained from survey questionnaire as it is very convenient, cost and time saving. Besides that, questionnaires assure comparability and standardization across respondents' results, subsequently improves the speed and accuracy of recording and facilitate data processing.

For this research, 200 sets of questionnaires were collected. It is very crucial to have an organized and simple structured of questionnaires to allow respondents able to complete the questionnaire without hassle and quicker. Even though primary data requires more budgets as compared to secondary data, it provides the most current information which is needed in this study.

3.2.2 Secondary Data

Secondary data refers to the information that has existed and has been gathered by other researchers for some purposes. Secondary data are gathered from books, journals, articles, and past researchers to exhaust all sources of published information which data already been summarized and analyzed by other parties. The present researchers should analyze and read the secondary data carefully to ensure that it is relevant, accurate, current and impartial. Nonetheless, secondary data probably is outdated or might be not exactly meeting the criteria of the study as it was gathered for some other reasons. Secondary data is easily acquired and not expensive unlike primary data.

The data collected in this research study are basically from reference books, online sources, articles from online journals and the World Wide Web. Data collected from reference books are helpful especially in theoretical aims. In addition, researchers have collected wide range of updated information regarding the related research's topics through ProQuest, Scient Direct, and Emerland website provided by UTAR library service.

Online data collection was used to perform the data collection procedures for this study is due to the advantages gained. According to Couper & Nicholls (1998), researchers can conserve time from data entry, decrease the amount of errors, reduce time and money spent, and avoid the account of missing values in comparison with hardcopy questionnaires. The online survey configuration too, anticipated to maximize the feedback level for the study. Referring to Hancock and Flowers (2001), it is commenced that online response rates are compatible with hardcopy questionnaires' response rates. An obstacle faced during the performance of online survey research is that respondent's favorable connectivity and degree of comfort through the use of computers to complete the survey questionnaire. Furthermore, Harris (2006) claimed that the response rate for surveys requesting participation by medical imaging

professionals increases when the respondents have the choice to participate through using an online service or by completing on paper.

3.3 Sampling Design

Sampling design covers all aspects of how the samples in this study are selected and specified. In survey methodology, the sampling design is an important aspect which provides a basis for the sound measurement of economic and social phenomena from surveys of social science, businesses, and households. A sample from a bigger population and whereby the sampling is the procedure involving all processes which considerably assume an insignificant degree of population to draw an outcome in regard of the aggregate population is known as sample. Sampling design is important for researchers to get reliable information in quicker and cheaper. Thus, researchers tend to scrutinize the measurement and scaling processes as well as questionnaire design (Zikmund, 2003).

3.3.1 Target Population

A survey population composed of a significant value or a defined number which usually known as finite population. Bernard (2000) and Cui (2003) have made individuality between survey population and target population. Target population is explained in form of chosen content, units or item, which reality is hardly to construct because of numerous constraints. Survey population is thus referring the experimentally accessible population or actual study population and for all purposes and intents also known as the sampled population.

Malhotra and Peterson (2006) suggested that target population is the collection of the dimensions that has the information the researcher is interested in. The target population for this study came from all full-time Malaysian employees.

Due to the limited resources, it is always difficult to perform a large sample study which consist the whole Malaysian population. As a result, researchers will select some of the elements in the population to draw conclusion about the entire population through sample population.

The main population for this research study is the full-time Malaysian employees who work at Klang Valley. The eligible of respondents will be working adults who are full-time Malaysian employees in any organizations operated in Malaysia.

3.3.2 Sampling Frame and Sampling Location

The choice of a sample of a specific target population needs the constitution of a sampling frame. Sampling frame is usually in the form of an outlined list used to define researchers' population of interest. It is a set of elements from researchers can choose a sample of the target population (Malhotra and Peterson, 2006). Sampling frame might be irrelevant for this study because the sued of non-probability sampling techniques. The sampling technique used in this survey is simple random sampling method.

Sampling location for this study is Klang Valley's areas instead of the whole Malaysia. The reasons for choosing Klang Valley's areas are due to limited research budget and tight research's time frame.

3.3.3 Sampling Elements

The respondents in this research study are basically working adults, regardless of the gender and races. Some of the selected respondents included UTAR lecturers and staffs, and the employees from different organizations in Malaysia. Respondents are selected randomly to ensure the accuracy of this

study. All the hardcopy form of questionnaires are required to be completed on the spot by the respondents, while the softcopy form of questionnaires are required to be completed by respondents and submit it to us through Google Docs.

3.3.4 Sampling Techniques

There are two types of sampling methods available in the selection frame, which are the probability sampling and the non-probability sampling. Non-probability sampling technique has been used in this study; it is a sampling method whereby the unit of the sample has been chosen referring to the basis of personal judgment and convenience.

This research is done based on convenience sampling. Convenience sampling refers to the sampling processes used to reach the respondents or constituent which is the most convenient (Zikmund, 2003). Convenience sampling is easier to conduct as it helps the researchers to obtain a large number of respondents quickly at a lower cost. Judgment sampling is used as a major sampling process because it is inexpensive, convenient and time-saving. According to Hair, Bush and Ortinau (2006) and Malhotra et al. (2006) as whom the respondents meet the criteria of the study is able to represent the interest of the population.

3.3.5 Sample size

Sample size is the amount of components to be incorporated in the research (Malhotra and Peterson, 2006). Roscoe (1975) proposed the rules of thumb to determine the sample size between 30 and 500 is most appropriate for the most research. This study aims to involve 200 male and female respondents to

participate in the questionnaires for a more reliable and accurate outcome for the research.

3.4 Research Instrument

Research instrument has been used to collect personal data through self-administered questionnaire. Aaker, et al. (2007) described self-administered questionnaire as a questionnaire has to be filled by the respondents without the help or companion of a researcher. A mixed-mode surveys which combines paper surveys and on-line survey to collect data from most participants has been adopted for this research study. The survey instrument was designed to be completed by respondents in approximately 10-15 minutes. The study was strictly voluntary and no personal identification data were collected from the respondents. This is to remain the anonymity of individuals.

In order to ensure the research instrument's quality, the procedures of developing the survey are as followed with four stages construct:

1. Creating an initial survey from a literature review of existing measures
2. Conducting a pilot test with personal interviews to study the survey
3. Modifying the survey in general favor of participants' feedback from the pilot study
4. Implementing a revised survey (Carayon et al., 2006)

Each item of the research instrument was designed to obtain information from Malaysian full-time employees on how feel about facets of job satisfaction and perceived ethical behaviors toward their organizational commitment (Schneider et al., 1996). Therefore, this instrument went through several iterations to achieve the researchers' final goal.

3.4.1 Purpose of Using Questionnaire

Nature of low cost and elimination of interviewer bias have lead to the employed of self-administered questionnaire in this research study. The main purpose of using self-administered questionnaire is due to its ease of getting direct response and feedback by respondents in a shortest time frame.

In preparing the on-line questionnaire, Google Docs was used to collect data from the on-line responds. A few benefits for using web survey such as it can be delivered to numerous respondents in the fastest time through Internet; it can be conducted anytime and anywhere. Its data will automatically saved in electronic form; its further reduce the administration costs; it provides greater accuracy because respondents' scores do not have to be transcribed with the potential of error in data recording; it enables researchers to freely design and implement their survey's format with greater flexibility (Dillman, 2007). In contrast, paper surveys could be another option to gather required data, if a low response rate has occurred.

In addition, both on-line and paper questionnaires do not require as much effort from both respondents and interviewers as verbal communication and telephone survey. It is also considered not too labor intense since no training is needed for the interviewers. Respondents' responses are standardized with closed-form questions, whereby it simplifies the interpreting process from large number of respondents. Furthermore, Zikmund (2003) has claimed that questionnaire is the most convenience and effective instrument which researchers can use to collect first-hand primary data for the information needed for the research study. Lastly, self-administered questionnaire which promote relevancy and accuracy enhanced the basis requirement for judging questionnaires results.

3.4.2 Questionnaire Design

The structured questionnaire is constructed in English language. The data was collected via a self-administered on-line and paper survey instrument using a three-part questionnaire. A copy of the survey is included in the appendix (Appendix 3.0). Section A of the survey consisted of demographic or work characteristics questions. Section B of the survey included five general questions about respondents' overall opinion and feeling toward their organizations. Questions are structured in multiple choice questions for both Section A and B.

Next, Section C of the survey added Likert-type questions investigating participants' perceptions and views concerning the dimensions of job satisfaction and perceived ethical behavior toward organizational commitment. There were three sub-categories in this section which were entitled according to the dependent and independent variables. First sub-section intended to investigate the dependent variable which is organizational commitment. Second sub-section examined the independent variables which referring to the dimensions of job satisfaction such as satisfaction with pay; coworkers; supervision; work. Lastly, third sub-section included respondents' perceived ethical behaviors such as ethical behavior of coworkers, as well as ethical practices of successful managers.

To ease the effort of interpretation, the scale score used are of the number of items in the instrument to create a score is based on the five-point Likert response scale used. The Likert-scale has 5 response categories, which states from 'strongly disagree' to 'strongly agree'. Thus, respondents were asked to signify their level of agreeableness by the scale of ranging from 1 to 5, whereby 1 = strongly disagree and 5 = strongly agree.

1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

3.4.3 Pilot test

A pilot study was configured to examine the research topic, to identify whether variables were measurable with suffice fidelity to be studied in variety experimental conditions. In other words, pilot study enabled researchers to specify several issues that realized from the questionnaire, hence, allowing researchers to identify and solve the issues that probably arise. According to Burns and Bush (2003), a pilot test referring a dry run of the survey on a small, subset set if respondents which served the purpose to reveal questionnaire errors before a real survey questionnaire are launched. Therefore, pilot test was carried out before an actual survey started to enhance the accuracy and reliability of the questionnaire design.

Pilot test for this research study was carried out on a small group consisting of 30 respondents. This helps scan any irrelevant and confusing questions and difficulty to understanding the questions. Free text fields which allowed respondents to give comments, concerns or questions are essentially included in this pilot study. Identity verification issue was not required for the study designed in order to be anonymous to encourage participation. Additionally, there were no incentives associated with the survey completion. Once the pilot test was authenticated, 180 sets of paper questionnaire and 60 sets of on-line questionnaires were printed and distributed to qualified respondents on 1st February 2013. The questionnaires were then completely filled up on 28th February 2013.

3.5 Construct Measurement

3.5.1 Origin of construct

Several previous established survey instruments from few literatures were adopted and used to collect data for this research study. A summary of the constructs is shown in Table 3.1.

Table 3.1: Construct and Sources of Construct Measurement

Construct	Sources
Demographic or Work Characteristics	Developed for the research
General Information	Warr, Cook, and Wall (1979)
Organizational Commitment	Meyer and Allen (2004)
Satisfaction with Pay	Heneman and Schwab (1985); Blau (1994)
Satisfaction with Coworkers	Cellucci and Devries (1978); Spector (1997)
Satisfaction with Supervision	Salyor (1984)
Satisfaction with Work	Cellucci and Devries (1978); Brayfield and Rothe (1951)
Ethical Behaviors of Coworkers and Ethical Behaviors of Successful Managers	Hunt, Chonko and Wilcox (1984)

Source: Developed for the research

Even though this study used scales originally developed in the U.S., is still possible to establish the equivalence of the scales cross-nationally after careful development, pilot testing, and back-translation (Liu, Brog, and Spector, 2004).

Table 3.2: Demographic or Work Characteristics Construct and Measurement Items

Construct	Measurement Items
Demographic or Work Characteristics	1. Gender 2. Age 3. Marital status 4. Educational level 5. Industry that respondents currently working in 6. Years of employment at the current organization 7. Years of working experience, 8. Monthly income.

Source: developed for the research

Table 3.2 indicated the Demographic or Work Characteristics questionnaire which was designed to gather general information about subjects. This section consists of 8 items and respondents were instructed to respond all items with Single-item measure.

Table 3.3: General Information Construct and Measurement Items

Construct	Measurement Items
General Information	<ol style="list-style-type: none">1. Are you thinking about leaving your current employment?2. What factors are contributing to your thinking about leaving the current employment?3. What changes to the current employment system would be sufficient to have you continue employment at the organization?4. What are the most common reasons people leave their current employment?5. It is everyone's responsibility to conduct ethical behaviors in organizational context?

Source: Developed for the research

Table 3.3 above indicates five general items for employees' feeling and opinion regarding facets of job satisfaction and their perceived ethical behaviors toward overall organizational commitment. All items are adopted and modified from Job Satisfaction Scale of the Perceived Intrinsic Job Characteristics (PIJC) scale (Warr, Cook, and Wall, 1979). Originally, PIJC's scale developed to acquire a person's degree of satisfaction with 15 work themes which included physical conditions, fellow workers, freedom to have own judgment, and so on. In general information's construct, respondents were instructed to respond all items with Single-item and multiple choice rating scale.

Table 3.4: Organizational Commitment's Construct and Measurement
Items

Construct	Measurement Items
Organizational Commitment	<ol style="list-style-type: none">1. This organization has a great deal of personal meaning for me.2. I would be very happy to spend the rest of my career with this organization.3. I feel “emotionally attached” to this organization.4. I feel obligation to remain with my current employer.5. Right now, staying with my organization is a matter of necessity as much as desire.6. I feel a sense of belonging to my organization.7. It would be very hard for me to leave my organization right now, even if I wanted to.8. I owe a great deal to my organization.9. One of the few negatives consequences of leaving this organization would be the scarcity of available alternatives.10. I would not leave my organization right now because I have a sense of obligation to the people in it.11. Even if it were to my advantage, I do not feel it would be right to leave my organization now.12. Too much of my life would be disrupted if I decided I wanted to leave my organization.

Source: Developed for the research

Table 3.4 above indicates the items for organizational commitment. As shown in the table above, the variable of organizational commitment consists of 12

items. All these items are adopted and modified from Three-Component Model (TCM) Employee Commitment Survey (Meyer and Allen, 2004). The revised TCM of employee commitment measures three distinct factors of organizational commitment which referring to affective, normative, and continuance commitment. Each factor measures a separate component of the overall commitment process. This unique perspective on commitment involves of three general themes: “affective attachment to the organization, perceived costs associated with leaving the organization and obligation to remain with the organization” (Meyer and Allen, 1991). Respondents were instructed to respond all items with five-point Likert Scales with ranging from (1) ‘strongly disagree’ and (5) ‘strongly agree’.

Table 3.5: Satisfaction with Pay's Construct and Measurement Items

Construct	Measurement Items
Satisfaction with Pay	<ol style="list-style-type: none">1. I am satisfied with my benefit package.2. I am satisfied with my most recent raise.3. I am satisfied with the influence of my supervisor has on my pay.4. I am satisfied with my current salary.5. I am satisfied with my company's pay structure.6. I am satisfied with the information my company gives about pay issues of concern to me.7. I am satisfied with the consistency of my company's pay policies.8. I am satisfied with the differences in pay among jobs in my company.9. I am satisfied with the pay criteria or job evaluation factors used by my company.10. I am satisfied with the accuracy of my most recent performance appraisal.

Source: Developed for the research

Above table 3.5 indicates the items for satisfaction with pay. From above table, the variable of satisfaction with pay consists of 10 items. First 8 items are adopted and modified from Pay Satisfaction: Its Multidimensional Nature and Measurement (Heneman and Schwab, 1985); Last 2 items are adopted and modified from Testing the Effect of Level and Importance of Pay Referents on Pay Level Satisfaction (Blau, 1994). Respondents were required to respond all items with five-point Likert Scales with ranging from (1) 'strongly disagree' and (5) 'strongly agree'.

