

ORGANIZATIONAL COMMITMENT AMONG  
ACADEMIC STAFF OF PRIVATE UNIVERSITIES IN  
MALAYSIA

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## DECLARATION

We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
- (4) The word count of this research report is 19, 301 words.

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**LIST OF ABBREVIATIONS**

AC	Affective Commitment
AMCTE	Arbaminch College of Teacher Education
CC	Continuance Commitment
DV	Dependent Variable
H <sub>0</sub>	Null Hypothesis
H <sub>1</sub>	Alternative Hypothesis
HEIs	Higher Education Institutions
HR	Human Resource
IV	Independent Variable
JI	Job Involvement
JS	Job Satisfaction
LMX	Leader Member Exchange Theory
MARA	Majlis Amanah Rakyat
N	Population Size
NC	Normative Commitment
OC	Organizational Commitment
POS	Perceived Organizational Support
PJ	Procedural Justice

R	Reverse
r	Correlation Coefficient Value
S	Sample Size
SAS	Statistical Analysis Software
SET	Social Exchange Theory
Sig.	Significance
UTAR	Universiti Tunku Abdul Rahman



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## **PREFACE**

This research was conducted with the aim of recognize the antecedents that affect organizational commitment among academic staff of private universities in Malaysia. This research is indeed essential for private universities, as there was statistical evidence showed that the employee turnover rate is quite high compare to other industry. Therefore, this research is dedicated to those private universities in hope that can provide them with information to increase the level of organizational commitment.

In order to achieve the objective, there are four independent variables are being analyzed to determine their relationship with the organizational commitment. The four variables are job satisfaction, job involvement, perceived organizational support and procedural justice.

## **ABSTRACT**

The main objective of this study is to examine organizational commitment among academic staff of Private Universities in Malaysia. The literature review has revealed that job satisfaction, job involvement, perceived organizational support and procedural justice are important variables that can improve academic staff commitment within these institutions. A conceptual framework has been developed. The study proposed a list of hypotheses concerning the academic staff in Malaysia private universities.

The target population for this research was academic staff in selected Malaysian private universities where located in Selangor and Kuala Lumpur. There are total 377 sets of questionnaire have been collected. The sampling selected was based on non-probability sampling technique with convenience sampling technique and snowball. Various assumptions of the test analysis were conducted such as Pearson Correlation Coefficient and Multiple Regression Analysis were employed to test the hypotheses.

The study confirmed that job satisfaction, job involvement, perceived organizational support and procedural justice are significantly correlated with organizational commitment. Additionally, the result also shows that procedural justice most significantly predicted organizational commitment.

In conclusion, it is recommended that practitioner, government and society should take great focus on job satisfaction, job involvement, perceived organizational support as well as procedural justice in order to improve academic staff organizational commitment. At the same time, reduce the turnover rate among employees.

## **CHAPTER 1: INTRODUCTION**

### **1.0 Introduction**

The issue on organizational commitment has raised concerns on the work behavior of employees in Malaysian universities. The main concern is to apply the work behavior of employees in determining the organizational effectiveness and survival. Primarily, this research will be focusing on measuring and identifying the factors affecting organizational commitment in Malaysian universities.

### **1.1 Research Background**

Previous researchers have pointed out the issues on organizational commitment. Due to increasing employees' turnover, organizational commitment is needed to sustain talented employees. Researches have been carried out on the factors (job satisfaction, job involvement and perceived organizational support) that will affect organizational commitment (Salim, Kamarudin, & Abdul Kadir, n.d.).

In previous study, it stated that job satisfaction, job involvement and perceived organizational support will affect organizational commitment that will lead to job turnover rate. As the job turnover rate does not decrease and keep on increasing continuously, a new independent variable, procedural justice, is added into the research to solve the problem. Organizational justice or understanding fairness is very important to all the organizations as it represents their relationship with employees' organizational commitment, job satisfaction and tendency to switch to another job (Getnet, Jebena, & Tsegaye, 2014).

Since the Malaysian government is very concerned on education, higher education industry in Malaysia always possessed the highest national development plan budget. Malaysian higher education institutions (HEIs) included private universities, public universities, community colleges and polytechnics that contained at least one million students in 2011 with around 93000 international students from at least 100 countries. In 2011, around 89686 Malaysian students were studying overseas where 27003 students receive sponsorship and 62683 students self-funded (Student Info & Guide, 2015).

In 2011, Malaysia already has 53 private universities, 20 public universities, 403 private colleges, 73 public community colleges, 6 foreign university branch campuses and 30 polytechnics with about 28.3 million multi-ethnic populations. All of the HEIs offer a large choice of tertiary qualifications at appropriate prices. (Student Info & Guide, 2015)

Next, Houston, Meyer and Paewai (2006) stated that academic staff plays an important role in the universities. Academic staff includes professors of various ranks (adjunct, associate, assistant and full professors), lecturers, researchers and members of the university administration (presidents, vice presidents, deans, department chairs and librarians).

Academic staffs are in charge of complicated works in a challenging growing environment. Their role is generally on research, teaching, and service that emphasizes more on research and teaching, and lesser to administrative or service. They also need to meet the growing assumptions for measurable outputs, overall performance, responsiveness to society and students' needs. Since the university is the only organization that focusses on binary core functions of creating knowledge and process of transmitting teaching and research, academic staff's work life is

basically created and shaped by commitment and performance of the functions (Houston, et al., 2006).

Jenkins (2004) found that commitment to research and teaching is competing and complementary. Hence, he said that the relationship between teaching, research, rewards and work expectations needs to be handled at the departmental, institutional and individual level to prevent any disadvantageous behaviors and effects.

## **1.2 Problem Statement**

The higher education industry is valuable for us to do research. Nowadays, it becomes an important sector playing a key role in improving Malaysian ability to compete in the global knowledge economy (Lew & Sarawak, 2011). According to Yahya, Mansor and Warokka (2012), it states that education in Malaysia has been contributing to the state's aspiration. Malaysian government considers that education quality directly linked with the strength of the economy. Besides, Yahaya, Chek, Samsudin and Jizat (2014) also found that in the Tenth Malaysia Plan between 2011 and 2015, the government emphasized on the importance to develop world-class educational institutions, especially in universities with world-class leadership.

The key person who is in charge of producing human capital needed by Malaysia in the future is academic staff. (Salim, et al., n.d.). Commitment of academic staffs which is able to turn Malaysia into a leading hub of education. In other words, committed academic staffs are the key role towards the successful universities in Malaysia since academics have a high need for support and recognition (Atan, 2007).

Organizational commitment is a dominant factor that affecting the level of accomplishment in many institutions. The major issues that can be seen today are that

the staffs are not fully satisfied with their job, salary, lack of commitment, lazy at workplace, non-sync with organizational expectations which lead to poor organizational results (Chelliah et al., 2015). Moreover, Ahmad and Bujang (2013) found that employee's perception towards fairness of the evaluation decision as one of the issue that can lead to dissatisfaction once the procedure is not measured accurately.

Iqbal and Hashmi (2015) stated that academic staffs are vital for effective performance of universities. Academic institutions in Malaysia are incapable to sustain and improve quality over the long-term period of time due to lack of competent and committed academic staffs. Thus, higher educational institutions especially in university have higher need for the academics, creative abilities and also commitment of their academic staffs than in any other organizations.

Furthermore, the turnover problem is more widespread among employees in the private sector. It is expected that turnover intention among academic staff of private universities in Malaysia to be stronger compared to public universities. Yew (2011) found that the academic staffs who were more committed to the universities may have less intention to leave, which is consistent with the findings of other research such as Yin-Fah, Foon, Chee-Leong, and Osman (2010) and Luthans (2011). There is a figure shows the turnover intention rate between July 2010 and June 2011 as follows:

Table 1.1: Average Yearly Turnover Rate of Executives from July 2010 to June 2011  
by Industry (%)

<b>Type of industry (non-manufacturing)</b>	<b>Annual average (%)</b>
1.IT/Communication	75.72
2.Associations/Societies	33
3.Hotel/Restaurant	32.4
4.Professional/Consultancy/Education/Training	29.28

5.Transport/Warehouse Services	26.88
6.Medical Services	19.8
7.Wholesale/Retail/Trading	18
8.Holdings & Investment/Plantation	17.4
9.Business Services	15.72
10.Property/Construction	15.6

Source: Wong, K. (2012). Malaysia Average Turnover Rate for Executive- GEC Business Review.

Based on table 1.1, the figure shows that the average yearly turnover rate of education industry had been ranked in fourth place after hotel/restaurant, associations/societies, and IT/communication. The average turnover rate of educational industry is 29.28%, the higher percentage which indicates the importance of organizational commitment in Malaysia education.

Even though previous study (Ahmad & Bujang, 2013; Ayers, 2010; Nazem & Mozaiini, 2014) had given suggestion on low commitment, the turnover rate of the academicians in private universities is still considered high which is mentioned by Moy (2015).

If government or institution doesn't given concern on low commitment or committed academic staffs, it will suffer big issue like when they quit from their institution, the universities will spends high cost to replace those academic staffs, because when the committed and quality academic staffs leave the organization, they will take away their experience as well as teaching skill. Besides, the organizations also need to spend extra cost to train for the new academic staffs (Salim, et al., n.d.).

Although there is an increased interest in organizational commitment, we found that so little empirical study has actually been conducted on this topic, especially from the



viewpoint of procedure justice in Malaysia private university settings is considered as scarce. Only few researchers have focused on how factors that affect organizational commitment among academic staffs in Malaysian university settings (Yahaya, et al., 2014). Previous researches have specifically examined whether the perceived organizational support (Ayers, 2010; Chelliah, et al., 2015; Nayir, 2012; Salim, et al., n.d.), job satisfaction (Ayers, 2010; Chelliah, et al., 2015; Donald, Lucia & Victor, 2016; Salim, et al., n.d.), and job involvement (Ayers, 2010; Chelliah, et al., 2015; Nazem & Mozaiini, 2014; Salim et al., n.d.) will impact on organizational commitment of employees. However, there is still a question of whether the result will be different when procedural justice is adding on to test organizational commitment in the private universities.

The recent research Chelliah et al. (2015) suggest that by increasing the degree of employees' self-confidence through training, feedback and recognition will improve job involvement of academic staffs and may lead to higher commitment. Besides, they also recommend that the institution should make an intensive effort on the procedure and make it fair and equitable to everyone. Once academic staffs see the procedure fairly, they may think this organization positively. In other words, fairly treat employees will affect their level of satisfaction and then motivate them to remain committed to their institution.

Hence, based on following findings, organizational commitment should be an important issue for all leaders especially in universities. The main purpose of our study is to examine the antecedents affect organizational commitment among academic staff of private universities in Malaysia, which including the effect of job satisfaction, job involvement, perceived organizational support and procedure justice.

Table 1.2: Past Studies on Organizational Commitment

<b>Researchers'</b>	<b>Research Topic</b>	<b>Research</b>	<b>Research</b>
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Name		Areas	Findings
Ayers (2010)	Job satisfaction, job involvement, and perceived organizational support as predictors of organizational commitment.	Educators in a Southern U.S. state.	A very unique relationship exists between job satisfaction, job involvement, perceived organizational support and organizational commitment.
Chelliah, Sundarapandiyan, & Vinoth (2015)	A Research on Employees' Organizational Commitment in Organizations: A Case of Smes in Malaysia.	Employees in University Sains Malaysia.	Job satisfaction, Job involvement & perceived organizational support positively related organizational commitment.
Donald, Lucia, & Victor (2016)	The relationship between job satisfaction and organizational commitment among academic staff members in a selected higher education institution.	Academic staff members in higher education institution, South Africa.	There is a relationship between job satisfaction and organizational commitment.
Nasurdin & Ahmad (2001)	The Effect of Procedural Justice on Organizational Commitment in the	Malaysian employees in Malaysian	Procedural justice is an important determinant of

	Malaysian Context: Do Men and Women Differ?	workforce.	Malaysian employees' commitment to the organization.
Nayir (2012)	The relationship between perceived organizational support and teacher's organizational commitment.	Teacher's in Primary school turkey.	Low level and negative relationship between teacher's commitment and perceived organizational support.
Nazem & Mozaiini (2014)	Investigating the relationship between the organizational commitment and job involvement in employees at Islamic Azad University of Roudehen, Damavand, Pardis, and Boomehen to provide an appropriate model.	Employees at Islamic Azad University of Roudehen, Damavand, Pardis and Boomehen.	There is a relationship between the organizational commitment and employees' job involvement.
Rehman, Z., Rehman, K., Khan, Saeed, Adeel, & Tarip (2015)	Effect of Procedural Justice on Organizational Commitment: Evidence from Pakistan.	Academicians of Gomal University in Pakistan.	There is a significant positive influence of procedural justice on organizational

			commitment.
Salim, Kamarudin, & Abdul Kadir (n.d.)	Factors Affecting Organizational Commitment Among Lecturers in Higher Educational Institution in Malaysia.	Lecturer's in three different MARA professional colleges in Malaysia.	There is a relationship between job satisfaction, job involvement and perceived organizational support towards organizational commitment.

### 1.3 Research Objectives

The purpose of this research is addressed in this section.

#### 1.3.1 General Objective

The purpose of this research is to give a clearer view on the factors affecting organizational commitment, to study the variables under it which include job satisfaction, job involvement, perceived organizational support and procedural justice, and to study how the factors affect organizational commitment in Malaysian university.

### **1.3.2 Specific Objectives**

- To investigate whether there is a significant relationship between job satisfaction and organizational commitment.
- To investigate whether there is a significant relationship between job involvement and organizational commitment.
- To investigate whether there is a significant relationship between perceived organizational support and organizational commitment.
- To investigate whether there is a significant relationship between procedural justice and organizational commitment.
- To investigate which independent variable (job satisfaction, job involvement, perceived organizational support and procedural justice) has the strongest effect on organizational commitment among academic staff of private universities in Malaysia.

## **1.4 Research Questions**

5 research questions are form to investigate the factors affecting organizational commitment:

- What is the relationship between job satisfaction and organizational commitment?
- What is the relationship between job involvement and organizational commitment?
- What is the relationship between perceived organizational support and organizational commitment?

- What is the relationship between procedural justice and organizational commitment?
- Do the job satisfaction, job involvement, perceived organizational support and procedural justice affect organizational commitment?

## **1.5 Hypotheses of the Study (for quantitative research)**

The research hypotheses for this research are:

- H1: There is significant relationship between job satisfaction and organizational commitment.
- H2: There is significant relationship between job involvement and organizational commitment.
- H3: There is significant relationship between perceived organizational support and organizational commitment.
- H4: There is significant relationship between procedural justice and organizational commitment.
- H5: There is significant relationship between job satisfaction, job involvement, perceived organizational justice, procedural justice and organizational commitment.

## **1.6 Significance of the Study**

The aim of this research is to provide guidelines and discover factors that affecting organizational commitment in Malaysian universities. This research will also provide useful information on the factors such as job satisfaction, job involvement, perceived organizational support and procedural justice are affecting organizational

commitment. Thus, it will provide some guidelines on how to reduce turnover and sustain talented employees. Organizational commitment is important for all organization as it has been proved that organizational commitment is a significant factor that will affect employees working behaviour (Yahaya, et al., 2014). In this study, there is a new independent variable procedural justice added into our research. Procedural justice has the capability to produce greater benefits for employees as well as organizations. Suchlike higher trust and commitment between employees and organization, job performance improvement, customer satisfaction improvement, reduce conflict and also more helpful towards citizenship behaviors. (Getnet, et al., 2014).

This research may bring great significant to practitioner. It gives additional information and knowledge about how to let employees carry out organizational commitment. Practitioner can serve it as a guideline and concept in order to strengthen employee performance for organizational effectiveness and achieve organizational goal. After knowing factors that will affect them from changing job to another organization employers can make some changes to sustain them. Hire new employees are easy, but organizations need to reinvest in them and it cost time and money. Besides that, employee performance will affect organizational development. If employee willing to make commitments for the organization mean that they would performance well, and the organization might have improvement in development like change at organizational culture. Thus, employers need to take consideration towards the importance of sustaining it employees and how to let them commit more to organizations.

Malaysian private higher education institutions can consider to attract and to retain academic staff in strategical way based on this study. However, organizational performance would impacts on academic staff's contribution. In other words, when institutions have good quality lecturers that willing to contribute more towards the

institution it will have the ability to attract more student and educate them into excellent people and contribute back to the society in the future.

Government can create some new practice and policies or modify those policies that already exist to satisfy the need of the academic staff based on this study. Besides that, government may have insights to reduce problems of private higher education institution like staff turnover. Government could recognise how job satisfaction, job involvement, perceived organizational support and procedural justice would impact on organizational commitment which will benefit private higher education industry and enhance the well-being of academic staffs.

## **1.7 Chapter Layout**

This research consists of 5 chapters to investigate the factors affecting organizational commitment among academic staff of private universities in Malaysia.

- **Chapter 1: Introduction**  
This chapter illustrates the research background, problem statement, objectives, questions, hypotheses and significance. Besides, this chapter provides a clearer view on the factors affecting organizational commitment in higher education industry in Malaysia.
- **Chapter 2: Literature Review**  
This chapter illustrates the relationship between independent and dependent variables. Contents are reviewed from educational materials from previous researches including theoretical frameworks obtained from books and journals to build a proposed framework for this research.



- Chapter 3: Research Methodology  
This chapter illustrates the research design, data collection methods, sampling design, research instrument, constructs measurement, data progressing and data analysis. Besides, questionnaire will be designed and delivered to specific universities. The SAS Enterprise Guide will be used to test whether the research is reliable or not.
- Chapter 4: Research Results  
In this chapter, the SAS Enterprise Guide will interpret the results of our research. It will also describe the result of the relationship and variation on the variables.
- Chapter 5: Discussion and Conclusion  
In this chapter will be discussing about the research such as the implications, limitations and recommendations.