Table 3.6: Satisfaction with Coworkers' Construct and Measurement Items

Construct	Measurement Items
Satisfaction with Coworkers	<ol style="list-style-type: none"> 1. When I ask my coworkers to do things the job gets done. 2. I enjoy working with my coworkers here. 3. I work with responsible coworkers here. 4. Overall, I am satisfied with my coworkers. 5. The atmosphere among my coworkers is excellent. 6. I do not find much argument and fighting at work. 7. In my workplace, my coworkers communicate in an open and constructive way. 8. My coworkers cooperate fully to get the job done. 9. I get the support I need from my coworkers to get my job done. 10. I feel responsible to my coworkers.

Source: Developed for the research

Table 3.6 projects the items for satisfaction with coworkers. As shown in the table, the variable of satisfaction with coworkers consists of 10 items. First 3 items are adopted and modified from Cellucci and Devries (1978). MJSQ's scale measures job satisfaction in 5 categories: satisfaction with pay, promotions, coworkers, supervisors, and the work itself. Originally, a 20 items MJSQ's scale developed to assess the job satisfaction level of banks employees. On the other hands, last 7 items are adopted and modified from Job Satisfaction Survey (JSS) (Spector, 1997). There were four items to assess satisfaction with coworkers in Spector's original JSS. In subsequent adaptations of JSS (e.g., Liu,

Borg, and Spector, 2004), additional coworker items were developed to adapt the needs of the organization for which the survey was targeted. Thus, 7 such items were used to assess employees' satisfaction with their coworkers in this research study. Respondents were required to respond all items with five-point Likert Scales with ranging from (1) 'strongly disagree' and (5) 'strongly agree'.

Table 3.7: Satisfaction with Supervision's Construct and Measurement

Items

Construct	Measurement Items
Satisfaction with Supervision	<ol style="list-style-type: none">1. My supervisor engages me in the planning process, such as developing work methods and procedures for my job.2. My supervisor gives me adequate information on how well I am performing.3. My supervisor asks my opinion when a work-related problem arises.4. I have a great deal of say over what has to be done on my job.5. On my job, I know what my supervisor expects to me.6. The standards used to evaluate my performance have been fair and objective.7. The information I receive about my performance usually comes on time.8. My last annual performance rating presented a fair and accurate picture of my actual job performance.9. My own hard work will lead to recognition as a good performer.10. I often receive feedback from my supervisor for good performance.

Source: Developed for the research

Table 3.7 above contains the 10 items for satisfaction with supervision. All these items are adopted and modified from Prison Social Climate Survey

(PSCS) (Salyor, 1984). The Bureau of Prisons collects information about other aspects of the work environment and measures internally as part of ongoing assessment of the performance of its institutions through this survey. Originally, the scales of PSCS included measure aspects of organizational operations, satisfaction with supervision, effectiveness in dealing with inmates, and job stress. In this research study, only scale of satisfaction with supervision is adopted to assess how well the respondent feels his or her immediate supervisor is performing. Respondents were guided to respond all items with five-point Likert Scales with anchors of (1) ‘strongly disagree’ and (5) ‘strongly agree’.

Table 3.8: Satisfaction with Work’s Construct and Measurement Items

Construct	Measurement Items
Satisfaction with Work	1. My job is interesting. 2. I feel good about the amount of responsibility in my job. 3. At this very moment, I am enthusiastic about my work. 4. Right now, I feel fairly satisfied with my present job. 5. At this moment, I am finding real enjoyment in my work. 6. Right now, I consider my job to be pleasant.

Source: Developed for the research

Table 3.8 above contains the items for satisfaction with work. The variable of satisfaction with work in this research study has 6 items. First 2 items are adopted and modified from Managerial Job Satisfaction Questionnaire (MJSQ) (Cellucci and Devries, 1978); Last 4 items in the satisfaction with work’s construct are adopted and modified from Overall Job Satisfaction (OJS)

(Brayfield and Rothe, 1951). The validity of OJS has been demonstrated in numerous studies (e.g., Fields, 2002) through its positive correlation with variables that intuitively ought to be related to job satisfaction. Respondents were guided to respond all items with five-point Likert Scales with anchors of (1) ‘strongly disagree’ and (5) ‘strongly agree’.

Table 3.9: Ethical Behavior of Coworkers’ Construct and Measurement

Items

Construct	Measurement Items
Ethical Behavior of Coworkers	<ol style="list-style-type: none"> 1. Coworkers feel that it is not acceptable to make personal calls at work. 2. Coworkers feel that it is not acceptable to take office supplies home. 3. In order to get ahead in their future careers, my coworkers believe that they do not have to compromise personal ethical standards. 4. It is not acceptable for coworkers to accept gifts from others for preferential treatment at work. 5. My coworkers feel that it is not okay to bypass established protocols in order to get work done faster. 6. My coworkers will report others' violation of company policies and rules to superiors.

Source: Developed for the research

Table 3.10: Ethical Behaviors of Successful Managers' Construct and Measurement Items

Construct	Measurement Items
Ethical Behaviors of Successful Managers	<ol style="list-style-type: none">1. Successful managers are generally more ethical than unsuccessful managers.2. In order to succeed at work, one does not need to compromise one's ethics.3. Successful managers do not withhold information that is harmful to their self-interest.4. Successful managers do not make rivals look bad in the eyes of others.5. Successful managers do not look for a "scapegoat" when they feel they may be associated with failure.6. Successful managers do not take credit for the ideas and accomplishment of others.

Source: Developed for the research

As shown in Table 3.9 and Table 3.10 above, both variables of ethical behavior of coworkers and ethical practices of successful managers consists of 6 items. All items are adopted and modified from “Ethical problems of marketing researchers” (Hunt and Wilcox, 1984) and later by “The frequency and opportunity for unethical behavior” (Vitell and Davis, 1990). The purposed of both measurements were to study the ethical work climate in an organization based primarily upon the analysis of the ethical choices made by individuals. Their primary focus was to develop a measurement mainly grounded in a shared-perception approach to ethical assessment (Webber, 2007). Respondents were guided to respond all items with the scale ranged from five-point Likert Scales with anchors of (1) ‘strongly disagree’ and (5) ‘strongly agree’.

3.5.2 Data scale of measurement

Questionnaire is a formalized set of questions to gather information from a sample of individuals. Barlett (2005) claimed that the main purpose of questionnaire (survey research) is “to collect information from one or more people on some set of organizationally relevant construct”. The questionnaire of this study is divided into 3 major sections:

Section A, which consists of 8 questions, is designed with a combination of nominal scale and ordinal scale of measurement. In this section, question 1 (gender), 3 (marital status), and 5 (industry that currently working in) are categories as the nominal scale; whereas question 2 (age), 4 (educational level), 6 (work duration in current organization), 7 (working experience), and 8 (monthly income) are categories as an ordinal measurement. Section A is carried out to further identify the target population’s personal information in order to assist in analyzing the responses.

There are 5 questions for Section B. All questions are designed with nominal scale of measurement. Nominal scale is use to measure nominal data which are completely arbitrary as researchers cannot perform any calculations on these items. Nominal scale of measurement is being used for Section B in order to ease researchers for understanding target population’s general information toward their organizational commitment.

Interval scale of measurement is being applied in Section C to measure respondent’s opinion. Items for variables include organizational commitment, dimensions of job satisfaction, and ethical behavior are measure on five-point Likert Scale ranged from (1) Strongly Disagree to (5) Strongly Agree. Table 3.11 below shows a summary of Likert Scales that has been applied to measure above variables.

Table 3.11: Summary of Likert Scale Used to Measure Variables

Variables	Likert Scale
<u>Dependent Variable:</u> 1. Organizational Commitment	
<u>Independent Variables:</u> 1. Dimensions of Job Satisfaction: - Satisfaction with Pay - Satisfaction with Coworkers - Satisfaction with Supervision - Satisfaction with Work 2. Ethical Behavior: - Ethical Behaviors of Coworkers - Ethical Behaviors of Successful Managers	1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

3.6 Data Processing

Researchers often assume that once they have selected, designed, and distributed their questionnaire, their work is mostly complete. However, in reality, entering, checking, and cleaning the data account for much of the workload.

All survey questionnaires collected from respondents are requires to go through a series of process before it can proceed to the research study's analysis part. In this research study, there are 5 steps involved in the process which performed on a given set of raw data to extract the required information in an appropriate form such as reports, diagrams, or tables. The 5 data processes referring to data checking, data editing, data coding, data transcribing, and data cleaning. Data

processing also provides a guideline for researchers on how to handle incomplete, inconsistent, illegible, ambiguous, or unsatisfactory responses. Researchers attempt to emphasize the treatment of missing data or responses in the overall research study's process.

3.6.1 Questionnaire Checking

Questionnaire checking involves eliminating unacceptable or unsatisfactory questionnaires. Conducting a questionnaire checking enables researchers to detect an incomplete set of questionnaire, figure out some questionnaires which the respondents did not understand or follow the instructions, avoid having little or no variance of questionnaire responses, make sure questionnaires are returned physically complete, and determine whether a participant is qualified for the research study. This step is important for researchers as the completeness and interviewing quality completely affect the research study's analysis result.

In this study, data were checked when the questionnaires for pilot study that distributed out to respondents are returned. Therefore, researchers able to detect any error or problem in an earlier stage and correction can be done as conduct in real surveys. Refer Appendix 3.1 for the edited questionnaires' setting that has been made by researchers after listening to respondents' opinion for the pilot study.

3.6.2 Data Editing

Sometimes, information gathered during data collection may lack of uniformity. For example, data collected from questionnaires might have answers which may not be ticked at proper places, or some questions may be left unanswered. Thus, data editing comes into place to reconstruction those incomplete

questions in a category designed for research's analysis. Data editing referring methods to identify error sources and correct major errors to improve the quality of overall statistical research study. In this research study, researchers comprised immediate data edits' activities which include activities such as typing corrections on open-ended questions, and automatic edit checks when out of range answers are not accepted.

3.6.3 Data Coding

Data coding referring translate questionnaires' answers into numerical values or assigning numbers to the various categories of a variable to be used in data analysis. Codes are assigned before going to the field while constructing the questionnaire. Therefore, pose data collection; pre-coded items are fed to the computer for processing and analysis purpose. Typically, numerical numbers which range from 0-9 are being used as the codes because they can easily transfer the data into computer programs in the shortest time possible. In this research study, researchers are using Statistical Package for the Social Sciences (SPSS) Data Entry Program version 17.0 for Windows to perform data coding's activity.

3.6.4 Data Transcribing

Data transcription involved close observation of data through repeated careful listening or watching, and this is an important step in overall data analysis process. For current research study, researchers transcribe all questionnaires' coded data onto disks or directly into computer by keypunching (Malhotra and Peterson, 2006). Once the data is being scanned by optical scanning, it will sent by computer memory and turns into the transcribed data.

3.6.5 Data Cleaning

Sensitivity of chosen statistical analysis method on outlying the missing values can have major consequences in terms of the total effort that the researchers want to invest to detect and measure. Besides, it also affects the decisions about what to do with missing data (whether to impute) and with the remaining outliers (whether to eliminate, remain unchanged, or weight during analysis). To objectives to determine required precision of the outcome measures and the acceptable error rate, therefore, it is necessary for investment in data cleaning.

3.7 Data Analysis

The statistical software program used to conduct data analysis for this research study will be the Statistical Package for the Social Sciences (SPSS) full version 17.0 for Windows. All data was analyzed using SPSS to examine the mean score, standard deviation, cumulative percentage distribution, and additional information about dimensions of job satisfaction and ethical behavior toward organizational commitment.

3.7.1 Descriptive Analysis

Burns and Bush (2003) defined descriptive analysis as a method to describe or summarize the sample characteristics of the respondents and disclose a general pattern of response. It describe the characteristics of each variable such as count and percentages For the current research study, descriptive analyses were used to summarize the mean, median, mode, and standard deviation. Generally, the goal was that enables researchers understood the entire situation, which the respondents have filled in, and the dispose of basic data.

Table 3.12 below shows a summary of the continuous data which is obtained from the nominal and ordinal scales, the central tendency (mode) and the bar chart are used to explain the sample characteristics. On the other hands, for data which obtained from the interval and ratio scales, the proposed measures of descriptive analysis include central tendency (median and mean), dispersion (standard deviation), distribution (skewness and kurtosis).

Table 3.12: Appropriate Scaling Situations for Various Descriptive Statistics

Level of Measurement	Type of scale		
	Nominal	Ordinal	Interval or Ratio
Central tendency (characterizes the most typical response)	Mode	Median	Mean
Dispersion (variability) (indicates how similar the responses are)	Frequency or percentage distribution	Cumulative percentage distribution	Standard deviation, Range
Diagram	Bar Chart or Pie Chart	Bar Chart or Pie Chart	Histogram

Adapted from: Burns and Bush (2003) Marketing Research: Online research Applications (4th Ed.). New Jersey: Prentice Hall.p.445

3.7.1.1 Frequency Distribution

The main purpose of measuring frequency distribution is to conveniently summarize the data which have collected by researchers through counting the responses for each level of a given variable. The counts, or frequencies, are named as frequency distribution analyses which are commonly accompanies by the percentages as well as the cumulative percentages. Objectives of frequency distribution is to immediately disclose the number of nonresponses or missing values, outliers or extreme values, and the central tendency, variability, and the distribution's shape. In this research study, frequency distribution is being used to learn about the content of collected data thus contributing decisions to researchers about how the collected data is structured. Additionally, frequency distribution also served as a foundation for researchers to run other analyses.

3.7.2 Scale Measurement

In this research study, reliability and validity of the measurement will be tested in scale measurement.

3.7.2.1 Reliability Test

According to Shuttleworth (2009), reliability is an absolute necessary fundamental of validity. However, on its own, it is not an adequate measure of validity. Reliability refers to the extent to which a scale produces consistent results provided the repeated measurements are made on the characteristics (Malhotra and Peterson, 2006). Validity is defined as the strength of final results and whether they are regarded as accurately describing the true physical phenomena. "A test can be reliable but may

not be valid, whereas a test cannot be valid yet unreliable.” Subsequently, reliability simply describes the consistency of a given set.

The spectrum components in the research were determined with the use of Cronbach’s Alpha whereby through the calculation of averaging coefficient resulted from whole potential combinations of all possible split halves. In other words, coefficient of Cronbach’s Alpha and items to total correlation are adopted in this research study in order to test the internal consistence of the variables. The greater the intensity of the relationship between the scores derived from the repetitive measurement supports that the more reliable the scale portraits. If the Cronbach’s Alpha is greater than 0.7 means the variables have high reliability. However, if the Cronbach’s Alpha is between 0.5 and 0.7 that means the internal consistence of the variables are acceptable.

3.7.3 Inferential Analysis

Burns and Bush (2006) stated the function of inferential analysis is to generate conclusions about the target population’s characteristics based on information contain in the data matrix provided by the sample. The very first step in conducting inferential analysis is to establishing the representativeness of the smaller sample population, which is usually based on a random distribution. In this research study, SPSS was employed to carry out the two types of inferential analysis which are Pearson’s Correlation Analysis, and Multiple Regression Analysis.

3.7.3.1 Pearson’s Correlation Analysis

Pearson's correlation coefficient (r) is a method of examining the strength or relationship of the association among independent variable, dependent

variable, moderator, mediator or related control variable. Its objective is to determine the degree and type of relationship between the variables. Table 3.13 shown Correlation ranges from +1 to -1 where values nearer to +1 represent a high-degree of positive correlation and values nearer to -1 represent a high degree of negative correlation. Meanwhile, for values which are nearer to 0 represent no correlation (Davis, 1990). Correlation is a good instrument in discovering potential associations between variables; however, it does not suggest any causal relationships between the variables. In this research study, Pearson's Correlation is used to examine the strength of the association between the independent variables which are satisfaction with pay; coworkers; supervision; work; as well as ethical behavior of coworkers and successful managers.