## **1.8 Conclusion**

In conclusion, we have a better understanding of organizational commitment among academic staff of private universities in Malaysia. In this chapter, we discovered the independent variables such as job satisfaction, job involvement, perceived organizational support and procedural justice that will affect the organizational commitment in private universities.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

In this chapter, independent variables and dependent variable are concerned for discussion. Besides, reviewing journal and article is crucial action to the field of study this research, then analyse the content and develop the hypotheses regarding job satisfaction, job involvement, perceived organizational support, and procedural justice are having significant relationship with organizational commitment as well as to construct theoretical framework. A conclusion is concluding this chapter.

### **2.1 Review of the Literature**

#### **2.1.1 Dependent Variable - Organizational Commitment**

Researchers have paid a great attention on organizational commitment because it had been realized as a significant factor that will affect employees' work behavior in organizations (Yahaya, et al., 2014). Commitment is an essential factor for organizational effectiveness and survival (Krishna & Marquardt, 2007). Mukulu and Sakwa (2014) indicated that organizational commitment is a variable that bind employees to the organization. This relationship has been found that it is related positively to different kinds of desirable work outcomes, such as employees' motivation, job satisfaction and performance (Fornes & Rocco, 2004; Yahaya, et al., 2014). Moreover,

commitment is seen as a negative indicator of absenteeism and turnover (Allen & Meyer, 1990). From the psychological approach and behavioral approach, organizational commitment's concept can be discussed (Salim, et al., n.d.). Organizational commitment has been investigated from the output of contribution/ rewards exchange processes between employees and employers in the behavioral approach, whereas the psychological approach views organizational commitment from the perspective of employees' identification or attachment with their organization.

Organizational commitment has been conceptualized from different points of view (Krishna & Marquardt, 2007; Yahaya, et al., 2014). According to Fornes and Rocco (2004), organizational commitment is the measure of strength of the employees' identification with the values and goals of the supervisor and organization. Meyer and Allen (1991) defined the organizational commitment as "psychological state that characterize the employees' relationships with the organization, and has implications for the decision to continue membership in the organization". Meyer and Allen (1991, 1997) described the organizational commitment into three dimensions. They are affective, continuance and normative.

Affective commitment is refers to "the employee's emotional attachment to, identification with, and involvement with the organization" (Allen and Meyer, 1990; Meyer & Allen, 1997). An employee who has a strong affective commitment will remain with his or her respective organization because he or she want to do so (Việt, 2015). If an employee feels that he/she is not appreciated by the organization, he or she will tend to have a low willingness to be emotionally attached in his or her organization (Choong, Lau, & Wong, 2011). For instance, a manager felt committed to his employees and felt a huge responsibility to them and the organization. In his or her position, he or she understood the importance of the tasks that his or her group was

responsible for as well as them as people. Besides, he felt committed to his responsibility. Whereas his organization also recognized the importance of his job since they kept him on because of his extensive knowledge. It seems as though the manager felt an obligation to those that worked for him to be their 'protector' of sorts. He understood their personal obligations and made changes in work schedules when their lives required it. In turn, his employees felt cared for by him as people not just workers. He was one that they could trust and he knew it. He felt that leaving the organization would not only hurt the quality of the organization's product but it would also put his employees at risk of losing their jobs and just could not do that to them (Redmond, 2016).

Continuance commitment refers to “the employee’s awareness of the benefits that continue to remain in their organization versus the costs of leaving their organization” (Allen & Meyer, 1990; Meyer & Allen, 1991). The employee who expressed continuance commitment remains because he or she need to do so (Việt, 2015). The employee will be more willing to stay rather than leave his or her organization if he or she realized the cost of leaving is more expensive and it is more beneficial to remain (Choong, et al., 2011). For instance, an employee that has already contributed to an organization for many years building up employee benefits (such as pension), years of leave, and wages. The employee may lose the time vested, as well as pension and seniority loss, if he or she were to leave the organization. Therefore, not because he wants to stay loyal to the organization, the employee will stay in the organization because it would not be beneficial for his leaving (Redmond, 2016). Việt (2015) suggested that there was a low correlation between years of work and continuance commitment.

Lastly, normative commitment can be referred as “the employee’s feeling of obligation to continue employment based on his/hers personal norms and values” (Allen & Meyer, 1990; Meyer & Allen, 1991). An employee who has

a strong normative commitment will remain in his/her organization because he/she ought to do so (Viêt, 2015). The employee will remain in the particular organization if he/she feels should be loyal to their employer (Choong, et al., 2011). For instance, even though it is no longer advantageous to do so, an employee may feel he/she has the obligation to stay with their employer during its time of need because they fear the potential disappointment in their teammates or employer (Redmond, 2016). In general, employees' affective and normative commitment will get higher, but low in continuance commitment. There was a low correlation between the highest education earned with normative commitment, whereas a low negative correlation between age and normative commitment (Viêt, 2015).

Krishna and Marquardt (2007) pointed that the relation between these three commitment and performance parameters is different. In most of the studies, the researchers found that affective commitment is positively related to performance parameters, but there has been found a negative or unrelated relationship between the continuance commitment and performance parameters. Moreover, normative commitment only has a small relationship with the outcome variables in a majority of the studies (Krishna & Marquardt, 2007). Meyer & Allen (1997) indicated that employee who has strong affective commitment would be motivated to contribute and performance in higher levels than the employee who expresses with continuance or normative commitment. Although the affective commitment has the most effective influence on desired organizational outcomes as compared to another two components, organizational commitment was measured as a whole rather than measuring one or two of its components in the present paper.

Mostly, lecturers have been taken as the respondents when researchers conduct the research that related to organizational commitment in higher education institutions because lecturers can be seen as an important asset of

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the education industry (Pridhivraj, 2014; Salim, et al., n.d.). Moreover, Yahaya et al. (2014) had taken the lecturer, senior lecturer and associate professor as their respondents when conduct the research about organizational commitment, whereas Li (2013) taken the associate lecturer, lecturer, associate professor, and professor as respondents.

### **2.1.2 1<sup>st</sup> Independent Variable - Job Satisfaction**

Job satisfaction is a critical problem for all organization no matter whether in private or public organizations or working in advanced or underdeveloped countries (K. Rehman, Z. Rehman, Saif, Khan, Nawaz, & S. Rehman, 2013). Lipinskiene (2008) indicated that the more employees are satisfy with their job, the more they will commit to their organization. Moreover, employee's low level of satisfaction may not only lead to the reduction of their contribution to the organization but also increase intention to quit (Donald, et al., 2016; Nath Gangai & Agrawal, 2015).

The concept of job satisfaction can be traced back to Herzberg (1959) who defined job satisfaction as “a function of motivators which contribute to job satisfaction and hygiene which lead to job dissatisfaction”. Mohammed and Eleswed (2013) have extended the definition of job satisfaction as “a combination of psychological, physiological and environmental circumstances that causes a person to say: I’ m satisfied with my job”. According to Werther and Davis (1999), job satisfaction is the level of “favorableness or unfavorableness with which workers view their job”. It refers to the general opinion of an employee toward his or her job, such as an employee with a high degree of job satisfaction will hold positive feeling about his job, whereas one who is not satisfied with the job can grip a negative attitude.

Besides, some researcher argued that job satisfaction is an emotional reaction to job conditions. For instance, an employee will be more probably to have a negative feeling toward their work, coworkers or supervisor, if he or she thinks that he or she has been treated unjustly or receive less remuneration (Luthans, 2005; Manzoor, Usman, Naseem, & Shafiq, 2011). Robbins and Judge (2009) found that the characteristics of the job itself can lead the employee to have a positive feeling towards the job. Job satisfaction can be measured by some aspects that related to the identifiable characteristics of a job, there are pay, supervision (Nath Gangai & Agrawal, 2015), promotion, coworkers (Chelliah, et al., 2015; Mohammed & Eleswed, 2013), equitable rewards, and the working environment (Glisson & Durick, 1988; Kim, Leong, & Lee, 2005). For instance, employee will be more willing to have positive attitudes towards the jobs if they feel they are being paid equitably and are being treated very well (Norizan, 2012). Besides, For example, if the supervisor is friendly, always listen to the opinion of their employee, understanding to their employee and praise employee for their good performance may increase the their job satisfaction (Lumley, Coetzee, Tladinyane, & Ferreira, 2011).

According to Chelliah et al. (2015), job satisfaction has a positive significant relationship with organizational commitment, either in affective, continuance or normative of commitments. This is because low job satisfaction always linked to employee turnover, absences, work slowness, and strikes. Not only that, it also will lead to poor product quality, disciplinary problems, employee's theft, and low performance. In contrast, higher job satisfaction always linked to fewer absences, higher occupational levels, and lower turnover (Norizan, 2012). For instance, the majority of teacher educators in Arbaminch College of Teacher Education (AMCTE) experienced a very low over all job satisfaction. Therefore, they feel low obligation to stay in the

college and underestimate the associated costs of leaving at any time, and it caused a very low commitment towards AMCTE (Gezmu, 2013).