Table 3.13: Davis' conventions for the description of Association

Correlation Coefficient	Description Term Used
1.00	Perfect association
0.70 – 0.99	Very high association
0.50 – 0.69	Substantial association
0.30 – 0.49	Moderate association
0.10 – 0.29	Low association
0.01 – 0.09	No association

3.7.3.2 Multiple Regression Analysis

The main aim of Multiple Regression is to learn more about the relationship between several independent or predictor variables and a dependent or criterion variable. Multiple regression analysis is to test the effects of an independent variable on a single dependent variable. Regression tests the deviation regarding the means and the variables must all be in least of interval scaled. Regression analysis also enables

to measures the extent of influence of independent variables on dependent variable.

The basis of Multiple Regression Equation:

$$Y = a + b_1 * X_1 + b_2 * X_2 + \dots + b_p * X_p$$

Y represents the dependent variable, a represents constant or intercept, and b represents the partial regressions coefficients. Besides, partial regressions coefficients also represents the expected change in the dependent variable is changed by one unit and other independent variables are held constants.

Hence, a relationship between variables has exist if the strength of the relationship $\alpha = 0.05$, thus the bigger the amount of α may anticipate the stronger relationship between variables.

3.8 Chapter Conclusion

In conclusion, Chapter 3 reported the methodology and procedures for conducting this research study. After a brief introduction, a description of the research methods and research design, selection of the population, survey instruments, data collection procedure, pilot resting results, and consequential data processing methods were defined. The following chapter will report on the results obtained from the research study as well as discussion and interpretation of hypotheses.

Chapter 4 Data Analysis

4.0 Introduction

This chapter reviews the results of the statistical analyses for the main factors and reports on response rate, demographics, general information about overall organizational commitment, internal reliability, and inferential analyses. In this chapter data were presented and analyzed by using Statistical Package Social Science Version (SPSS) 17.0 in order to answer six research questions and six null hypotheses which generally ask will organizational commitment of Malaysian employees being affected by dimensions of job satisfaction and perceived ethical behaviors. Researchers have divided this chapter into 3 parts. In first part, researchers attempt to conduct descriptive analysis in order to describe the demographic profile of the respondents and central tendencies measurement of the constructs. Followed by scale measurement which is use to examine the internal reliability test. Lastly, inferential analyses have been conducted to provide collected data' results tested by Pearson Correlation Analysis, Multiple Regression Analysis, and Hypotheses testing.

4.1 Survey Distribution and Return Rates

As previously described, both online and paper self-administered questionnaires were distributed and collected over one month time period. 180 sets of paper questionnaires and 60 sets of online questionnaires have been distributed by researchers (Total distributed $n = 240$). Overall return questionnaires rate was approximately 77.5% (136 sets of paper questionnaires and 50 sets of online questionnaires; Total returned $n = 186$). While all of the respondents offered valid

data, only 95.6% ($n = 178$) answered every question on the survey including all of the eight demographic questions.

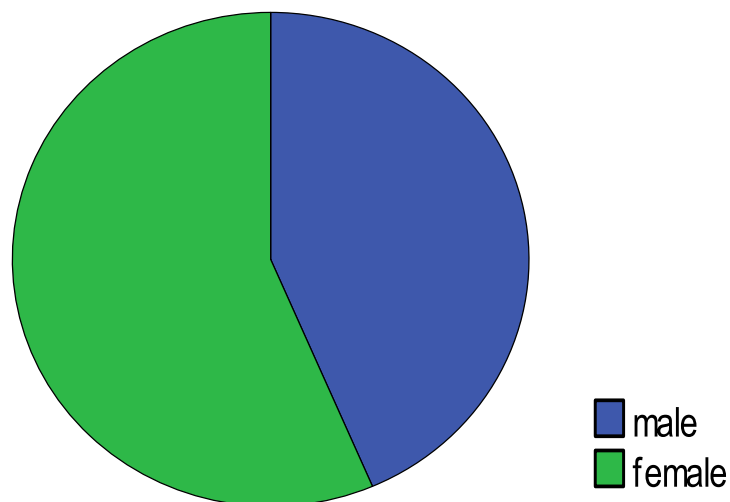
4.2 Descriptive Analyses

4.2.1 Respondent Demographic Profile

Table 4.1: Respondents' Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	81	43.5	43.5	43.5
Female	105	56.5	56.5	100.0
Total	186	100.0	100.0	

Figure 4.1: Respondents' Gender



Based on the data collected in Table 4.1, there are total of 186 questionnaires returned by respondents. They are 81 (43.5%) male respondents and 105 (56.5%) respondents are female.

Table 4.2: Respondents' Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <25	71	38.2	38.2	38.2
25-34	74	39.8	39.8	78.0
35-44	26	14.0	14.0	91.9
45-54	10	5.4	5.4	97.3
55 and above	5	2.7	2.7	100.0
Total	186	100.0	100.0	

Figure 4.2: Respondents' Age

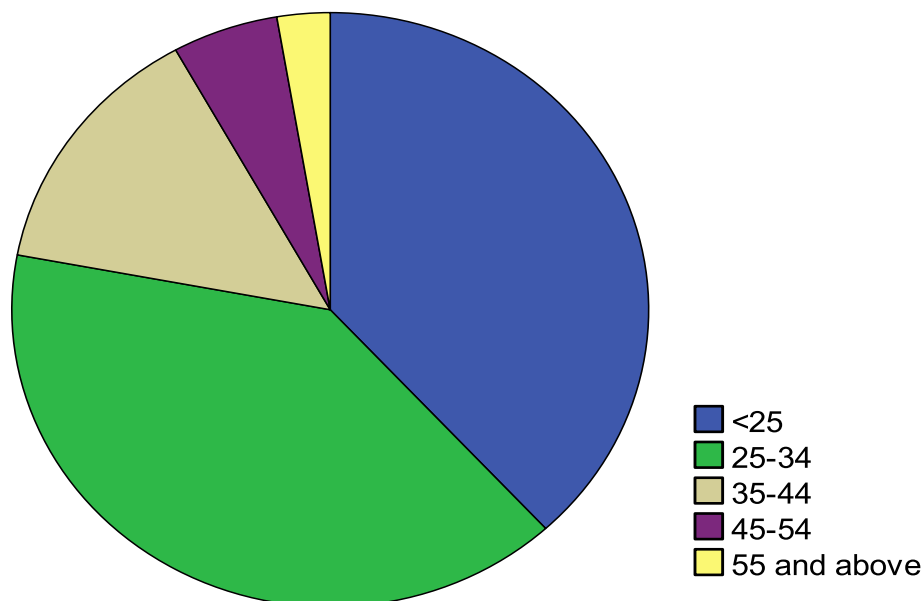
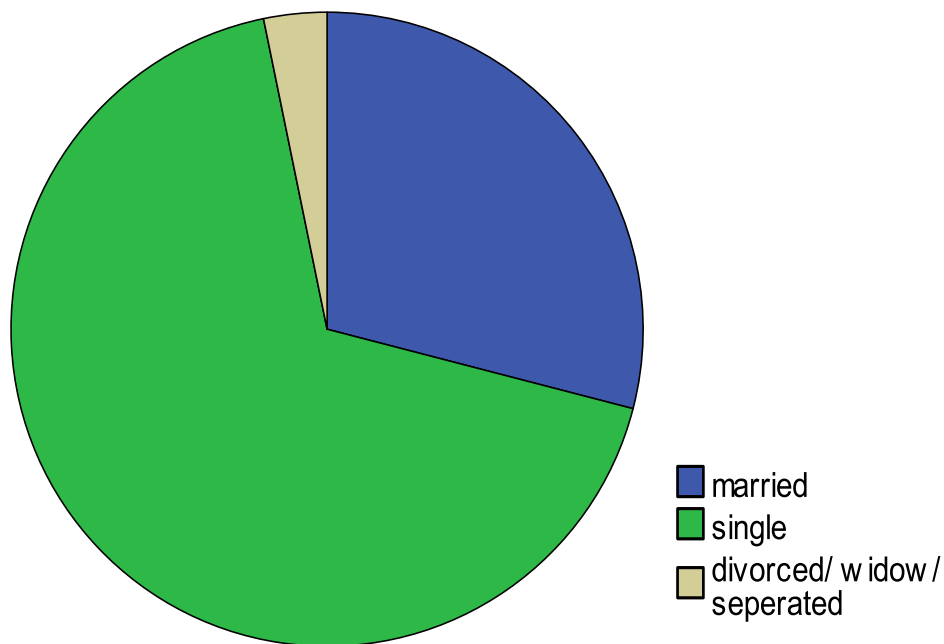


Table 4.2 and figure 4.2 show the range of age of the 186 respondents. As shown above, there are 74 (39.8%) respondents are aged between 25-34 years old, 71 (38.2%) respondents are below 25 years old. 26 (14.0%) respondents aged between 35-44 years old, 10 (5.4%) respondents aged between 45-54 years old, and 5 (2.7%) respondents aged 55 years old and above.

Table 4.3: Respondents' Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	54	29.0	29.0	29.0
Single	126	67.7	67.7	96.8
Divorced/ widow/ separated	6	3.2	3.2	100.0
Total	186	100.0	100.0	

Figure 4.3: Respondents' Marital Status



Based on Table 4.3 and Figure 4.3, it can be seen that most respondents were single, which constitute 126 (67.7%), followed by 54 (29.0%) respondents whom are married and only 6 (3.2%) respondents are divorce/separate/widower.

Table 4.4: Respondents' Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SPM	19	10.2	10.2	10.2
STPM/ Pre-U/ Diploma	38	20.4	20.4	30.6
Bachelor Degrees	114	61.3	61.3	91.9
Master Degrees	14	7.5	7.5	99.5
Others	1	.5	.5	100.0
Total	186	100.0	100.0	

Figure 4.4: Respondents' Education Level

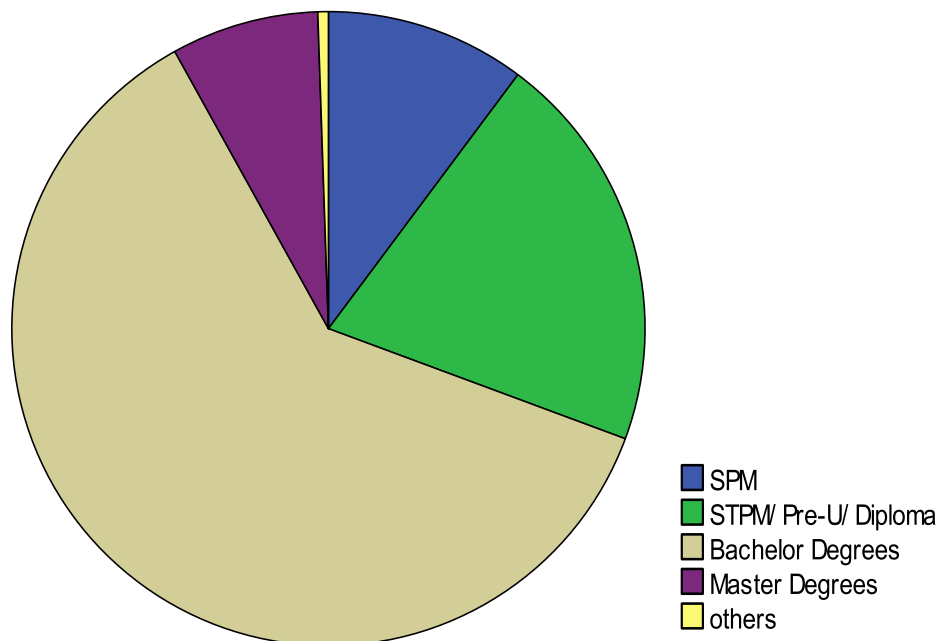


Table 4.4 and Figure 4.4 show the educational level of 186 respondents, majority of the respondents held the Bachelor degree, which consist of 114 (61.3%). 19 (10.2%) respondents are SPM holders, 38 (20.4%) respondents are STPM/Pre-U/Diploma, and Master degree holders are 14 (7.5%). While other educational level respondents is only 1 (0.5%).

Table 4.5: Respondents' Current Working Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ACC/ FIN	35	18.8	18.8	18.8
	Admin/ HR	28	15.1	15.1	33.9
	Sales / Mktg	36	19.4	19.4	53.2
	Services	23	12.4	12.4	65.6
	Computer/ IT	28	15.1	15.1	80.6
	Engineering	11	5.9	5.9	86.6
	Manufacturing	5	2.7	2.7	89.2
	Healthcare	6	3.2	3.2	92.5
	Others	14	7.5	7.5	100.0
	Total	186	100.0	100.0	

Figure 4.5: Respondents' Current Working Industry

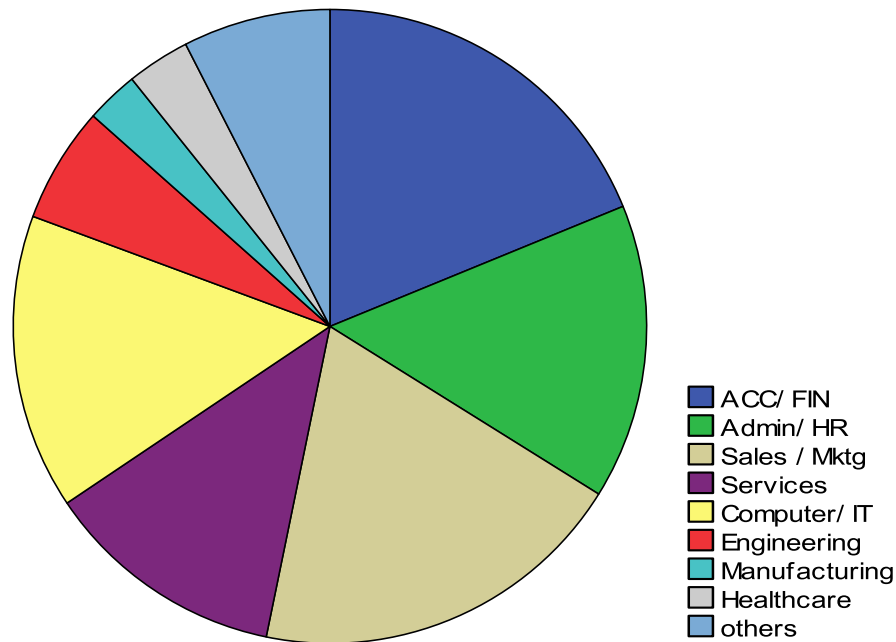


Table 4.5 and Figure 4.5 show the current working industry of 186 respondents. 36 (19.4%) respondents are working in sales or marketing industry. 35 (18.8%) respondents are working in accounting or finance industry. There are both 28 (15.1%) respondents working in administration or human resource and computer or information technology. 23 (12.4%) respondents are working in services industry. 11 (5.9%) respondents are working in engineering industry. 6 (3.2%) respondents are working in healthcare industry and 5 (2.7%) respondents are working in manufacturing industry. Lastly, 14 (7.4%) of the respondents are working in other industries.