### **2.1.3 2<sup>nd</sup> Independent Variable - Job Involvement**

Nwibere (2014) suggested that job involvement is the perceptions of people on his/her jobs as both relationship with job itself, how they work and life is mixed, and the working environment. Lodahl and Kejiner (1965) who are the first introducer of job involvement, related it to psychology of an individual with the importance of work in his/her self-image. Job involvement can be seen as an individual's commitment or psychological identification to his/her job (Kanungo, 1982). It is the extent to "which one is cognitively concerned with, engaged in, and preoccupied with one's present job" (Paullay, Alliger, & Stone-Romero, 1994). Moreover, job involvement can be defined as the degree to which an individual perceives his overall work status to be central to him (Lawler & Hall, 1970).

Not only that, some researchers stated that job involvement is the extent of an employee for participating in his job and meeting such needs as self-regard, self-respect, prestige, and autonomy (Allport, 1943). Gurin, Veroff, and Feld (1960) proposed that the degree to which a person seeks some actualization and self-expression in his/her work will affect the personal involvement. Besides, job involvement can be strengthened by the self-determination, the chance to make job decisions, the opportunity to set the pace of an individual, and the feeling that one as an important part in the process of making company success (Wickert, 1951).

Salim et al. (n.d.) indicated that the individual who high involvement in their job will interest in their job and do not feel that want to leave the organization.



Therefore, job involvement and organizational commitment may increase by improving the employee's self-esteem level. Moreover, employees who are more job involved are more willing to believe in the compatibility of personal and organizational goals. This makes them incline to emphasize on job activities such as thinking about the ways to perform better, even in their spare time (Tastan, 2013). They are likely to feel view themselves as competent and successful, contribute to innovation in the organization, and may tend to help others at work (Mudrack, 2004).

There is positive notable correlation between job involvement and organizational commitment (Ayers, 2010; Hosseini & Nia, 2015; Lamber, 2008; Mohsan, Nawaz, Khan, Shaukat, & Aslam, 2011). Previous research found that an employee who has high job involvement will be more pleased with his or her job and the absenteeism is also considerably low among them (Mahdad, 2008). Not only that, social factors such as the degree to which employees support the organization's goals, teamwork and participation in decision making can be increased by job involvement, as well as it also can promote the progress in jobs and a sense of accomplishment (Zare, Darre, & Ajdari, 2010). For instance, job involvement has been considered as a crucial contributor to organizational commitment among MARA Professional College lecturers. That is because the lecturers who have high job involvement will not have the feeling for leaving their organization and it will lead to higher commitment towards their college (Salim, et al., n.d.).

### **2.1.4 3<sup>rd</sup> Independent Variable - Perceived Organizational Support (POS)**

According to Shore and Wayne (1993) perceived organizational support (POS), referred as employees' awareness of organization's commitment towards them. Based on employees' beliefs they care whether the organization appreciates their contributions and wellbeing. Employees who look high at the level of organizational support will more likely to feel the need of responsibility to "repay" the organization.

Organizational support theory talking about how much employees care about the organization valuing their dedication and concerns for their well-being. Employees will feel obligation to take care about the organization's benefits and help to reach its objectives and goal. Besides that, employees could satisfy their obligation through contribute much higher affective commitment and put more better efforts to help the organization (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

Based on Rhoades, Eisenberger, and Armeli, (2001), Perceived organizational support (POS) is strengthened by beneficial work experiences that employees believe reflect voluntary and purposeful decisions made by the organization. In other word, beneficial work experiences and POS have a stronger relationship. Procedures of making decision and benevolent treatment by supervisor that will affect employees are voluntary action that would increase POS. POS able to increase the affective commitment by bringing up the incorporation of organization membership and role status into social identity.

Employees want to anthropomorphize the organization for their work. The actions of executives and managers employees intend to lend the organization

as a system. POS intend to let employees feel that the organizations is willing to compensate for their effort fairly, help them if needed, let their work become more interesting and stimulating, and provide a good working conditions for them. In general means that employees have an idea of concerning the support given by organization. Because of that, employees may think that the support given is a demonstration of commitment toward them, which let them commit back to the organization. It also proved that there is a significant relationship between perceived organization and organizational commitment (Aub é Rousseau, & Morin, 2007).

There are few types of antecedents that are related to POS regarding to the development of POS, which include the perceptions of the organization, such as justice and politics, job conditions, supervisor support, personality and also human resource (HR) practices. They focused on HR practices because it mean the organization values and care about employees. Besides that, HR practices propose investment in employees and show confession about employee contributions. This showed that the organization is supportive and which to build or continue a social exchange relationship with employees. Organization that offers HR practices should be positively related to POS. Therefore, HR practices have reduced the organizational turnover rates (Allen, Shore & Griffeth, 2003).

Through conduct research among teachers in primary schools in Malaysia, Jais and Mohamad (2013) found that teachers' commitment can be increased by raising the quality of support. Teachers will report higher emotional attachment to their profession or schools while they perceive their schools as providing a strong support and caring about their well-being. Based on these journals, we can find out that what actually perceived organizational support (POS) is, is there a significant relationship between POS and organizational commitment and what things actually related or can affect POS.

### **2.1.5 4<sup>th</sup> Independent Variable – Procedural Justice**

According to Turgut, Tokmak, and Gucl (2012), organizational justice is commonly known to have three types which are distributive justice, procedural (process) justice and interactional justice. Colquitt (2001) separates the interactional justice into interpersonal and informational justice. Leow and Khong (2015) suggested that these justices are important determinants of meaningful organizational outcomes. In our study, we focus on procedural justice since some study had mentioned that it is a better predictor of organizational commitment as compared to other justices (Dailey & Kirk, 1992; Folger & Konovsky, 1989; Turgut, et al., 2012).

In many research, procedural justice has been investigated in different ways (Li, 2013). Procedural justice mainly emphasizes on “the fairness of the procedures responsible for reward distribution” (Li, 2013; Mahony, Hums, Andrew, & Dittmore, 2010; Polat, 2007). This is the perception of employees about fairness in the regulations and rules which are used to determine a decision that will bring out the final outcomes (Malik & Naeem, 2011). Employees are not interested about the decisions while justifying the fairness of the organizational decisions, but concerned about the processes which determine these decisions (Turgut, et al., 2012). Namely, it is the perception related if true processes are followed while making a decision (Polat, 2007). Moreover, employees are concerned with their treatment’s fairness within their organization and the fairness of the outcomes that they received (Leow & Khong, 2015; Williams, Pitre, & Zainuba, 2002).

Tallman, Phipps, and Matheson (2009) indicated that employee who believed that he/she was treated fairly would be more willing to take positive attitudes toward the organization and be more committed to their organization. In contrast, perceived procedural unfairness will alter the relationship between

employee and his/her organization from one of social exchange to one in which the employee only fulfills the requirements (Organ, 1990). For instance, an employee will feel dissatisfaction if he/she does not receive the desired rewards, but if he/she believes the process of organization is not fair, their commitment and desire to stay will decrease (Klocko, Kirby, Hoffman, & Pehrsson, 2015). This is because the process will be more consistent over time as compared to the rewards and it can reflect the values of an organization. Therefore, it seems impossible for the employees to be committed to their organization since the process is unfair.

Moreover, Li (2013) found that procedural justice was conceptualized as voice, which is whether employees were allowed to have input into a decision process or whether they were allowed to have any say in the actual decision making. Besides, Leventhal, Karuza, and Fry (1980) had set some criteria for procedural justice. There are the procedures of decision making should be “applied consistently across people and time”, “free from bias”, “collect and using the accurate information”, “have some mechanism to correct flawed or inaccurate decisions”, “conform to personal or prevailing standards of ethics or morality”, and “ensure that the opinions of various groups affected by the decision have been taken into account”.