Table 4.6: Respondents' Working Period in Current Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <1	49	26.3	26.3	26.3
1-3	77	41.4	41.4	67.7
4-6	41	22.0	22.0	89.8
7-9	8	4.3	4.3	94.1
10 and above	11	5.9	5.9	100.0
Total	186	100.0	100.0	

Figure 4.6: Respondents' Working Period in Current Company

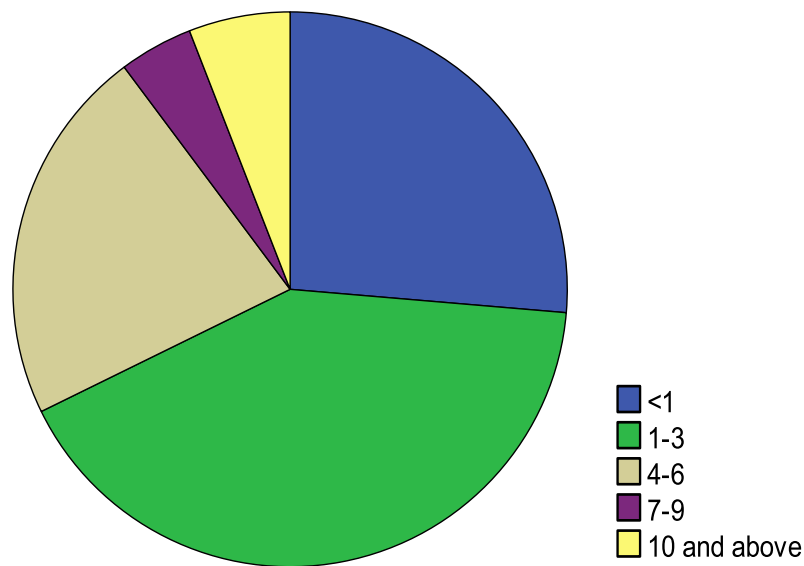


Table 4.6 and Figure 4.6 show how long have the respondents been working in their current company. Most of the respondents have been working in their company for 1-3 years which are 77 (41.4%) of them. 49 (26.3%) respondents have been working in their current company for less than 1 year. 41 (22.0%) respondents have been working for 4-6 years in their current company. 11 (5.9%) of them have been working for 10 years and above in their current company. Lastly, there are 8 (4.3%) of them have been working for 7-9 years in their current company.

Table 4.7: Respondents' Job Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <1	20	10.8	10.8	10.8
1-3	55	29.6	29.6	40.3
4-6	38	20.4	20.4	60.8
7-9	27	14.5	14.5	75.3
10 and above	46	24.7	24.7	100.0
Total	186	100.0	100.0	

Figure 4.7: Respondents' Job Experience

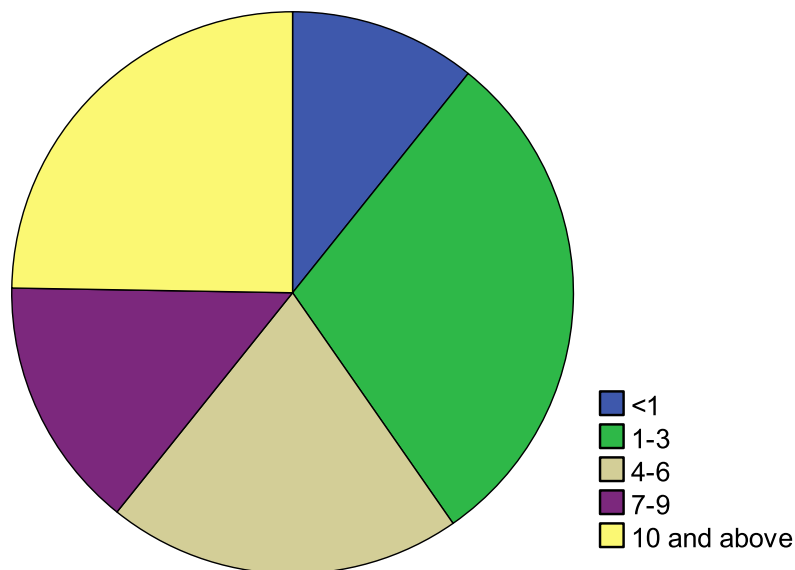


Table 4.7 and Figure 4.7 show the job experience of the respondents. There are 55 (29.6%) of respondents who have 1-3 years of job experiences. 46 (24.7%) respondents have 10 years and above job experiences. 38 (20.4%) respondents have 4-6 years of job experiences. 27 (14.5%) respondents have 7-9 years of job experiences and 20 (10.8%) respondents have less than 1 year of job experiences.

Table 4.8: Respondents' Monthly Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <1000	16	8.6	8.6	8.6
1001-3000	75	40.3	40.3	48.9
3001-5000	50	26.9	26.9	75.8
5001-7000	26	14.0	14.0	89.8
7001-9000	6	3.2	3.2	93.0
9001 and above	13	7.0	7.0	100.0
Total	186	100.0	100.0	

Figure 4.8: Respondents' Monthly Income

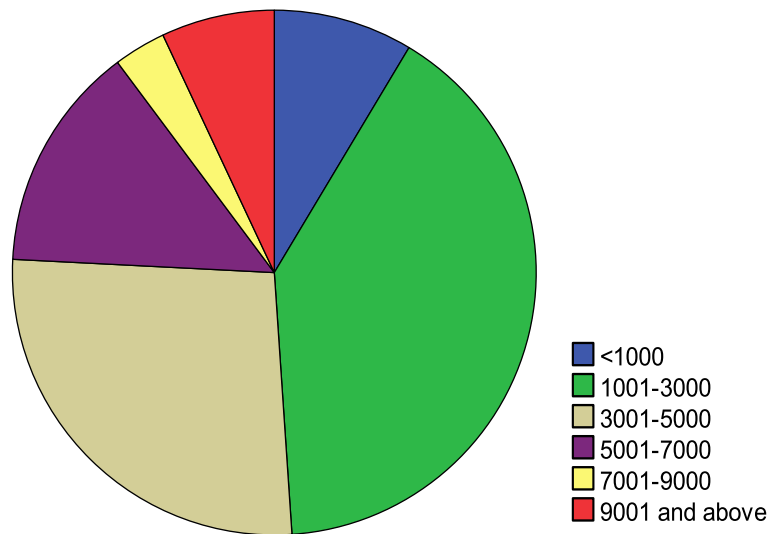


Table 4.8 and Figure 4.8 show the monthly income of 186 respondents. Most of the respondents have monthly income of between RM 1001-RM 3000, which is 75 (40.3%) respondents. 50 (26.9%) respondents have monthly income of between RM 3001-RM 5000, and 26 (14.0%) respondents having RM 5001-RM 7000 monthly income. 16 (8.6%) respondents have less than RM 1000 of monthly income. 13 (7.0%) respondents have monthly income of RM 9001 and above. Only 6 (3.2%) respondents are having income of between RM 7001-RM 9000.

4.2.2 Respondents' General Information

Table 4.9: Respondents' intention to leave current employment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	63	33.9	33.9	33.9
No	123	66.1	66.1	100.0
Total	186	100.0	100.0	

Figure 4.9: Respondents' intention to leave current employment

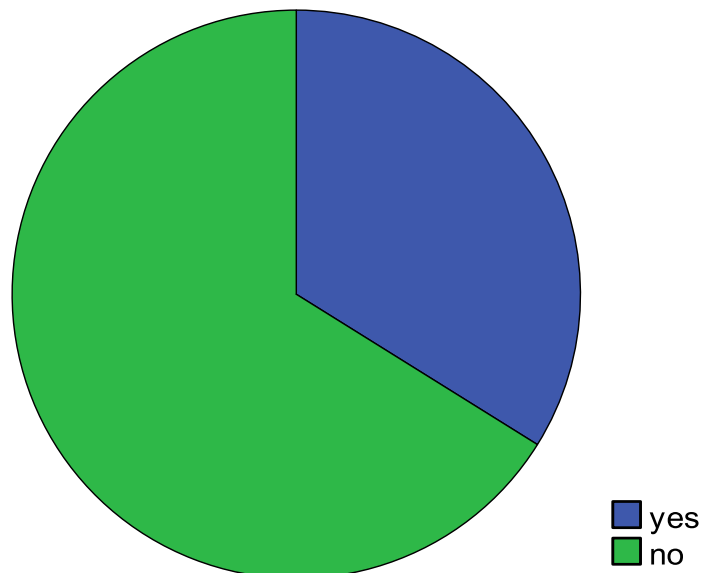


Table 4.9 and figure 4.9 show the 186 respondents' intention to leave their current employment. Most of the respondents have no intention in leaving their current employment which is 123 (66.1%) of them. 63 (33.9%) respondents have the intention to leave their current employment.

Table 4.10: Responsibility to conduct Ethical Behaviors

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	168	90.3	94.4	94.4
No	10	5.4	5.6	100.0
Total	178	95.7	100.0	
Missing System	8	4.3		
Total	186	100.0		

Figure 4.10: Responsibility to conduct Ethical Behaviors

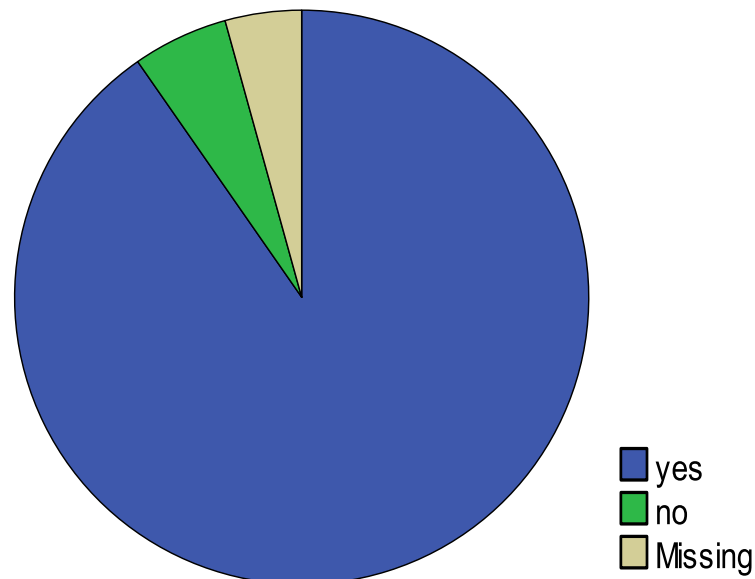


Table 4.10 and figure 4.10 show the responsibility to conduct ethical behaviors of 186 respondents. There are 168 (90.3%) of them have chosen yes, it is their responsibility to conduct ethical behaviors. While there are 10 (5.4%) of them have chosen it is not their responsibility to conduct ethical behaviors. 8 (4.3%) of them have not chosen any answer for this question.

Table 4.11 : Reasons why people leave their current employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Salary Structure	156	42.3	87.6	42.3
	Insufficient Employee Empowerment	60	16.3	12.4	56.8
	Management Issues	76	20.7	100.0	79.3
	Working Environment	76	20.7		100.0
	Total	368			

Table 4.11 shows the common reasons why people leave their current employment. There are 156 (42.3%) respondents chose salary structure as the main reasons people leave their current employment. Both 76 (20.7%) respondents think that management issues and working environment are the main reasons people leave their current employment. While there are only 60 (16.3%) respondents think that insufficient employee empowerment is the main reason why people leave their current employment.

4.3 Scale Measurement

According to Sekaran (2003) shows that there are three objectives for data analysis. Sorting and editing of collected data, testing the goodness of data as well as testing the hypotheses developed for the research study is the first objective. The second objective is to test the data's goodness by implementing the scale measurement section. Last objective is to decide the tools which will be used to test the data's goodness. In this research study, the tools that researchers used are reliability and validity analysis.

4.3.1 Pilot Study's Internal Reliability Test

Table 4.12: Pilot Study's Internal Reliability Test

No.	Construct	Cronbach's Alpha	Number of Item
1.	Organizational Commitment	0.656	12
2.	Satisfaction with Pay	0.935	20
3.	Satisfaction with Coworkers	0.767	10
4.	Satisfaction with Supervision	0.849	10
5.	Satisfaction with Work	0.553	7
6.	Ethical Behavior of Coworkers	0.643	6
7.	Ethical Behaviors of Successful Managers	0.713	6

Source: Developed for the research

4.3.2 Internal Reliability Test

Table 4.13: Internal Reliability Test

No	Construct	Cronbach's Alpha	Number of Item	Number of Item Dropped
1.	Organizational Commitment	0.807	12	-
2.	Satisfaction with Pay	0.841	10	-
3.	Satisfaction with Coworkers	0.932	10	-
4.	Satisfaction with Supervision	0.894	10	-
5.	Satisfaction with Work	0.893	6	-
6.	Ethical Behavior of Coworkers	0.741	6	-
7.	Ethical Behaviors of Successful Managers	0.728	6	1

Source: Developed for the research

The objective of Cronbach's Alpha is to investigate and measure the level of internal reliability of the seven constructs which consists of one dependent variable and six independent variables. Overall, 71 items for pilot study's reliability test and 59 items for internal reliability test have been included in order to run the both internal reliability test of all variables.

According to Malhotra and Peterson (2006), when Cronbach' Alpha coefficient of a variable is below 0.6, the variable's reliability is considered to be weak. However, if the Cronbach' Alpha coefficient of a variable score is 0.6 to 0.8, the variable is counted to be moderate strong. Nevertheless, whenever a variable's Cronbach' Alpha coefficient score falls in the range of 0.8 to 1.0 indicated the variable has a very strong reliability.

Referring Table 4.12 for the Pilot Study's internal reliability test, only two of the dimensions of job satisfaction constructs are considered very strong because both alpha coefficients are between 0.8 and 1.0, which referring the satisfaction with pay and supervision constructs. The satisfaction with coworkers construct is considered moderate strong as its alpha coefficients is between 0.6 and 0.8. However, satisfaction with work construct is considered unacceptable as its alpha coefficient is below the acceptable minimum level of 0.6 for further analysis. On the other hand, internal reliability coefficients for both ethical behaviors of coworkers and successful managers are considered moderate strong as all alpha coefficients are between 0.6 and 0.8. In overall, all 71 items are used to examine the seven constructs as the table above.

Next, based on Table 4.13 internal reliability test, twelve items have been used to test organizational commitment with alpha coefficient 0.807. Besides, the alpha coefficient for ten items of satisfaction with pay is 0.841. The alpha coefficient for ten items of satisfaction with coworkers is 0.932 and for the satisfaction with supervision, the alpha coefficient is 0.894 which measured

by ten items. In addition, six items are being used to measure satisfaction with work and the alpha coefficient is 0.893. Lastly, ethical behavior of coworkers and successful managers are measured by six items respectively and their alpha coefficients were 0.741 and 0.728 accordingly.

In conclusion, the internal reliability coefficients for the dimensions of job satisfaction's construct are considered very strong because all alpha coefficients are in between 0.8 and 1.0, which is acceptable to continue with the further analysis. On the other hand, internal reliability coefficients for both ethical behaviors of coworkers and successful managers are considered moderate strong because all alpha coefficients are in between 0.6 and 0.8. One item, which referring to Question 1 from ethical practices of successful managers' construct has been dropped from the entire constructs' items in order to enhance the stated construct's reliability level. In overall, all 59 items that have been used to measure the seven constructs are consistent and stable. Therefore, there are reliable relationships among the items for further analyses.

4.4 Inferential Analyses

In order to test all six hypotheses in this research study, inferential analyses have been conducted by researchers. According to Burns and Bush (2003), inferential analyses served the function to come out with conclusion which is about the target population's characteristics of the sample data. The role of inferential analyses includes hypotheses testing and forecasting the correct value of the population based on the provided sample information.