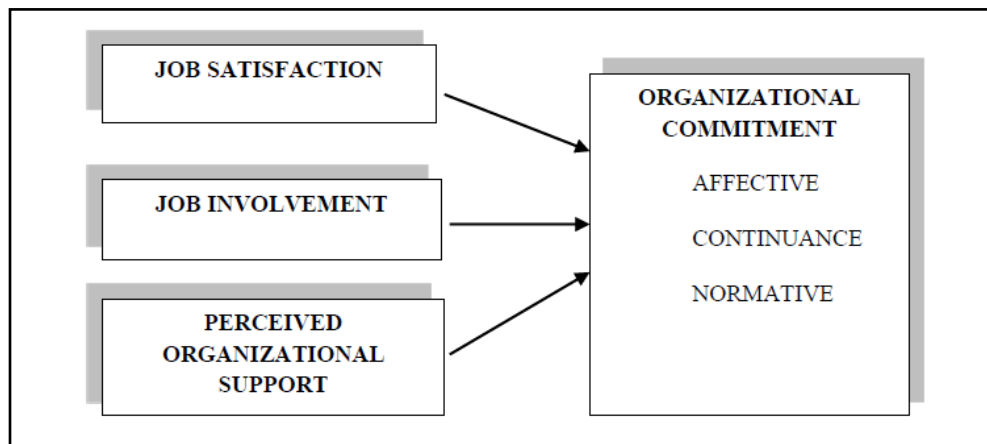
In the previous research, the researchers found that there is a positive and notable influence of procedural justice on organizational commitment (Karanja, Gachunga, Kalio, Goerge, & Wanderi, 2014; Z. Rehman, K. Rehman, Khan, Saeed, Adeel, & Tariq, 2015). Through conduct the research in Kenya’s public secondary school, the researchers concludes that the role of school management in managing and directing teachers cannot be over emphasized because teacher’s voice in making of decision, perceptions of fairness in the school’s decision making processes, accuracy in use of information, consistency in applying rules, opportunity to be heard, and

safeguards against bias are all important in promoting higher commitment (Karanja, et al., 2014).

## 2.2 Review of Relevant Theoretical Models

### 2.2.1 Job Satisfaction, Job Involvement, Perceived Organizational Support and Organizational Commitment

Figure 2.1: Meyer and Allen (1997) Conceptual Framework of Model 1



Source: Salim, M., Kamarudin, H., & Abdul Kadir, M. Factors affecting organizational commitment among lecturers in higher educational institution in Malaysia.

As the figure showed above, the organizational commitment will be directly affected by job satisfaction, job involvement and perceived organizational support. The social exchange theory has been used to determine and analyzes whether there is a significant relationship between these factors towards

organizational commitment among lectures in higher educational institution in Malaysia.

Job satisfaction defined as the way that individuals felt and thought about their multifaceted work experience (Makanjee, Hartzer, & Uys, 2006), and it has been commonly used as a measured organizational variables (Salim, et al., n.d.). Salim et al. (n.d) indicated that job satisfaction is not a strong predictor, but it still has direct impact on organizational commitment. The organizational commitment level will moderately increase along with the increasing in job satisfaction level. As a result of most of the lecturers are satisfied with the nature of work, the current jobs should be enriched so as to make them more motivating, interesting, and challenging (Salim, et al., n.d.).

Job involvement referred to a belief descriptive of the relationship of an employee with his/her present job (Mathieu & Zajac, 1990). It was identified as a major contributor and was found to have a strong and positive relationship with organizational commitment among lecturers in Majlis Amanah Rakyat (MARA) Professional Colleges. The individual variables which affect the job involvement can be split into organizational variables and individual personality. Organizational variables are like job type, human resource management, and participation in decision making, whereas individual personality are something like working values, growth needs, career stage, successful job experience, locus of control, and way of being socialized. Thus, people who are very involved in their job will not have the willingness for leaving the organization. Therefore, job involvement can be enriched by increasing the degree of employee's self-esteem, and it may lead to higher commitment (Salim, et al., n.d.).

Moreover, this research reveals that there is a moderately significant relationship between perceived organizational support and organizational

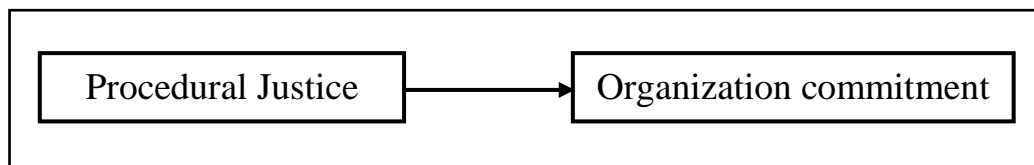
commitment. Salim et al. (n.d.) state that organizations should find ways to improve higher perceived organizational support, since it is related to organizational commitment. Not only that, organizations should always care for academicians' well-being and recognize their contributions in order to attain the mission of the organization. So, academicians can deliver high quality teaching and support Malaysia into a leading education hub.

As conclusion, Salim et al. (n.d.) found that there is a significant relationship between job satisfaction, job involvement, perceived organizational support and organizational commitment through conduct the survey among lecturers in Majlis Amanah Rakyat (MARA) Professional Colleges. Therefore, they suggested that highly committed human resource can be obtained through social change improvement such as increase the job satisfaction, job involvement, or perceived organizational support. Moreover, it also can help institutions to retain their lecturers by building a strong commitment because promoting commitment among the lecturers would make them more willing to contribute positively to their respective institutions.

## 2.2.2 Procedural Justice and Organizational Commitment

Figure 2.2: Z. Rehman, K. Rehman, Khan, Saeed, Adeel, and Tariq (2015)

Conceptual Framework of Model 2



Source: Rehman, Z., Rehman, K., Khan, S. D., Saeed, M., Adeel, M., & Tariq, M. (2015). Effect of procedural justice on organizational commitment:



Evidence from Pakistan. *European Journal of Business and Management*, 7(10).

This research model was developed by Rehman et al. (2015) with the purpose to measure whether procedural justice has affected organizational commitment. Procedural justice has been found that it focuses on the processes which are used to determine the outcomes. According to Thibaut and Walker (1975), employees might perceive the outcomes as fair if they were given a chance to participate into the process used to reach the outcomes. Procedural justice has been chosen as the independent variable from organizational justice because the researchers found that it is a strong predictor organizational commitment as compared to the other types of justice. Moreover, reinforcing relations of the workers nations of procedural justice are very important for pertaining to the loyalty of an institution.

The research was conducted based on the academicians of Gomal University in Pakistan. The data was obtained from 120 respondents through the distribution of questionnaires. This finding reveals that procedural justice has a significant positive effect on organizational commitment. By following fair procedures in organizations, the management can improve the employees' satisfaction and organizational commitment without any extra expenses on employee compensation because organizational commitment will increase the organizational citizenship behavior of the academicians (Rehman, et al., 2015).

### **Social Exchange Theory (SET)**

Over the past two decades, social exchange theory has been primarily selected as the theoretical framework that put in an application for organizational settings because it offered beneficial insight of crucial factors that affect the

relationship between organizations and individuals (Shapiro & Conway, 2005). In this research, job satisfaction, job involvement, perceived organizational support (Neves & Caetano, 2006; Salim, et al., n.d.), and procedural justice (Witt, 1991) as one of the predictors of organizational commitment was examined by using the “Social Exchange Theory (SET)”. In addition, “Equity Theory” also used to examine the procedural justice within organizations (Hassan, 2002).

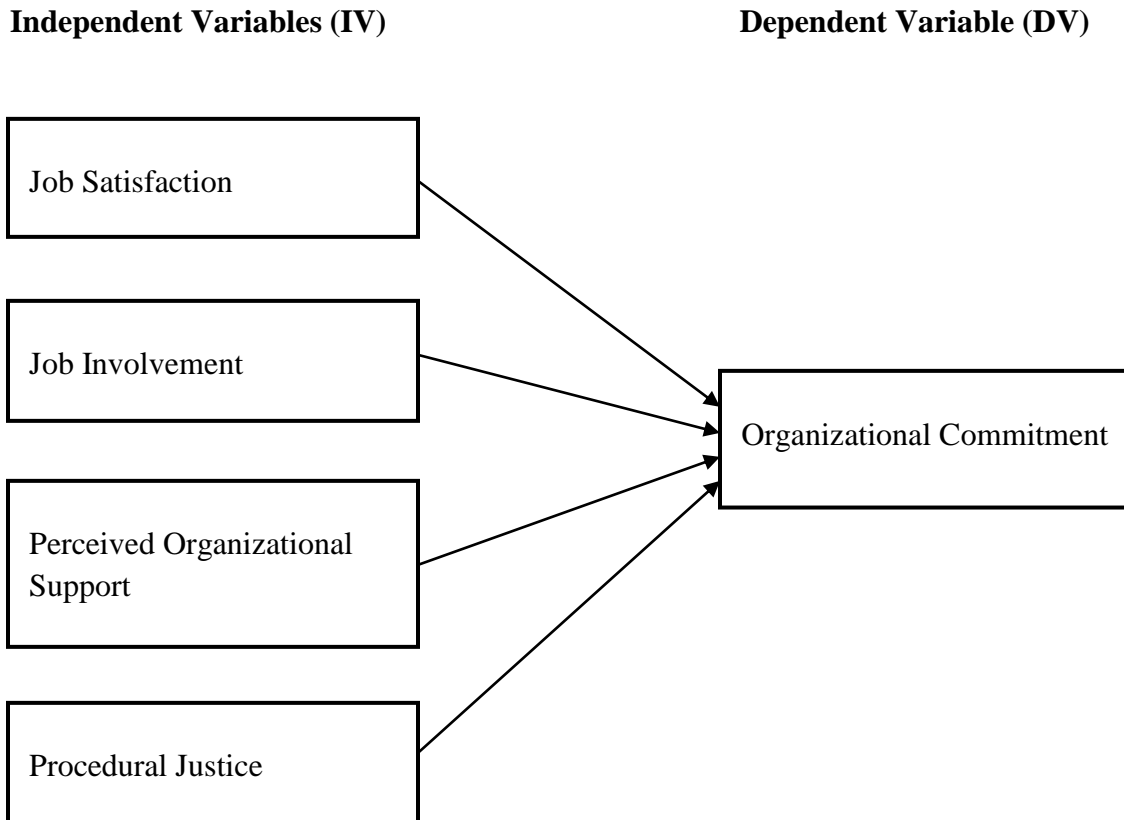
Since mutual exchange is an expected outcome in committed relationship, the interaction of employer or employee is always investigated in comparison with the social exchange theory (P. Ayers & J. Ayers, 2010). Li (2013) indicated that “Social Exchange Theory” assume individuals pursue equity in their exchange with the organization. They agree to make specific contributions to their organization (time, effort, talents and experiences), and they clearly expect to receive the benefits (payment, a support climate, fringe benefits or promotion prospects) proportional to their contributions from the organization. Moreover, the notion of psychological contract between employees and employers will convey the employees’ expectations about the reciprocal nature of the employment relationship, such as concrete and explicit issues (work load and payment), and less tangible or implicit matters (dignity or esteem at work) (Li, 2013). While the expectations of reciprocity remain unfulfilled, inequity or a violation of the psychological contract will occur because the costs of the exchange with the organization more than the benefits of that one received in return. Salim et al. (n.d.) have mentioned that social exchange theory is the driving force that can primarily affect employees’ organizational commitment.