4.4.1 Pearson Correlation Analysis

Table 4.14: Correlation Matrix of Seven Constructs

	OC	SP	SC	SS	SW	EC	EM
OC Sig. (2-tailed)	1						
SP Sig. (2-tailed)	0.654** 0.000	1					
SC Sig. (2-tailed)	0.525** 0.000	0.524** 0.000	1				
SS Sig. (2-tailed)	0.439** 0.000	0.535** 0.000	0.397** 0.000	1			
SW Sig. (2-tailed)	0.540** 0.000	0.648** 0.000	0.559** 0.000	0.563** 0.000	1		
EC Sig. (2-tailed)	0.396** 0.000	0.426** 0.000	0.416** 0.000	0.304** 0.000	0.430** 0.000	1	
EM Sig. (2-tailed)	0.323** 0.000	0.415** 0.000	0.367** 0.000	0.237** 0.000	0.423** 0.000	0.405** 0.000	1

** Correlation is significant at the 0.01 level (2-tailed)

N = 178

OC = Organizational Commitment (Dependent Variable)

SP = Satisfaction with Pay

SC = Satisfaction with Coworkers

SS = Satisfaction with Supervision

SW = Satisfaction with Work

EC = Ethical Behavior of Coworkers

EM = Ethical Behaviors of Successful Managers

Source: Survey

The table 4.14 above has indicated correlation matrix examining the relationship among the seven construct. It shows that there are positive relationship between the independent and dependent variable.

The Pearson Correlation Analysis of satisfaction with pay is substantial associate with the dependent variable, organizational commitment at r-value of 0.654, $p < 0.01$. Based on this analysis, H_1 is supported. Therefore, there is a significant impact of satisfaction with pay towards organizational commitment of Malaysian employees.

Second variable is satisfaction with coworkers which has r-value of 0.525, $p < 0.01$. This proves that H_2 is supported as it is substantial associate with dependent variable. Thus, there is a significant impact of satisfaction with coworkers towards organizational commitment of Malaysian employees.

The third variable is satisfaction with supervision that has its r-value of 0.439, $p < 0.01$. This indicated that there is a moderate association between satisfaction with supervision and organizational commitment. Besides, satisfaction with work which is the forth variable has the r-value of 0.540, $p < 0.01$. Thus, researchers proposed that there is also a substantial association between satisfaction with work and organizational commitment of Malaysian employees.

Lastly, the fifth and sixth variables which referring to the ethical behavior of coworkers and successful managers have moderate associate relationships with organizational commitment separately. The r-value for the fifth and sixth variables are 0.396 and 0.323, $p < 0.01$ respectively. Therefore, researchers claimed that there are relatively weak relationships between ethical behaviors of coworkers and organizational commitment, as well as ethical behaviors of successful managers towards overall organizational commitment.

4.4.2 Multiple Regression Analysis

In this research study, Multiple Regression Analysis will be used to measure and investigate the relationship of independent variables that consist of satisfaction with pay, satisfaction with coworkers, satisfaction with supervision, satisfaction with work, ethical behavior of coworkers and successful managers toward a single metric dependent variable which referring overall organizational commitment of Malaysian employees. Multiple Regression Analysis can be successfully conducted for this research study due to the variables' measurement scales are measured by Likert scale (interval scale).

Table 4.15: Result of strength of relationship between SP, SC, SS, SW, EC, and EM towards OC

Model Summary (Stepwise method)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.654 ^a	0.427	0.424	0.54481
2	0.688 ^b	0.473	0.467	0.52403

a. Predictors: (Constant), AVG_SP

b. Predictors: (Constant), AVG_SP, AVG_SC

c. Dependent variables: AVG_OC

OC = Organizational Commitment (Dependent Variable)

SP = Satisfaction with Pay

SC = Satisfaction with Coworkers

Source: Developed for the research

Table 4.15 indicated that there is a significant relationship of six independent variables toward dependent variable at r-value of 0.688. Next, the coefficient of determination (R^2) is 0.473. This show that 47.3 percent of total variation in organizational commitment of Malaysian employees can be explained from the dimensions of job satisfaction which referring satisfaction with pay, and satisfaction with coworkers.

Table 4.16: Result of test for significance for SP, SC, SS, SW, EC, and, EM on OC

ANOVA^c (Stepwise Method)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.973	1	38.973	131.304	0.000 ^a
	Residual	52.239	176	0.297		
	Total	91.212	177			
2	Regression	43.156	2	21.578	78.578	0.000 ^b
	Residual	48.056	175	0.275		
	Total	91.212	177			

a. Predictors: (Constant), AVG_SP

b. Predictors: (Constant), AVG_SP, AVG_SC

c. Dependent Variable: AVG_OC

OC = Organizational Commitment (Dependent Variable)

SP = Satisfaction with Pay

SC = Satisfaction with Coworkers

Source: Developed for the research

The ANOVA table shows that the F value of 78.578 is significant at the 0.05 level which $p=0.000$, it is not greater than 0.05. According to the table above, it indicated that the regression model result can only able to examine organizational commitment of Malaysian employees by satisfaction with pay and satisfaction with coworkers but unable to measure by satisfaction with supervision, satisfaction with work, ethical behavior of coworkers and successful managers.

Table 4.17: Result of nature of relationship of between SP and SC on OC

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.427	0.171		8.361	.000		
AVG_SP	0.568	0.050	0.654	11.459	.000	1.000	1.000
2 (Constant)	0.976	0.201		4.864	.000		
AVG_SP	0.453	0.056	0.522	8.107	.000	0.726	1.378
AVG_SC	0.222	0.057	0.251	3.903	.000	0.726	1.378

a. Dependent Variable: AVG_OC

N = 178

OC = Organizational Commitment (Dependent Variable)

SP = Satisfaction with Pay

SC = Satisfaction with Coworkers

Source: Developed for the research

Table 4.17 above indicates that the relationship can be translated as the following equation:

Equation of the regression model:

$$OC = 0.976 + 0.453 SP + 0.222 SC$$

Whereby,

$$R^2 = 0.473$$

$$F = 78.578$$

From the linear equation above, there are only two positive relationships between two independent variables which referring satisfaction with pay and satisfaction with coworkers toward the dependent variable, organizational commitment of Malaysians employees. This study shows that by increasing 1 value unit of organizational commitment, satisfaction with pay will increase by 0.453 and the other independent variables remain the same. While increasing 1 value unit of satisfaction with coworkers, organizational commitment will increase by 0.222 and the other independent variables remain unchanged.

Besides, Table 4.17 also shows indicated that satisfaction with pay has the most powerful influence on organizational commitment of Malaysian employees at standardized coefficient value $\beta = 0.522$. This is followed by satisfaction with coworkers with the standardized coefficient value $\beta = 0.251$.

4.4.2.1 Test of Significant

**Table 4.18: Result of nature of relationship of between SS, SW, EC, and EM
on OC**

		Excluded Variables			
		Beta In	t	Sig.	Partial Correlation
2	AVG_SS	0.087 ^b	1.320	0.189	0.100
	AVG_SW	0.118 ^b	1.548	0.123	0.117
	AVG_EC	0.091 ^b	1.454	0.148	0.110
	AVG_EM	0.018 ^b	0.291	0.771	0.022

a. Predictors in the Model: (Constant), AVG_SP

b. Predictors in the Model: (Constant), AVG_SP, AVG_SC

c. Dependent Variable: AVG_OC

OC = Organizational Commitment (Dependent Variable)

SS = Satisfaction with Supervision

SW = Satisfaction with Work

EC = Ethical Behaviors of Coworkers

EM = Ethical Behaviors of Successful Managers

Source: Developed for the research

First Hypotheses

H₁: Satisfaction with pay will significantly affect the organizational commitment of Malaysian employees.

According to Table 4.17, the significant value for satisfaction with pay is 0.000. This value is less than p value of 0.05 and thus, H₁ is supported, which proves that the satisfaction with pay is significantly affecting the organizational commitment of Malaysian employees.

Second Hypotheses

H₂: Satisfaction with coworkers will significantly impact organizational commitment of Malaysian employees.

From Table 4.17, satisfaction with coworkers has a significant value at 0.000, which is less than p value of 0.05. Thus, H₂ is also been supported throughout the research findings. This enables researchers to claim that satisfaction with coworkers has significantly impact on overall organizational commitment of Malaysian employees.

Third Hypotheses

H₃: Satisfaction with supervision will significantly impact organizational commitment of Malaysian employees.

Based on Table 4.18, the significant value for satisfaction with supervision is 0.189. The value for this variable is more than the p value of 0.05. Therefore, H₃ is rejected, which in other words satisfaction with supervision has no

significant impact towards organizational commitment of Malaysian employees.

Forth Hypotheses

H₄: Satisfaction with work will significantly impact organizational commitment of Malaysian employees.

Table 4.18 has shows that the significant value for satisfaction with work is 0.123. Apparently, the value for this variable is more than the p value of 0.05. So, H₄ is rejected. This indicated that satisfaction with work has no significant impact towards organizational commitment of Malaysian employees.

Fifth Hypotheses

H₅: Ethical behavior of coworkers will significantly impact organizational commitment of Malaysian employees.

As Table 4.18, ethical behavior of coworkers variable has scored its significant value at 0.148, which is significantly over the p value of 0.05. Therefore, H₅ has also been rejected. This showed that ethical behavior of coworkers has no significant impact towards organizational commitment of Malaysian employees.

Sixth Hypotheses

H₆: Ethical behavior of successful managers will significantly impact organizational commitment of Malaysian employees.

Lastly, ethical behavior of successful managers has scored its significant value at 0.771, which is also significantly over the p value of 0.05. Thus, researchers can claimed that ethical behavior of successful managers has no significant impact towards organizational commitment of Malaysian employees as H_6 has been rejected.

4.5 Chapter Conclusion

In summary, two out of six hypotheses were supported throughout the research findings. Overall, it appears that the satisfaction with pay and satisfaction with coworkers have major influences toward Malaysian employees' organizational commitment. However, ethical behaviors in workplace have little impacts toward the overall organizational commitment. In conclusion, respondents' demographic profile and information have been analyzed by descriptive analysis, data collected have been measured by central tendencies, and relationship between constructs have been examined through Pearson Correlation Analysis and Multiple Regression Analysis. The next chapter will discuss about the summary of the research, identify possible reasons for findings, analyze the research study's results, as well as provides recommendations for future study.

Chapter 5: Discussions, Conclusion and Implications

5.0 Introduction

In chapter four, researchers have shown and mentioned the analyzed data collected result. This chapter begins by providing answers for the research questions, and discusses the overall six research objectives and six hypotheses. The chapter will then followed by the discussion of overall conclusions that are based on the research study's findings in previous chapter. Next, the findings are discussed in conjunction with the current findings in Malaysia's literature on related issues. Besides, limitations for this research study and obstacles faced by researchers are put forth for discussion. Lastly, the research study concludes with recommendations for future research in related topics of interest.

5.1 Summary of Statistical Analyses

In this part, a summary of the overall research's result which generated at chapter four will be projected by researchers. The results of this research study have divided into three parts, which referring respondent demographic profile, Pearson correlation analysis, and Multi-regression analysis.

5.1.1 Descriptive Analysis

First and foremost, the respondents' demographic profile shown that majority of respondents are females (56.5%; 105 persons) and minority of them are males (43.4%; 81 persons). In term of age range, the highest percentage of respondents is ranged between 25-34 years old which are 74 persons out of

the total population (39.8%), while the smallest percentage referring to the 5 respondents (2.7%) who aged 55 years old and above. Beside that, from the analysis conducted in previous chapter, it can be seen that most respondents were single, which constitute 126 out of 186 respondents (67.7%). Furthermore, majority of the respondents held the Bachelor degree, which consists of 114 respondents (61.3%). Among the current working industries, majority respondents are working in sales or marketing (19.4%) and accounting or finance (18.8%) industries. From the analyzed data, most of the respondents have been working in their company for one to three years which accounted 77 people (41.4%) among total respondents and majority respondents (55 respondents; 29.6%) who have one to three years of job experiences generally. Among the respondents, the highest proportions for monthly income level ranges between RM 1000 to RM 3000, which possess 40.3 percent (186 persons).

As for respondents' general information, respondents are questioned about do they think of leaving their current employment. According to the results, most of the respondents have no intention in leaving their current employment which accounted 123 respondents (66.1%); while there are 63 respondents (33.9%) answered that they have the intention to leave their current employment. Beside that, the highest percentage of respondents (168 persons; 90.3%) have agreed that they have the responsibility to conduct ethical behaviors in workplace. Lastly, salary structure has be chosen by respondents as the most common reason that people leave their current employment.

5.1.2 Scale Measurement

Scale measurement used to test on the overall internal reliability. The reliabilities of seven constructs that consist 59 items were measured by the Cronbach's alpha test. Among the seven constructs measured, the variable of satisfaction with coworkers scored the highest Cronbach's alpha which

valued at 0.932, followed by the Cronbach's alpha of 0.894 which fall on variable of satisfaction with supervision. Next, followed by the satisfaction with work with Cronbach's alpha 0.893, satisfaction with pay with Cronbach's alpha 0.841, organizational commitment with Cronbach's alpha 0.807, ethical behavior of coworkers with Cronbach's alpha 0.741, and lastly referring the ethical behaviors of successful managers which scored the lowest Cronbach's alpha 0.728. In summary, all variables appeared to be reliable as all Cronbach's alpha values are greater than 0.6.

5.1.3 Inferential Summary

5.1.3.1 Pearson Correlation Analysis

Pearson correlation coefficient analysis has been used to measure the relationship and associations among the six constructs. The results of the test revealed that satisfaction with pay, and satisfaction with coworkers are significantly positive correlated with the organizational commitment of Malaysian employees. Satisfaction with pay has the strongest association with organizational commitment among other variable with r-value of 0.654, $p < 0.01$. Meanwhile, ethical practices of successful managers has the weakest association with organizational commitment at r-value of 0.323, $p < 0.01$.

5.1.3.2 Multiple Regression Analysis

In this study, there is only one multiple regression equations that has been established. It stated that satisfaction with pay and satisfaction with coworkers have positive impact toward organizational commitment while both of them are indicated significant at 0.05 levels. From the result of regression which showed in Table 4.15, the coefficient of determination (R^2) is 0.473. This means that 47.3 percent of the total variable in organizational

commitment of Malaysian employees has been significantly explained by the 2 independent variables. The estimated regression equation is show as follow:

$OC = 0.976 + 0.453 SP + 0.222 SC$

OC = Organizational Commitment (Dependent Variable)

SP = Satisfaction with Pay

SC = Satisfaction with Coworkers

From the linear equation above, it shows that there are positive relationships between the three constructs. Thus, the results showed that there are only two hypotheses which are supported with the significant level less than 0.05. As conclusion, H₁ and H₂ were supported.

5.2 Discussions of Major Findings

The main purpose of this research study focuses on the relationship between the dimensions of job satisfaction and ethical behaviors toward organizational commitment. Table 5.1 below showed a summary of the hypotheses testing's results

Table 5.1 Summary of the Result of Hypotheses Testing

Hypotheses	Values scored	Determination
H ₁ : Satisfaction with pay will significantly impact organizational commitment of Malaysian employees.	p = 0.000 (p<0.05) β= 0.522	Supported
H ₂ : Satisfaction with coworkers will significantly impact organizational commitment of Malaysian employees.	p = 0.000 (p<0.05) β= 0.251	Supported
H ₃ : Satisfaction with supervision will significantly impact organizational commitment of Malaysian employees.	p = 0.189 (p>0.05) β= 0.087	Rejected
H ₄ : Satisfaction with work will significantly impact organizational commitment of Malaysian employees.	p = 0.123 (p>0.05) β= 0.118	Rejected
H ₅ : Ethical behaviors of coworkers will significantly impact organizational commitment of Malaysian employees.	p = 0.148 (p>0.05) β= 0.091	Rejected
H ₆ : Ethical behaviors of successful managers will significantly impact organizational commitment of Malaysian employees.	p = 0.771 (p>0.05) β= 0.018	Rejected

Source: Developed for the research

5.2.1 First Result

Research Objective 1: To examine the relationship between satisfaction with pay and organizational commitment of Malaysian employees.