For job satisfaction and commitment, Cropanzano and Mitchell (2005) found that they can be increased since exchange ideology can strengthen the relationship between employee attitudes and perceptions of income

sufficiency. Moreover, as one of the effects of attitudes and equal opportunity that will ultimately affect employees' intentions to stay in their organization, procedural justice also will be strengthened by exchange ideology (Adams, 1965; Biswas, Varma, & Ramaswami, 2013). According to Cohen (1999), the relationship between job involvement and organizational commitment is derived from SET, where people more willing to reciprocate those who are a benefit to them (Ho, 2006). Therefore, a reciprocal relationship exists between job involvement and high organizational commitment (Cohen, 1999). Besides, some researchers applied the concept of POS and the social exchange theory to describe the psychological process underlying the employee's attitudes and behaviors (Salim, et al., n.d.). The advantages of POS are usually understood in reciprocal terms, which is "an employee who sees the employer as supportive is likely to return the gesture". As POS is high, employees are more willing to engage in organizational citizenship behavior, higher job performance, and reduced absenteeism, vice versa (P. Ayers & J. Ayers, 2010).

## 2.3 Proposed Theoretical/ Conceptual Framework

Figure 2.3: Conceptual Framework of Present Research



Source: Developed for the research.

As mentioned in the literature review, social exchange theory which is the driving force can influence employees' organizational commitment whereas the job satisfaction, job involvement, and perceived organizational support are the organizational commitment's key drivers. In the study of Salim et al. (n.d.), three variables which are job satisfaction, job involvement and perceived organizational support had been authenticated that they have significant relationship with organizational commitment. Procedural justice also had been proven that it has significant influence on organizational commitment in the study of Rehman et al.

(2015). These variables seem as the key drivers of organizational commitment. Thus, the proposed framework would be reliable and valid.

Based on the data about the variation of the number of academic staff in private higher education institutions shown by the Department of Statistic Malaysia (2015), its turnover rate of the academicians is considered high. Therefore, we develop the proposed framework to reduce its turnover rate since the loss of academicians is hardly to be replaced and might cause a damaging impact on the research output (Robyn & Du Preez, 2013). In this study, procedural justice has been added as the new independent variable because it also has been found as a predictor of organizational commitment and has a notable effect on organizational commitment (Klocko, et al., 2015).

## **2.4 Hypotheses Development**

The relationships among the important variables have been discussed through the theoretical / conceptual framework. The hypotheses are as below:

### **2.4.1 The Relationship between Job Satisfaction and Organizational Commitment**

Based on previous researches, different conclusions about the relationship between job satisfaction and organizational commitment had been reported. Some researcher found that there is no significant relationship between job satisfaction and organizational commitment (Curry, Wakefield, Price and Mueller, 1986). Lumley et al. (2011) stated that job satisfaction variables positively associate with the affective and normative commitment variables,

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but they also reveal that job satisfaction absent a notable relationship with continuance commitment. However, other researchers indicated that job satisfaction was a crucial predictor of organizational commitment (Busch, Fallan, & Pettersen, 1998; Chiu-Yueh, 2000; Salim, et al., n.d.).

Job satisfaction is considered a determinants of organizational commitment (Mannheim, Baruch, & Tal, 1997) because it immediately reflects affective reaction toward the job when commitment to the organization grows more slowly after the individuals forms more comprehensive valuations of their employment organization, its value and expectations of his/her own future in it (Malik, et al., 2010). Besides, affective commitment, normative commitment, and continuance commitment have significant relationship with job satisfaction (Mohamed, Kader & Anisa, 2012). Therefore, job satisfaction has been found that it has a positive relationship with organizational commitment (Donald, et al., 2016; Mohammed & Eleswed, 2013).

Thus, the following hypotheses are formed:

*H0: There is no significant relationship between job satisfaction and organizational commitment.*

*H1: There is a significant relationship between job satisfaction and organizational commitment.*

#### **2.4.2 The Relationship between Job Involvement and Organizational Commitment**

O'Reilly and Chatman (1986) defined job involvement as an outcome of psychological commitment to organizations. Parker Ayers (2010) stated that

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job involvement is one of the predictors of organizational commitment. In the study of Raymond and Mjoli (2013), Salim et al. (n.d.), and Tayo and Adedapo (2012), job involvement had been revealed to have a strong and positive relationship with organizational commitment. Through explore the relationship between job involvement and organizational commitment by conducting a survey within public sector health and human services managers, Moynihan and Pandey (2007) found that there is a moderate positive correlation between job involvement and organizational commitment. Moreover, employee turnover was found it will be affected significantly by the interplay between job involvement and organizational commitment, regardless of gender, marital status, and tenure (Blau & Meyer, 1987).

Huselid and Day (1991) argued that the researches results of the relationship between job involvement and organizational commitment are ambiguous. However, Elloy, Everett, and Flynn (1995) and Huselid and Day (1991) indicate that there was no research reveals that there was no absolute relationship found.

Thus, the following hypotheses are formed:

***H0: There is no significant relationship between job involvement and organizational commitment.***

***H1: There is a significant relationship between job involvement and organizational commitment.***

### **2.4.3 The Relationship between Perceived Organizational Support and Organizational Commitment**

A majority of researchers reveal that POS has a positive relationship with organizational commitment (Tansky & Cohen, 2001; Zampetakis, Beldekos, & Moustakis, 2009). Through investigating organizational and work-family conflict, O'Driscoll, Poelmans, Spector, Kalliath, Allen, Cooper, and Sanchez (2003) realized that perceptions of the organization as organizational support and family supportive were issues related to employee satisfaction and organizational commitment. Eisenberger, Cummings, Armeli, and Lynch (1997) stated that an employee who obtained enough POS will feel that they are a part of an organizational team player. Therefore, they will be in a better mood at work, encountered fewer psychosomatic, and more willing to report their job as more enjoyable (Parker Ayers, 2010).

Salim et al. (n.d.) identified the perceived organizational support as one of the significant factors that affect organizational commitment and it has a moderate significant relationship between these two variables. Noordin, Rashid, Ghani, Aripin, and Darus (2010) indicated that perceived organizational support had positive relationships with affective, continuance and normative commitment, with affective commitment highest score followed by continuance and normative commitment. Not only that, Rhoades and Eisenberger (2002) reveal that perceived organizational support had a strongly positive relationship with organizational commitment and continuance commitment, but it has a few negative relationship with organizational commitment.

Thus, the following hypotheses are formed:



*H0: There is no significant relationship between perceived organizational support and organizational commitment.*

*H1: There is a significant relationship between perceived organizational support and organizational commitment.*

#### **2.4.4 The Relationship between Procedural Justice and Organizational Commitment**

The quality of employment relationship such as organizational commitment can be measured through procedural justice as perceived by an employee (Arvey, Carter, & Buerkley, 1991; Cropanzano & Randall, 1993; Tsui, Pearce, Porter, & Tripoli, 1997). Cohen-Charash and Spector (2001) indicated that procedural justice was the stronger predictor among the three kinds of perception of organizational justice.