H₁: Satisfaction with pay will significantly impact organizational commitment of Malaysian employees.

Satisfaction with pay is found to have the strongest impact on organizational commitment of Malaysian employees with the β of 0.522, $p < 0.05$. Thus, satisfaction with pay is the most critical determinant of the dependent variable. Besides, the result of this research had revealed that the significance value for satisfaction with pay is 0.000. Therefore, it is proven that this variable had significant relationship towards organizational commitment of Malaysian employees with the significant value. This result is supported by the Maslow's hierarchy of needs as indicated in Chapter 2 which stated that organizations' pay must able to meet employees' basic needs. Furthermore, the theory also claimed that being satisfied with pay will further diminish the turnover rate, in returns with higher organizational commitment.

Based on Dreher, Ash, and Bretz (1988), employees' expectation refers to the connection between compensation and work incentives which is related to pay. It is also supported by Randstad Workmonitor 2012 Quarter 2 report which claimed that 62 percent Malaysian employees consider a good salary is more important than job satisfaction. In addition, respondents' age range and working experiences have also play a significant role in contributing to above result. Majority of the respondents in this research study are in the age range from 25 years old to 34 years old. Due to the young age range, these respondents tend to have lesser working experiences. In other words, lesser working experiences might influence the level of payment. However, the spending power of Malaysian employees in this age range is relatively high

compared to other employees in different age ranges (Safiek, 2009). Thus, this has contributed to above supported hypothesis as respondents tend to perceived that pay satisfaction must be fulfilled as to meet their increasing daily needs and wants in order for them to remain their organizational commitment.

5.2.2 Second Result

Research Objective 2: To examine the relationship between satisfaction with coworkers and organizational commitment of Malaysian employees.

H₂: Satisfaction with coworkers will significantly impact organizational commitment of Malaysian employees.

Based on the result shown in table 5.1 above, satisfaction with coworkers is proved that it has a positive impact on organizational commitment of Malaysian employees with the β of 0.251, $p < 0.05$. The analysis result shown that satisfaction with coworkers has the second highest beta score among other variables. Furthermore, there is also a significant value for satisfaction with coworkers towards organizational commitment of Malaysian employees with the score of 0.000. The findings of this research proved that there is a significant relationship between satisfaction with coworkers and organizational commitment of Malaysian employees. This finding is supported by the literature claimed by Hutton and Jobe (1985). According to the authors, when employees become dissatisfied with their jobs and result lower organizational commitment, it is most likely that they are participate in an increased criticism of their coworkers. Commonly, it is common and normal that employees hope to have satisfaction in their work especially satisfaction with coworkers whom they spend most of the time with. Job satisfaction increase when employees receive adequate coworkers support.

Coworkers support is the instrumental and emotional support received from employees at work (Karasek and Theorell, 1990).

5.2.3 Third Result

Research Objective 3: To examine the relationship between satisfaction with supervision and organizational commitment of Malaysian employees.

H₃: Satisfaction with supervision will significantly impact organizational commitment of Malaysian employees.

Based on Table 5.1, the result revealed that satisfaction with supervision has no significant impact toward organizational commitment of Malaysian employees. The significant value for satisfaction with supervision is 0.189, which is more than 0.05. Thus there is no evident that satisfaction with supervision will significantly impact organizational commitment of Malaysian employees as H₃ is rejected. As the target population for this research study is Malaysian full-time employees, thus the result might indicate for these respondents that satisfaction with their supervision as more relative in the short-term than long-term.

Besides, the age range and job experience of respondents have also contributed to above result. For this research study, majority of respondents is ranged from the ages 25-34 years old which are 39.8 percent of the total respondents and 38.2 percent of respondents are below 25 years old, these respondents are typically fresh graduated employees or have less working experience in the workplace. Therefore, these respondents might found no direct relationship or impact between satisfaction with supervision and organizational commitment as they are more willing to obey or follow the supervisors' instructions. Malaysia as a high power distance country, employees believe that bosses and subordinates are fundamentally different

kind of people; employees should be dependent on their supervisors. Thus, employees tend to blindly follow their supervisors' instruction, even though they might not agree or satisfy with their supervision. In the end, this will not affect Malaysian employees overall organizational commitment.

5.2.4 Forth Result

Research Objective 4: To examine the relationship between satisfaction with work and organizational commitment of Malaysian employees.

H₄: Satisfaction with work will significantly impact organizational commitment of Malaysian employees.

The result revealed that satisfaction with work has no impact towards organizational commitment of Malaysian employees. This is because the significant value for satisfaction with work is 0.123, which is more than 0.05. It shows satisfactions with work will not influences Malaysian employees' overall organizational commitment as H₄ is not supported throughout the research findings. Satisfaction with work turns out to be a predictor of job satisfaction but not of Malaysian employees' commitment towards their organizations. Hence, higher satisfaction with work would tend to elicit greater job satisfaction but not higher levels of organizational commitment among Malaysian employees. Besides, Malaysian employees forced to remain in their existing organizations due to the low unemployment rate among global standards, increasing inflation rate, and increasing use of expatriates in Malaysia, regardless the working environment. Thus, researchers can tentatively conclude that satisfaction with work does not impact Malaysians employees' organizational commitment.

5.2.5 Fifth Result

Research Objective 5: To examine the relationship between ethical behavior of coworkers and organizational commitment of Malaysian employees.

H₅: Ethical behaviors of coworkers will significantly impact organizational commitment of Malaysian employees.

From Table 5.1, ethical behavior of coworkers is proved that it has no positive impact on Malaysian employees' overall organizational commitment with the significant value at 0.148, which is more than 0.05. Thus, there is no evident that ethical behavior of coworkers will significantly impact organizational commitment of Malaysian employees as H₅ is rejected. This can be explained by a study conducted on marketing practitioners across U.S., Malaysia and Australia (Peppas, 2002). The study found that older employees tend to perceived business ethic differently from younger person. In other words, as employees gets older, they are tend to behave based on moral principles and practically pay more concern toward their coworkers' ethical behaviors. However, majority respondents for this research study are relatively young in age. Thus, respondents might not really concern on their coworkers' ethical behavior and it will not affect their commitment towards the organizations. Therefore, it would not be inconceivable to explain that employees who perceive their principled coworkers' ethical behaviors may in fact to be more committed to their employing organization.

5.2.6 Sixth Result

Research Objective 6: To examine the relationship between ethical behavior of successful managers and organizational commitment of Malaysian employees.

H₆: Ethical behaviors of successful managers will significantly impact organizational commitment of Malaysian employees.

The result also revealed that ethical behavior of successful managers has no significant impact towards organizational commitment of Malaysian employees. This is because the significant value for the ethical behavior of successful managers is 0.771, which is relatively higher than 0.05. It shows ethical behavior of successful managers will not impact Malaysian employees' overall organizational commitment, and H₆ is not supported as well. The failure may be contributed by several factors which may result from other procedure rather than the measurement instrument of managers' integrity. According to Peterson (2002), the nature of ethical dilemma may be one of the possibilities to explain the failure of observing a significant impact between ethical behavior of successful managers and organizational commitment. Besides, Malaysia as a high context country, employees tend to relies a lot on underlying unspoken context and their communication is usually not taken at face value. Therefore, Malaysian employees have low possibilities to whistle blow the unethical behaviors of their managers. Most employees indicated that they have witnessed unethical behavior, however they are not willing to report the behavior to an authority body (Burton and Near, 1995), especially if the peer is a friend. In other words, regardless whether their managers conduct ethical behaviors, Malaysians employees will still to stay with their existing organizations.

5.3 Implications of the Study

5.3.1 Managerial Implications

Based on the findings of the research study, satisfaction with pay was ranked as the most important variable that impact on overall Malaysian employees; organizational commitment. This is because it has the highest unstandardized coefficient beta value which is 0.453. Therefore, most of the respondents said that they tend to have higher organizational commitment when they perceived a higher satisfaction on their pay. This finding brings an implication that many organizations have embraced the employees' payment issues as a source of competitive attraction in order to retain and attract talented Malaysian young adult employees. In other words, those organizations which gave well concern on employees' payment issues may develop a sustainable competitive attraction to retain or attract worldwide talents, especially to those young adults. In short, it is necessary for an organization to have an overview of its employees' point of interest towards their payment issues in order to eliminate low organizational commitment.

Moreover, the unstandardized coefficient beta value of satisfaction with coworkers is 0.222, revealed as the second most influential variable that impact Malaysian employees' organizational commitment. Research also found that, respondents tend to have higher organizational commitment if they perceived a well satisfaction level toward their coworkers at workplace. By comparison, organizations which have a weak cooperative working environment among its employees tend to have high turnover rate. Thus, it is essential for organization to create and promote a working environment where coworkers often share common work experiences and similar responsibilities which results increase employees' emotional support (providing positive interactions and trust toward each other) and instrumental support (providing mutual support to accomplish work tasks) (Karasek and Theorell, 1990).

Furthermore, organizations might experience greater efficiency and effectiveness of work quality by understanding the satisfaction level of coworkers among employees. Lastly, once the benevolent working relationship among coworkers has been created, organizations might have higher organizational commitment.

In contrast, ethical behavior of coworkers and successful managers has scored its lowest scored respectively among other variables. In other words, ethical behaviors tend to become the least relevant factors that might impact Malaysian employees' organizational commitment. However, ethics remains an important role in maintaining a good reputation of an organization. In organizations, coworkers and managers' ethical behaviors are directly impact how they personally behave. According to Donnelly, Gibson and Ivancevich (1992), management's ethical misconduct will significantly harm an organization and it is extremely costly for the organization as a whole. As the Malaysian Code on Corporate Governance 2012 has been effective since 31 December 2012, organizations are required to report their compliance with the principles in their annual reports. Thus, organizations are however to make an early business ethics training for its employees.

5.4 Limitations of the Study

There are several limitations and obstacles that researchers faced when conducting this research study. It is very crucial to declare, understand and gain from the limitations of the study as the limitations will directly impact result of the study.

First of all, the population of the survey group is too small. This is because there are only 186 respondents that were successfully collected data to develop this research. Besides, the small sample size of 186 respondents might not able to represent the whole Malaysian employees. Traditionally, a large sample is needed in order to have a good research as it is more representative of a large population

which in turns ensures the accuracy of the research. However, the non-probability method or convenience sampling which used in this research project where the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected. Apart from that, researchers have been limited to have more balance representation among all races and age, as well as equally distributed around the country regions in to gain a more comprehensive finding. In this research study, researchers have focused on Malaysian employees who have their full-time employment ship at Klang Valley areas. So, there is no assurance given that each item from different areas has a chance of being included, making it impossible either to estimate sampling variability or to identify possible bias.

Secondly, time constrain is another potential limitation of this finding. Unlike other professor, who can literally devote years to studying a single research problem. Unfortunately, the time available to investigate this particular research problem and to measure stability within a sample is constrained by the due date of assignment which is 7 months. In other words, choose a topic does not require an excessive amount of time but to complete the literature review, apply the methodology, and gather and interpret the results require plenty of time.

On the other hand, cost constrain is one of the limitation while carry out this study. In reality, gathering and processing data can be very expensive, especially for the primary data. Therefore, researchers forced to rely on data that is less than 'perfect' but acceptable which can be accessed in lower costs such as secondary sources. For example, online survey questionnaire have been used to reach widely respondents due to lack of financial support. Therefore, researchers are unable to explain face to face when respondents found any ambiguous or misunderstood words in our questionnaire. In this case, some respondents tend to answer the questionnaire blindly. Next, the financial difficulties faced also lead to uneven distribution of respondents where respondents mainly focus on center region of Malaysia.

The last limitation of this research project is lack of prior research studies on the topic in Malaysia's context. There is little prior research regarding the Malaysia's ethical behaviors in workplace. Basically, literature review is a foundation for understanding the research problem that researchers investigating. However, it is difficult to find strong and relate journals in Malaysia's context to support this research. So, an unreliable data may affect the analysis progress in order to complete this research.

Even though there are few limitations in this study but the acknowledgement of a study's limitations is an opportunity to make suggestions for further research.

5.5 Recommendations for Future Research

This research study has throw up many questions in need of further investigation. There are some recommendations for future research to have better understanding regarding respective research's areas. These recommendations enable more appropriate and reliable data and information for future research study.

First of all, in order to establish a greater degree of accuracy data and result, enlarge the number of sample size would help in future research. The number of respondents can be increase to 500 respondents. Apart from that, it is recommended to have more balance representation among all races and age ranges for future research, as well as to gain a more comprehensive finding by equally distribute and collect the research data around the country regions from different states.

In addition, future research is suggested to have a longer period for data collection. It enables researchers to gather a larger response rate. Next, researchers are recommended to give an option to participants in order to leave questions unanswered in all sections. In this case, researchers could set to require answers to all questions in all sections for the online questionnaires. This way eliminates an

uncompleted set of online questionnaire to be proceeding if the respondent mistakenly skipped to answer a question or section.

Besides, it is recommended to include additional areas of investigation for future research which refers the relationship between organizational justice and organizational commitment. On the other hand, future research on organizational commitment in correctional settings should analyze the reasons that lead to positive assessments of organizational commitment. In particular, researchers are recommended to emphasis more on identifying those reasons or factors that can be manipulated by the organization which enables to produce equity in risk of turnover among all Malaysian employees.

Next, this study examined the impact of various job dimensions and ethical behaviors toward organizational commitment of Malaysian employees from an organizational standpoint. As mentioned earlier, these variables somehow might not be an organizational problem, but rather an occupational problem. For future research, it is recommended to examine these variables in the realm of occupational affective and continuance or normative commitment.

Besides, a study of ethical behaviors, organizational commitment and job satisfaction of both full-time and part-time Malaysian employees is needed for future research. In this research study, researchers were not provided the opportunity to examine the part-time Malaysian employees' perceptions of the ethical climate in their organizations as well as the overall job satisfaction level. As such, part-time Malaysian employees' perceptions might be different than those full-time employees. Thus, it would be more relevant and reliable if the future research will expands to include part-time Malaysian employees' perceptions.

Lastly, future research is recommended to examine the related research's areas by narrowing the scope of study into a specific industry. Malaysian employees from different industry might perceive the facets of job satisfaction and ethical

behaviors in workplace differently. For example, Malaysian employees from marketing or sales industries might perceive satisfaction with coworkers is the most important variable which might significantly impact on their organizational commitment as they are heavily depends on teamwork. Thus, by specifying into a narrow industry's perspective, researchers might gain a different insight regarding related research areas.

5.6 Chapter Conclusion

After carried out the research, it comes out with a conclusion that the findings and research has done to support the literature that has completed. However, this research project was unable to proven all the information and data collected are reliable. Beside that, not all independent variable has a significant relationship with the dependent variable. There are only two independent variables which referring the satisfaction with pay and satisfaction with coworkers are supporting the dependent variable, organizational commitment of Malaysian employees. The rest four hypotheses which referring satisfaction with work, satisfaction with supervision, ethical behavior of coworkers, and ethical practices of successful managers have fail to support the dependent variable.

The main reason contributing these research results might due to the used of exploratory research in this research project. As the term suggests, exploratory research is often conducted when a problem has not been clearly defined or its real scope is ambiguous. Consequently, it enables researchers to familiarize themselves with the problem or concept to be studied, or perhaps generate hypotheses to be tested. Moreover, the limitations, issues, or problems for this research study have contributed the unsupportive symptoms. Thus, researchers need further investigation to get a broader and in depth view.

To sum up, satisfaction with pay seems to have strongest impact on the overall Malaysian employees' organizational commitment, followed by the satisfaction

with coworkers. Thus, the influences of pay and coworkers have to be priority concerned by the organizations in order to retain their employees which in turns to lead the organizations to a better position in the market. Other than that, those work values such as satisfaction with work, satisfaction with supervision, ethical behavior of coworkers, as well as ethical practices of successful managers which have little impacts toward organizational commitment should be examined by the organizations.

In conclusion, there are strengths and weaknesses for this research project based on the results analyzed. There could also other factors which might significantly impact overall organizational commitment. This is to prove that different factors may yield different results for various reasons.

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APPENDIX

APPENDIX 1.0

GLOBAL TALENT INDEX 2011

CHART 1: A

2011 RANK	COUNTRY	SCORE/ 100	2011 RANK	COUNTRY	SCORE/ 100
1	United States	74.2	31	Chile	43.7
2	Denmark	64.7	32	Slovakia	43.3
3	Finland	63.2	33	China	41.1
4	Norway	61.9	34	Russia	40.8
5	Singapore	60.2	35	India	40.5
6	Australia	60.1	36	Malaysia	40.1
7	Sweden	59.5	36	Romania	40.1
8	Hong Kong	59.1	38	Mexico	39.7
9	Switzerland	58.5	39	Venezuela	39.4
10	Israel	58.3	40	Colombia	39.1
10	Netherlands	58.3	41	Saudi Arabia	39.0
12	United Kingdom	58.2	42	Brazil	38.2
13	Germany	57.9	43	Ukraine	38.0
14	Canada	57.8	44	Philippines	37.6
15	New Zealand	57.7	45	South Africa	37.4
16	Ireland	57.4	46	Thailand	36.8
17	Austria	55.7	47	Peru	36.4
18	Belgium	55.5	48	Turkey	35.0
19	France	55.1	49	Bulgaria	34.7
20	Taiwan	54.5	50	Ecuador	33.5
21	Spain	49.7	51	Egypt	32.8
22	South Korea	48.4	52	Vietnam	30.7
23	Greece	46.7	53	Kazakhstan	30.5
23	Italy	46.7	54	Azerbaijan	29.8
25	Czech Republic	45.9	55	Iran	29.7
26	Portugal	45.4	56	Algeria	27.0
27	Japan	45.0	56	Pakistan	27.0
28	Argentina	44.6	58	Indonesia	26.5
29	Poland	44.0	59	Sri Lanka	26.3
30	Hungary	43.8	60	Nigeria	23.1

GLOBAL TALENT INDEX 2015

CHART 1: B

2015 RANK	RANK CHANGE	COUNTRY	SCORE/100	2011-2015 CHANGE	2015 RANK	RANK CHANGE	COUNTRY	SCORE/100	2011-2015 CHANGE
1	--	United States	74.5	+0.3	31	+2	China	46.3	+5.2
2	--	Denmark	65.4	+0.7	32	-4	Argentina	46.2	+1.6
3	--	Finland	64.2	+1.0	33	-10	Greece	45.7	-1.0
4	+3	Sweden	63.4	+3.9	34	--	Russia	43.1	+2.3
5	-1	Norway	62.3	+0.4	=35	--	India	42.2	+1.7
=6	--	Australia	61.9	+1.8	=35	+3	Mexico	42.2	+2.5
=6	-1	Singapore	61.9	+1.7	37	-1	Romania	41.8	+1.7
8	+6	Canada	61.3	+3.5	38	+4	Brazil	41.7	+3.5
9	--	Switzerland	60.9	+2.4	=39	-3	Malaysia	41.1	+1.0
10	-2	Hong Kong	60.8	+1.7	=39	+2	Saudi Arabia	41.1	+2.1
=11	+2	Germany	59.9	+2.0	41	-1	Colombia	40.8	+1.7
=11	-1	Israel	59.9	+1.6	42	+1	Ukraine	40.3	+2.3
13	-3	Netherlands	59.4	+1.1	43	+5	Turkey	39.9	+4.9
14	-2	United Kingdom	59.3	+1.1	44	--	Philippines	39.8	+2.2
15	--	New Zealand	59.1	+1.4	45	+1	Thailand	39.0	+2.2
16	+3	France	58.1	+3.0	46	-1	South Africa	38.7	+1.3
17	-1	Ireland	58.0	+0.6	47	--	Peru	37.8	+1.4
18	--	Belgium	57.2	+1.7	=48	+1	Bulgaria	37.3	+2.6
19	+1	Taiwan	54.3	-0.2	=48	+3	Egypt	37.3	+4.5
20	-3	Austria	53.5	-2.2	50	--	Ecuador	36.7	+3.2
21	+1	South Korea	51.6	+3.2	51	-12	Venezuela	36.0	-3.4
22	-1	Spain	49.5	-0.2	52	+1	Kazakhstan	33.2	+2.7
23	--	Italy	48.1	+1.4	53	-1	Vietnam	32.7	+2.0
24	+3	Japan	48.0	+3.0	54	+2	Pakistan	30.8	+3.8
25	--	Czech Republic	47.6	+1.7	55	--	Iran	30.3	+0.6
=26	+5	Chile	47.1	+3.4	56	+2	Indonesia	30.2	+3.7
=26	--	Portugal	47.1	+1.7	57	+2	Sri Lanka	29.2	+2.9
28	+1	Poland	46.7	+2.7	58	-2	Algeria	28.0	+1.0
29	+3	Slovakia	46.6	+3.3	59	+1	Nigeria	27.7	+4.6
30	--	Hungary	46.5	+2.7	60	-6	Azerbaijan	26.3	-3.5

Source: Economist Intelligence Unit, 2011

APPENDIX 3.0



UNIVERSITI TUNKU ABDUL RAHMAN (UTAR)
FACULTY OF ACCOUNTANCY AND MANAGEMENT (FAM)
BACHELOR OF INTERNATIONAL BUSINESS (HONS)

Dear respondents,

Firstly, we would like to thank you for giving us some of your precious time to fill up this questionnaire and sorry for the inconveniences caused. We are a group of Year 3 Trimester 3 undergraduate students taking Bachelor of International Business (Hons) in University Tunku Abdul Rahman (UTAR). We are currently doing our final year project which is conducting a research entitled **“Investigating Dimensions of Job Satisfaction and Ethical Behavior toward Organizational Commitment”**.

This questionnaire consists of three parts where Section A is demographic information that is carried out to obtain your personal information. Section B is regarding general information and Section C is to measure the impact on facets of job satisfaction and ethical behavior toward organizational commitment in Malaysia. We will greatly appreciate your cooperation in completing this questionnaire. Your answers will be used solely for our study, and will be kept PRIVATE AND CONFIDENTIAL. Once again, we would like to thank you for your cooperation in providing us valuable information. Thank you.

Students from UTAR,

CHAN CA MUN	090UKB5628
MAGGIE WONG MEI KEE	090UKB5656
WONG JIA QUAN	090UKB5539

Section A: Demographic Profile

INSTRUCTION: Please provide the following information about yourself by placing a ✓ in the ☐ box to assist us in analyzing the responses.

1. Gender

☐ Male

☐ Female

2. Age

☐ below 25 years old

☐ 25-34 years old

☐ 35-44 years old

☐ 45-54 years old

☐ 55 years old and above

3. Marital status

☐ Married

☐ Single

☐ Divorce / Widow / Separated

4. Educational level

☐ SPM

☐ STPM / Pre-U / Diploma

☐ Bachelor Degrees

☐ Master Degrees

☐ Others: _____ (please specify)

6. How long have you been working with your current company?

☐ Less than a year

☐ 1-3 years

☐ 4-6 years

☐ 7-9 years

☐ 10 years and above

7. How long have you been working (job experience)?

☐ Less than a year

☐ 1-3 years

☐ 4-6 years

☐ 7-9 years

☐ 10 years and above

8. Monthly income

☐ Below RM 1000

☐ RM 1001 – RM 3000

☐ RM 3001 – RM 5000

☐ RM 5001 – RM 7000

☐ RM 7001 – RM 9000

☐ RM 9001 and above

5. Industry that you currently working in

☐ Accounting/ Finance

☐ Administration/ Human Resource

☐ Sales/ Marketing

☐ Services

☐ Computer/ Information Technology

☐ Engineering

☐ Manufacturing

☐ Healthcare

☐ Sales

☐ Others: _____

Section B: General Information (Warr, Cook, and Wall, 1979)

INSTRUCTION: Please provide the following information about yourself by placing a ✓ in the ☐ box to assist us in analyzing the responses.

1. Are you thinking about leaving your current employment?

(if YES, proceed to question 2; if NO, skip to question 4)

☐: Yes

☐: No

2. What factors are contributing to your thinking about leaving the current employment? (respondent allows to ✓ more than 1 option)

☐: Salary structure

☐: Conflict with coworkers and supervisors

☐: Management issues

☐: Working environment

☐: Other (please specify) _____

3. What changes to the current employment system would be sufficient to have you continue employment at the organization? (respondent allows to ✓ more than 1 option)

☐: Salary structure enhancements

☐: Enhanced employee empowerment

☐: Greater management accountability

☐: Improvements in the workplace environment

☐: Other (please explain) _____

4. In your opinion, what are the most common reasons people leave their current employment? (respondent allows to ✓ more than 1 option)

☐: Salary structure

☐: Insufficient employee empowerment

☐: Management issues

☐: Working environment

☐: Other (please specify) _____

5. In your opinion, it is everyone's responsibility to conduct ethical behaviors in organizational context? (example of ethical behavior: will not condone bribery in workplace)

☐: Yes

- ☐: No

**Section C: Investigating Dimensions of Job Satisfaction and Ethical Behavior
toward Organizational Commitment**

INSTRUCTION: Please circle (O) on the number that reflects your opinion most accurately/ precisely. Use the following codes to answer these questions.

1. Organizational Commitment (Meyer & Allen, 2004)

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

Statement	SD	D	N	A	SA
1. This organization has a great deal of personal meaning for me.	1	2	3	4	5
2. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
3. I feel "emotionally attached" to this organization.	1	2	3	4	5
4. I feel obligation to remain with my current employer.	1	2	3	4	5
5. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
6. I feel a sense of belonging to my organization.	1	2	3	4	5
7. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
8. I owe a great deal to my organization.	1	2	3	4	5
9. One of the few negatives consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5
10. I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5
11. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5
12. Too much of my life would be disrupted if I decided I wanted to leave my organization.	1	2	3	4	5

2. Dimensions of Job Satisfaction

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

2.1 Satisfaction with Pay (*Hersman & Schwab, 1985*[1st 8]; *Blau, 1994*[last two])

Statement	SD	D	N	A	SA
1. I am satisfied with my benefit package.	1	2	3	4	5
2. I am satisfied with my most recent raise.	1	2	3	4	5
3. I am satisfied with the influence of my supervisor has on my pay.	1	2	3	4	5
4. I am satisfied with my current salary.	1	2	3	4	5
5. I am satisfied with my company's pay structure.	1	2	3	4	5
6. I am satisfied with the information my company gives about pay issues of concern to me.	1	2	3	4	5
7. I am satisfied with the consistency of my company's pay policies.	1	2	3	4	5
8. I am satisfied with the differences in pay among jobs in my company.	1	2	3	4	5
9. I am satisfied with the pay criteria or job evaluation factors used by my company.	1	2	3	4	5
10. I am satisfied with the accuracy of my most recent performance appraisal.	1	2	3	4	5

2.2 Satisfaction with Coworkers (*Cellucci & Devries, 1978*[1st 3]; *Spector, 1997* [last 7])

Statement	SD	D	N	A	SA
1. When I ask my coworkers to do things the job gets done.	1	2	3	4	5
2. I enjoy working with my coworkers here.	1	2	3	4	5
3. I work with responsible coworkers here.	1	2	3	4	5
4. Overall, I am satisfied with my coworkers.	1	2	3	4	5
5. The atmosphere among my coworkers is excellent.	1	2	3	4	5
6. I do not find much argument and fighting at work.	1	2	3	4	5
7. In my workplace, my coworkers communicate in an open and constructive way.	1	2	3	4	5
8. My coworkers cooperate fully to get the job done.	1	2	3	4	5
9. I get the support I need from my coworkers to get my job done.	1	2	3	4	5
10. I feel responsible to my coworkers.	1	2	3	4	5

2.3 Satisfaction with Supervision (*Sahor, 1984*)

Statement	SD	D	N	A	SA
1. My supervisor engages me in the planning process, such as developing work methods and procedures for my job.	1	2	3	4	5
2. My supervisor gives me adequate information on how well I am performing.	1	2	3	4	5
3. My supervisor asks my opinion when a work-related problem arises.	1	2	3	4	5
4. I have a great deal of say over what has to be done on my job.	1	2	3	4	5
5. On my job, I know what my supervisor expects to me.	1	2	3	4	5
6. The standards used to evaluate my performance have been fair and objective.	1	2	3	4	5
7. The information I receive about my performance usually comes on time.	1	2	3	4	5
8. My last annual performance rating presented a fair and accurate picture of my actual job performance.	1	2	3	4	5
9. My own hard work will lead to recognition as a good performer.	1	2	3	4	5
10. I often receive feedback from my supervisor for good performance.	1	2	3	4	5

2.4 Satisfaction with Work (*Cellucci & Dewries, 1978[1st 2]; Brymfield & Rothe, 1951[last 4]*)



Statement	SD	D	N	A	SA
1. My job is interesting.	1	2	3	4	5
2. I feel good about the amount of responsibility in my job.	1	2	3	4	5
3. At this very moment, I am enthusiastic about my work.	1	2	3	4	5
4. Right now, I feel fairly satisfied with my present job.	1	2	3	4	5
5. At this moment, I am finding real enjoyment in my work.	1	2	3	4	5
6. Right now, I consider my job to be pleasant.	1	2	3	4	5

3. Ethical Behavior (Hunt & Wilcox, 1984)

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

3.1 Ethical behavior of coworkers

Statement	SD	D	N	A	SA
1. Coworkers feel that it is not acceptable to make personal calls at work.	1	2	3	4	5
2. Coworkers feel that it is not acceptable to take office supplies home.	1	2	3	4	5
3. In order to get ahead in their future careers, my coworkers believe that they do not have to compromise personal ethical standards.	1	2	3	4	5
4. It is not acceptable for coworkers to accept gifts from others for preferential treatment at work.	1	2	3	4	5
5. My coworkers feel that it is not okay to bypass established protocols in order to get work done faster.	1	2	3	4	5
6. My coworkers will report others' violation of company policies and rules to superiors.	1	2	3	4	5

3.2 Ethical Practices of Successful Managers

Statement	SD	D	N	A	SA
1. Successful managers are generally more ethical than unsuccessful managers.	1	2	3	4	5
2. In order to succeed at work, one does not need to compromise one's ethics.	1	2	3	4	5
3. Successful managers do not withhold information that is harmful to their self-interest.	1	2	3	4	5
4. Successful managers do not make rivals look bad in the eyes of others.	1	2	3	4	5
5. Successful managers do not look for a "scapegoat" when they feel they may be associated with failure.	1	2	3	4	5
6. Successful managers do not take credit for the ideas and accomplishment of others.	1	2	3	4	5