Most of the researchers concluded that there is positive and notable relationship between procedural justice and organizational commitment (McDowall & Fletcher, 2004; Rehman, et al., 2013; Turgut, et al., 2012). As regards teachers, there is a research conducted within Pakistan's private school teachers and the research concluded that distributive justice and procedural justice have a positive relationship with organizational commitment (Zaman, Ali, & Ali, (2010). Ramamoorthy and Flood (2004) found that procedural was linked to a higher level of organizational commitment. Moreover, procedural justice predicted affective commitment and less strongly normative commitment, but it had no effect on the continuance commitment (Li, 2013).

Thus, the following hypotheses are formed:

*H0: There is no significant relationship between procedural justice and organizational commitment.*

*H1: There is a significant relationship between procedural justice and organizational commitment.*

#### **2.4.5 The Relationship between Antecedents (Job Satisfaction, Job Involvement, Perceived Organizational Support, Procedural Justice) and Organizational Commitment**

According to the research of Salim et al. (n.d.), job satisfaction, job involvement and perceived organizational support are considered as notable factors that affect organizational commitment among academic staff. Ayers, P., & Ayers, J. (2010) indicated that job satisfaction, job involvement, and perceived organizational support have notable impact on educator commitment. Not only that, a positive and significant relationship between procedural justice and organizational commitment also has been found (McDowall & Fletcher, 2004; Rehman, et al., 2013; Turgut, et al., 2012). However, there was no research take job satisfaction, job involvement, perceived organizational support and procedural justice together as the independent variables to investigate their relationship with organizational commitment.

Thus, the following hypotheses are formed:

*H0: There is no significant relationship between job satisfaction, job involvement, perceived organizational support, procedural justice and organizational commitment.*

*H1: There is a significant relationship between job satisfaction, job involvement, perceived organizational support, procedural justice and organizational commitment.*

## **2.5 Conclusion**

In this chapter, we had discovered that all of our variables which are independent have significant relationship with the variable which is dependent. The review of the relevant theoretical models and the conceptual framework for this study had been discussed. Followed by the hypotheses for the relationships have been formulated to conclude this chapter. In next section, the research methodology will be examined.

## **Chapter 3: RESEARCH METHODOLOGY**

### **3.0 Introduction**

This chapter is examining the relationship between dependent variable and independent variable, which is the factors that affect organizational commitment in the education field. There is an appropriate guidance about the research procedures for researcher and make sure it is fully followed to avoid any mistake. However, this chapter is organized as follows: research design, sampling design, construct measurement, data processing, data analysis, data collection and method research instrument.

### **3.1 Research Design**

Research design is the master plans that stated the method and procedures in collecting and analyzing data.

Research method had two ways which are quantitative and qualitative. The quantitative method had been used in this research because it involved grounding theory, structured questionnaires, hypothesis, fixed alternative questions and when the research objectives involve numerical measurement and statistical analysis. The reason why the qualitative research did not been used was that it focuses on stories, expressive descriptions and it is not applicable for our research to involve an open ended question, discussion observation and the result is subjective (Sekaran & Bouige, 2010).

Furthermore, this research had considered as causal research because it carries out and identifies of the relationship between independent and dependent variable which is organizational commitment, perceived organizational support, job satisfaction, job involvement, procedural justice. By conducting casual research, it enables us to find the causes and effect among these variables.

## **3.2 Data Collection Method**

The adoption of primary and secondary data is necessary and practical in ensuring the data collected is consistent and accurate (Sekaran & Bougie, 2010). There are several ways to collect both primary and secondary data. Both types of data are used in this research to gather the relevant information and give more accurate information.

### **3.2.1 Primary Data**

According to Sekaran and Bougie (2010), primary data refer to data that obtained first-hand by the researcher on the variables for the specific purpose of the study. For example, face to face interviews, telephone interviews and questionnaire, which can be administered personally or electronically, and sent by mail. The questionnaires are distributed as primary data.

### **3.2.2 Secondary Data**

Secondary data can be defined as data that have already been collected for some other purpose, or information gathered from sources of that already

exists (Sekaran & Bougie, 2010). Journals and articles are reviewed as secondary data to proceed our literature review. In this research, these two types of data had been used in the process of collecting data and gathering the relevant information in order to get the information that are more accurate.

### **3.3 Sampling Design**

Sampling referred to a selection of the number of units for analyzing from a population that researcher interested in (Trobia, 2008).

#### **3.3.1 Target Population**

Target population is defined as the entire group of target or objects that the researcher intend to investigate in the study. For this research, academic staffs who work in private universities in Malaysia are targeted as the population. There are 46 private universities located in Malaysia (appendix 3.1 lists of university). So our target population will focus on the academic staff of these 46 universities. In 2015, there is a total 18, 564 academic staffs with highest qualification instruct in private universities (Ministry of Higher Education, 2015).

#### **3.3.2 Sampling Frame and Sampling Location**

Academic staff in private universities had been targeted. There are 46 private universities located over Malaysia. Private universities that located at Kuala Lumpur and Selangor will be set as the sampling location for this research due

to that is impossible to conduct the survey throughout whole private universities in Malaysia. Because these two state have a biggest percentage of private universities. According to appendix 3.1, there are 34 private universities over 46 that located at Selangor and Kuala Lumpur. Although universities published their staff's details in their website that known as staff directory, some of it cannot be accessed due to privacy statement and so on. Therefore, this study was unable to obtain the master list of all staffs in the private universities in Malaysia.

### **3.3.3 Sampling Elements**

Sampling element is the case or ultimate object, be it an individual, a group, or a firm, to be selected in the sample. Sampling element in this study is the academic staffs, but the professor, associate professor, senior lecturer, and lecturers will be focused on. Lecturers can be seen as an important asset of the education industry (Pridhivraj, 2014; Salim, et al., n.d.).

### **3.3.4 Sampling Technique**

There are two main families of sampling methods: probability sampling and nonprobability sampling. There are several types of probability sampling. The most common are simple random, systematic, and stratified sampling. However, quota, snowball, purposive, theoretical, and accidental sampling are among the most common types of nonprobability sampling techniques (Trobia, 2008). Probability sampling is one in which each person in the population has the same probability/chance of being selected, whereas non-probability

technique is collecting the sample on the basis of personal judgement (Sekaran & Bougie, 2010).

The probability sampling techniques such as systematic, stratified, cluster, multistage area sampling technique are not suitable to be used because the master list of all academic staff does not exist. Nonprobability sampling technique is rather suitable to be used in this study. Because it collects the sample on the basis of personal judgement and the selected sample is unknown (Sekaran & Bougie, 2010). In this study, convenience sampling technique was used to collect information from the people or units that are most conveniently available (Sekaran & Bougie, 2010). Convenience sampling technique also known as grab sampling and accidental sampling, it was used while the questionnaires was just distributed to those academic staffs that had been met. Beside that, snowball technique also had been used while the hard and soft copy of the questionnaire are given to the person in charge in one of the universities, then he distributes it to his colleagues on behalf of us.

### **3.3.5 Sampling Size**

Figure of sample in the research is referring by sample size. The important use of sample size is to determine how accurate of hypothesis testing. Besides that, larger samples size increases the chance of finding a significant will be different.

There are total 18,564 academic staffs with highest qualification instruct in private universities (Ministry of Higher Education, 2015). According to the table of sample size (appendix 3.3), 377 set of data need to be collected over the target population of 20, 000. However, 400 questionnaires are distributed to avoid any incomplete data.



## **3.4 Research Instrument**

In this research, self-administered questionnaire was used based on literature review to match the questions with the variables. This kind of questionnaire can be collected based on electronic and paper form where the respondents need to complete it on their own.

### **3.4.1 Pilot Test**

Pilot test is used to test respondents' understanding and suitability of the questions in the questionnaire. Pilot test is conducted to ensure respondents understand the questions and to examine how long it takes for the respondents to complete the questions. The feedbacks received can help in identifying and improving the mistakes in questionnaire layout and structure (Schade, 2015).

In this research, a total of 30 questionnaires were used to conduct the pilot test. The target group is the academic staff of private universities in Malaysia.

## **3.5 Constructs Measurement**

This questionnaire includes Section A, B as well as C. Section A involves demographic profile of the respondent, section B involves independent variables, while section C involves dependent variable.

### **3.5.1 Original Sources and Operational Definitions**

In this research, questionnaire is used as the scales of measurement to measure the hypothesized relationships. The questions used in the questionnaire are constructed from validated previous studies. The other remaining questions found are not used in the questionnaire because they are quite similar and irrelevant to our research.

The first independent variable, job satisfaction, adopted from Taylor and Bowers (1972) refers to employees' satisfaction with company, supervisor, job, pay and peers. 6 questions are constructed for the questionnaire.

Job involvement as the second independent variable is adopted from Kanungo (1982). 6 questions were constructed for job involvement where it is the degree employees involve in their job to meet their own needs.

Besides, the third independent variable, perceived organizational support, adopted from Eisenberger, Cummings, Aemeli, and Lynch (1997) refers to how employees differentiate job conditions that are favourableness to the organization and job conditions where favourableness is limited by the organization's disposition. This is to know whether their contributions and well-being are being valued by the organization. Hence, 6 questions were constructed for the questionnaire.