*****Thank you for your time and co-operation*****

APPENDIX 3.1

Original Questionnaires' Setting	Edited Questionnaires' Setting
<p><u>Section A:</u></p> <p>8. Monthly income:</p> <p><input type="checkbox"/>₁ Less than RM 1000</p> <p><input type="checkbox"/>₂ RM 1000 – RM 2999</p> <p><input type="checkbox"/>₃ RM 3000 – RM 4999</p> <p><input type="checkbox"/>₄ RM 5000 and above</p>	<p><u>Section A:</u></p> <p>8. Monthly income:</p> <p><input type="checkbox"/>₁ Below RM 1000</p> <p><input type="checkbox"/>₂ RM 1001 – RM 3000</p> <p><input type="checkbox"/>₃ RM 3001 – RM 5000</p> <p><input type="checkbox"/>₄ RM 5001 – RM 7000</p> <p><input type="checkbox"/>₅ RM 7001 – RM 9000</p> <p><input type="checkbox"/>₆ RM 9001 and above</p>
<p><u>Section B:</u></p> <p>2. What factors are contributing to your thinking about leaving the current employment?</p> <p><input type="checkbox"/>₁ Salary structure</p> <p><input type="checkbox"/>₂ Conflict with coworkers and supervisors</p> <p><input type="checkbox"/>₃ Management issues</p> <p><input type="checkbox"/>₄ Working environment</p> <p><input type="checkbox"/>₅ Other (please specify)_____</p> <p>3. What changes to the current employment system would be sufficient to have you continue employment at the organization?</p> <p><input type="checkbox"/>₁ Salary structure enhancements</p> <p><input type="checkbox"/>₂ Enhanced employee empowerment</p> <p><input type="checkbox"/>₃ Greater management accountability</p> <p><input type="checkbox"/>₄ Improvements in the workplace environment</p> <p><input type="checkbox"/>₅ Other (please explain)_____</p> <p>4. In your opinion, what are the most common reasons people leave their current employment?</p> <p><input type="checkbox"/>₁ Salary structure</p> <p><input type="checkbox"/>₂ Insufficient employee</p>	<p><u>Section B:</u></p> <p>2. What factors are contributing to your thinking about leaving the current employment? (respondent allows to √ more than 1 option)</p> <p><input type="checkbox"/>₁ Salary structure</p> <p><input type="checkbox"/>₂ Conflict with coworkers and supervisors</p> <p><input type="checkbox"/>₃ Management issues</p> <p><input type="checkbox"/>₄ Working environment</p> <p><input type="checkbox"/>₅ Other (please specify)_____</p> <p>3. What changes to the current employment system would be sufficient to have you continue employment at the organization? (respondent allows to √ more than 1 option)</p> <p><input type="checkbox"/>₁ Salary structure enhancements</p> <p><input type="checkbox"/>₂ Enhanced employee empowerment</p> <p><input type="checkbox"/>₃ Greater management accountability</p> <p><input type="checkbox"/>₄ Improvements in the workplace environment</p> <p><input type="checkbox"/>₅ Other (please explain)_____</p> <p>4. In your opinion, what are the most common reasons people leave their current employment? (respondent allows to √ more than 1 option)</p> <p><input type="checkbox"/>₁ Salary structure</p>

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<p>empowerment</p> <p><input type="checkbox"/>₃ Management issues</p> <p><input type="checkbox"/>₄ Working environment</p> <p><input type="checkbox"/>₅ Other (please specify)_____</p> <p>5. In your opinion, it is everyone's responsibility to conduct ethical behaviors in organizational context?</p> <p><input type="checkbox"/>₁ Yes (please justify)_____</p> <p><input type="checkbox"/>₂ No (please justify)_____</p>	<p><input type="checkbox"/>₂ Insufficient employee empowerment</p> <p><input type="checkbox"/>₃ Management issues</p> <p><input type="checkbox"/>₄ Working environment</p> <p><input type="checkbox"/>₅ Other (please specify)_____</p> <p>5. In your opinion, it is everyone's responsibility to conduct ethical behaviors in organizational context?</p> <p>(example of ethical behavior: will not condone bribery in workplace)</p> <p><input type="checkbox"/>₁ Yes</p> <p><input type="checkbox"/>₂ No</p>
<p><u>Section C:</u></p> <p>1. <u>Organizational Commitment:</u></p> <p>3. I do not feel "emotionally attached" to this organization.</p> <p>4. I do not feel any obligation to remain with my current employer.</p> <p>6. I do not feel a sense of belonging to my organization.</p> <p>2. <u>Facets of Job Satisfaction:</u></p> <p>2.1 Satisfaction with Pay</p> <p>Originally, 20 items are included in this sub-section.</p> <p>2.2 Satisfaction with Coworkers</p> <p>6. There is too much bickering and fighting at work.</p> <p>2.3 Satisfaction with Supervision</p> <p>7. The information I receive about my performance usually comes too late for it to be any use to me.</p> <p>2.4 Satisfaction with Work</p> <p>6. Right now, I consider my job rather pleasant.</p> <p>3. <u>Ethical Behavior:</u></p> <p>3.1 Ethical Behavior of Coworkers</p> <p>1. Coworkers feel that it is acceptable to make personal calls at work.</p>	<p><u>Section C:</u></p> <p>1. <u>Organizational Commitment:</u></p> <p>3. I feel "emotionally attached" to this organization.</p> <p>4. I feel obligation to remain with my current employer.</p> <p>6. I feel a sense of belonging to my organization.</p> <p>2. <u>Dimensions of Job Satisfaction:</u></p> <p>2.1 Satisfaction with Pay</p> <p>10 items have been removed from the original questionnaire's setting due to redundant and ambiguous. (Refer Appendix 3.3).</p> <p>2.2 Satisfaction with Coworkers</p> <p>6. I do not find much argument and fighting at work.</p> <p>2.3 Satisfaction with Supervision</p> <p>7. The information I receive about my performance usually comes on time.</p> <p>2.4 Satisfaction with Work</p> <p>6. Right now, I consider my job to be pleasant.</p> <p>3. <u>Ethical Behavior:</u></p> <p>3.1 Ethical Behavior of Coworkers</p> <p>1. Coworkers feel that it is not acceptable to make personal calls at work.</p>

<p>2. Coworkers feel that it is acceptable to take office supplies home.</p> <p>3. In order to get ahead in their future careers, my coworkers believe that one has to compromise personal ethical standards.</p> <p>4. It is acceptable for coworkers to accept gifts from others for preferential treatment at work.</p> <p>5. My coworkers feel that it is okay to bypass established protocols in order to get work done faster.</p> <p>3.2 Ethical Practices of Successful Managers</p> <p>2. In order to succeed at work, it is often necessary to compromise one's ethics.</p> <p>3. Successful managers withhold information that is detrimental to their self-interest.</p> <p>4. Successful managers make rivals look bad in the eyes of others.</p> <p>5. Successful managers look for a "scapegoat" when they feel they may be associated with failure.</p> <p>6. Successful managers take credit for the ideas and accomplishment of others.</p>	<p>2. Coworkers feel that it is not acceptable to take office supplies home.</p> <p>3. In order to get ahead in their future careers, my coworkers believe that they do not have to compromise personal ethical standards.</p> <p>4. It is not acceptable for coworkers to accept gifts from others for preferential treatment at work.</p> <p>5. My coworkers feel that it is not okay to bypass established protocols in order to get work done faster.</p> <p>3.2 Ethical Practices of Successful Managers</p> <p>2. In order to succeed at work, one does not need to compromise one's ethics.</p> <p>3. Successful managers do not withhold information that is harmful to their self-interest.</p> <p>4. Successful managers do not make rivals look bad in the eyes of others.</p> <p>5. Successful managers do not look for a "scapegoat" when they feel they may be associated with failure.</p> <p>6. Successful managers do not take credit for the ideas and accomplishment of others.</p>
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APPENDIX 3.2

10 Statements that have been Removed
I am satisfied with my home pay.
I am satisfied with the amount my company pays toward my benefits.
I am satisfied with the raises I have typically received in the past.
I am satisfied with my overall level of pay.
I am satisfied with the value of my benefits.
I am satisfied with the pay of other jobs in my company.
I am satisfied with the size of my current salary.
I am satisfied with the number of benefits that I receive.
I am satisfied with how my raises are determined.
I am satisfied with how my company administers pay.

APPENDIX 4.1: SPSS Output: Respondent Demographic Profile

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	81	43.5	43.5	43.5
Female	105	56.5	56.5	100.0
Total	186	100.0	100.0	

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Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <25	71	38.2	38.2	38.2
25-34	74	39.8	39.8	78.0
35-44	26	14.0	14.0	91.9
45-54	10	5.4	5.4	97.3
55 and above	5	2.7	2.7	100.0
Total	186	100.0	100.0	

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	54	29.0	29.0	29.0
Single	126	67.7	67.7	96.8
Divorced/ widow/ separated	6	3.2	3.2	100.0
Total	186	100.0	100.0	

Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SPM	19	10.2	10.2	10.2
STPM/ Pre-U/ Diploma	38	20.4	20.4	30.6
Bachelor Degrees	114	61.3	61.3	91.9
Master Degrees	14	7.5	7.5	99.5
Others	1	.5	.5	100.0
Total	186	100.0	100.0	

Current Working Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid ACC/ FIN	35	18.8	18.8	18.8
Admin/ HR	28	15.1	15.1	33.9
Sales / Mktg	36	19.4	19.4	53.2
Services	23	12.4	12.4	65.6
Computer/ IT	28	15.1	15.1	80.6
Engineering	11	5.9	5.9	86.6
Manufacturing	5	2.7	2.7	89.2
Healthcare	6	3.2	3.2	92.5
Others	14	7.5	7.5	100.0
Total	186	100.0	100.0	

Working Period in Current Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <1	49	26.3	26.3	26.3
1-3	77	41.4	41.4	67.7
4-6	41	22.0	22.0	89.8
7-9	8	4.3	4.3	94.1
10 and above	11	5.9	5.9	100.0
Total	186	100.0	100.0	

Respondents' Job Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <1	20	10.8	10.8	10.8
1-3	55	29.6	29.6	40.3
4-6	38	20.4	20.4	60.8
7-9	27	14.5	14.5	75.3
10 and above	46	24.7	24.7	100.0
Total	186	100.0	100.0	

Respondents' Monthly Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <1000	16	8.6	8.6	8.6
1001-3000	75	40.3	40.3	48.9
3001-5000	50	26.9	26.9	75.8
5001-7000	26	14.0	14.0	89.8
7001-9000	6	3.2	3.2	93.0
9001 and above	13	7.0	7.0	100.0
Total	186	100.0	100.0	

Respondents' intention to leave current employment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	63	33.9	33.9	33.9
No	123	66.1	66.1	100.0
Total	186	100.0	100.0	

Responsibility to conduct Ethical Behaviors

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	168	90.3	94.4	94.4
No	10	5.4	5.6	100.0
Total	178	95.7	100.0	
Missing System	8	4.3		
Total	186	100.0		

Reasons why people leave their current employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Salary Structure	156	42.3	87.6	42.3
	Insufficient Employee Empowerment	60	16.3	12.4	56.8
	Management Issues	76	20.7	100.0	79.3
	Working Environment	76	20.7		100.0
	Total	368			

APPENDIX 4.2:
SPSS Output: Pilot Study Reliability Test

Scale: Organizational Commitment
Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.656	12

Scale: Satisfaction with Pay

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.935	20

Scale: Satisfaction with Coworkers

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.767	10

Scale: Satisfaction with Supervision

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.849	10

Scale: Satisfaction with Work

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.553	7

Scale: Ethical Behavior of Coworkers

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.643	6

Scale: Ethical Behavior of Successful Managers

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.713	6

APPENDIX 4.3:
SPSS Output: Reliability Test

Scale: Organizational Commitment

Case Processing Summary

		N	%
Cases	Valid	178	95.7
	Excluded ^a	8	4.3
	Total	186	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.807	12

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
39.91	74.207	8.614	12

Scale: Satisfaction with Pay

Case Processing Summary

		N	%
Cases	Valid	178	95.7
	Excluded ^a	8	4.3
	Total	186	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items

Reliability Statistics

Cronbach's Alpha	N of Items
.841	10

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
33.44	68.305	8.265	10

Scale: Satisfaction with Coworkers

Case Processing Summary

		N	%
Cases	Valid	178	95.7
	Excluded ^a	8	4.3
	Total	186	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.932	10

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
37.57	66.224	8.138	10

Scale: Satisfaction with Supervision

Case Processing Summary

		N	%
Cases	Valid	178	95.7
	Excluded ^a	8	4.3
	Total	186	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.894	10

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
33.16	54.985	7.415	10

Scale: Satisfaction with Work

Case Processing Summary

		N	%
Cases	Valid	178	95.7
	Excluded ^a	8	4.3
	Total	186	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.893	6

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.56	26.881	5.185	6

Scale: Ethical Behavior of Coworkers

Case Processing Summary

		N	%
Cases	Valid	178	95.7
	Excluded ^a	8	4.3
	Total	186	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.741	6

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.14	18.991	4.358	6

Scale: Ethical Behavior of Successful Managers

Case Processing Summary

		N	%
Cases	Valid	178	95.7
	Excluded ^a	8	4.3
	Total	186	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items

Reliability Statistics

Cronbach's Alpha	N of Items
.728	5

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.97	12.479	3.533	5

APPENDIX 4.4:
SPSS Output: Pearson's Correlation Analysis

	OC	SP	SC	SS	SW	EC	EM
OC Sig. (2-tailed)	1						
SP Sig. (2-tailed)	0.654** 0.000	1					
SC Sig. (2-tailed)	0.525** 0.000	0.524** 0.000	1				
SS Sig. (2-tailed)	0.439** 0.000	0.535** 0.000	0.397** 0.000	1			
SW Sig. (2-tailed)	0.540** 0.000	0.648** 0.000	0.559** 0.000	0.563** 0.000	1		
EC Sig. (2-tailed)	0.396** 0.000	0.426** 0.000	0.416** 0.000	0.304** 0.000	0.430** 0.000	1	
EM Sig. (2-tailed)	0.323** 0.000	0.415** 0.000	0.367** 0.000	0.237** 0.000	0.423** 0.000	0.405** 0.000	1

APPENDIX 4.5:
SPSS Output: Multiple Regressions Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 ^a	.427	.424	.54481
2	.688 ^b	.473	.467	.52403

a. Predictors: (Constant), AVG_SP

b. Predictors: (Constant), AVG_SP, AVG_SC

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.973	1	38.973	131.304	.000 ^a
	Residual	52.239	176	.297		
	Total	91.212	177			
2	Regression	43.156	2	21.578	78.578	.000 ^b
	Residual	48.056	175	.275		
	Total	91.212	177			

a. Predictors: (Constant), AVG_SP

b. Predictors: (Constant), AVG_SP, AVG_SC

c. Dependent Variable: AVG_OC

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Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.427	0.171		8.361	.000		
AVG_SP	0.568	0.050	0.654	11.459	.000	1.000	1.000
2 (Constant)	0.976	0.201		4.864	.000		
AVG_SP	0.453	0.056	0.522	8.107	.000	0.726	1.378
AVG_SC	0.222	0.057	0.251	3.903	.000	0.726	1.378

a. Dependent Variable: AVG_O

Excluded Variables

	Beta In	t	Sig.	Partial Correlation
2 AVG_SS	0.087 ^b	1.320	0.189	0.100
AVG_SW	0.118 ^b	1.548	0.123	0.117
AVG_EC	0.091 ^b	1.454	0.148	0.110
AVG_EM	0.018 ^b	0.291	0.771	0.022