The last independent variable, procedural justice, adopted from Colquitt (2001). 6 questions were constructed for this independent variable where it is the ability to voice up during the process of decision-making to influence an outcome, or ability to maintain fair process standards such as consistency, no bias and accuracy.

The dependent variable, organizational commitment adopted from Allen and Meyer (1990) involves affective, continuance and normative commitment. 4 questions were constructed for affective commitment where it is the employees' emotional involvement, attachment and identification with an organization. Meanwhile, 6 questions were constructed for continuance commitment where it is the employees' commitment forms by the costs of leaving an organization. Lastly, 4 questions were constructed for normative commitment where it is the staff's feeling of responsibility to remain committed with the organization.

### **3.5.2 Scales of Measurement**

Scales of measurement are scales used to measure the response from variables, and provide a range of values based on each individual's response. Nominal, ordinal, ratio as well as likert scale are used to construct the questionnaire.

#### **3.5.2.1 Nominal Scale**

Nominal scale consists more qualitative than quantitative. It is distinguished by name, example, 1=male, 2=female. Even though numbers 1 and 2 are used, they do not refer to quantity (Levels of Measurement, n.d.). Example:

1. Gender:

Female

Male

### 3.5.2.2 Ordinal Scale

Ordinal scale refers to the rank or order in a measurement. This scale also indicates direction (Levels of Measurement, n.d.). Example:

4. Highest education completed:

- Bachelor Degree
- Master Degree
- PhD Degree
- Others

### 3.5.2.3 Ratio Scale

Ratio scale has an absolute zero. Absolute zero refers to a position where the quality being measured is not existing (Levels of Measurement, n.d.). Example:

2. Age:

- 21-30
- 31-40
- 41-50
- 51 and above

### 3.5.2.4 Likert Scale

The intensity or strength of experience is linear in likert scale, example, on a sequence from strongly agree to strongly disagree. This scale also assumes

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that attitudes can be measured. Respondents are given a choice from five to seven or nine with a neutral point in between (McLeod, 2008). Example:

<b>Job Satisfaction</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. All in all, I am satisfied with the members in my work group.	1	2	3	4	5

### **3.6 Data Processing**

The questionnaires that collected back from the respondents will be used in data processing. There are four steps used in data processing, which are checking, editing, coding and transcribing (Kveder & Galico, 2008). It is a process of converting the data into useful or valuable information.

#### **3.6.1 Checking**

The first step in data processing is data checking. It is a process of checking the reliability and quality of the questionnaire. The researchers have to make sure all collected questionnaires are valid as all the questions are being answered and filled up completely and correctly (Sekaran & Bougie, 2009). In addition, the researchers need to remove all invalid questionnaires, such as irrelevant or incomplete answer of questionnaires. The researchers are required to ensure there are no missing answer was found in the completed questionnaires.

### **3.6.2 Editing**

The second step of data processing is data editing. This process involved analyzes the inconsistent, unclear and missing answers of the questionnaire (Sekaran & Bougie, 2009). Data editing can make sure all the information is correct and accurate. Besides, data editing ensures the research is reliable and avoids invalid data on the collected questionnaire or omission happen that some of the respondent not willing to answer a few question.

### **3.6.3 Coding**

The third step of data processing is data coding. Data processing is a process of converted the data into a form understandable by computer software (Sekaran & Bougie, 2009). This process involved input of the data into SAS Enterprise Guide in order to get the result. The researcher will distribute and assign the code to each respondent's response. For example, 'Male' is coded as 1, and 'Female' is coded as 2 under the question 'Gender'.

### **3.6.4 Transcribing**

The last step of data processing is Data transcribing. In order to get information or result and make it accessible to applications or people, data transcribing is used for transferring all coded data from the questionnaires to the computer (Sekaran & Bougie, 2009). For this study, all coded data are transcribed into SAS Enterprise Guide for the data analysis.

## **3.7 Data Analysis**

After completing data collection process, all of the data was analyzed and interpreted by Statistical Analysis System (SAS). There are several types of analysis provided by SAS such as descriptive analysis, scale measurement, inferential analysis will be used in this research.

### **3.7.1 Descriptive Analysis**

Descriptive analysis is to transform the raw data into form that will make the data easy to understand. Beside that descriptive analysis is to generate descriptive information by interpreting, rearranging, ordering, and manipulating the data (Zikmund, 2003). It can represent by a frequency table, central tendency such as mean, mode and median. Frequency table is the permutation of statistical data into row or column format that show the count of responses or observation for each category assigned to a variable. By analyzing these graphic techniques, the raw data can be converted into beneficial information. It includes age, gender, races, current position, working experience and etc.

### **3.7.2 Scale Measurement – Reliability Test**

According to Sekaran and Bouige (2010), reliability test is to test the consistency and reliability of a measure. Cronbach's alpha is the most familiar test to measure the reliability test. It is a reliability coefficient that shows the correlation of the dependent variables and independent variables (Sekaran & Bougie, 2010). The coefficient alpha ranges in value from 0 to 1. The internal

consistency reliability will be higher when the coefficient alpha ( $\alpha$ ) is closer to 1, while when the value is 0, meaning no consistency.

Table 3.1: The Rule of Thumb of Cronbach Coefficient Alpha

<b>Coefficient alpha (<math>\alpha</math>) value</b>	<b>Reliability</b>
Below 0.60	Poor reliability
0.60 to 0.70	Fair reliability
0.70 to 0.80	Good reliability
0.80 to 0.95	Excellent reliability

Source: Sekaran, U., & Bougie, R. (2012). *Research Methods for Business*. (6<sup>th</sup> ed.). Italy: John Wiley & Sons Ltd.

Based on Table 3.6, when the coefficient alpha less than 0.60 is considered as poor reliability. Whereas when coefficient alpha is between 0.60 to 0.70 is considered as fair reliability. For coefficient alpha from 0.80 to 0.90 is good reliability and when the coefficient alpha within 0.85 to 0.95 is considered as excellent reliability.

The result of reliability test for pilot study is shown in below:

Table 3.2 Reliability Test of Questionnaire for Pilot Test.

<b>Topics</b>	<b>Coefficient Alpha Value</b>
Job Involvement	0.925643
Job Satisfaction	0.862652
Procedural Justice	0.897960
Perceived Organizational Support	0.861772
Organization Commitment	0.843125



Source: Developed for the Research.

For pilot test of this study, the result from SAS system indicates that job involvement has a coefficient alpha value of 0.925643. The coefficient alpha value of job satisfaction is 0.862652. For procedural justice, the coefficient alpha value is 0.897960. Moreover, coefficient alpha value of dependent variable which is perceived organizational support is 0.861772. The results of coefficient alpha for all four variables are considered very good reliability because all these four variables are more than 0.8. The overall reliability result is high, which is acceptable.

### **3.7.3 Inferential Analysis**

In this study, four independent variables which are job involvement, job satisfaction, procedural justice and perceived organizational support and one dependent variable which is organizational commitment had been found. Two techniques will be used which are Pearson Correlation Coefficient and Multiple Regression Analysis. This is to test the relationship between dependent variable and independent variables.

#### **3.7.3.1 Pearson Correlation Coefficient**

Pearson Correlation Coefficient is testing the strength of the correlation between two variables (Hauke & Kossowski, 2011). The value range of this test is from -1.00 to +1.00. There is a "perfect positive linear relationship if the r value is +1.00" while there is a "perfect negative linear if r value is -1.00". In some cases, there is "no relationship between dependent variable and independent variables when r value is 0".

Table 3.3 Rules of Thumb about the Strength of Correlation Coefficients

<b>Correlation Coefficient</b>	<b>Strength of Correlation Coefficients</b>
±0.00 to ±0.20	Slight, almost negligible
±0.21 to ±0.40	Small but definite relationship
±0.41 to ±0.70	Moderate
±0.71 to ±0.90	High
±0.91 to ±1.00	Very Strong

Source: Hair, J., Money, A., Samouel, P., & Page, M. (2007). *Research Methods for Business*. New York: John Wiley & Sons, Inc.

### 3.7.3.2 Multiple Linear Regression Analysis

Multiple regressions Analysis is to predict two or more variables (David, n.d.). The aim of multiple regressions is to know more about the relationship between multiple independent variables with a dependent or criterion variable. Besides, it can let us identify the independent variables that affect dependent variables by comparing the beta weight that showed in a statistical table.

$$\hat{Y} = \alpha + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4$$

Whereby,  $\hat{Y}$  = dependent variable

$\alpha$  = fix and constant

$\beta$  = coefficients of each independent variables

$X_1$  = independent variable 1

$X_2$  = independent variable 2

$X_3$  = independent variable 3

X4= independent variable 4

### **3.8 Conclusion**

In conclusion, the primary data and secondary data have been used to gather the related information. Besides, sampling design was done in this chapter and the questionnaires have been completely distributed to the respondents. The reliability of the dependent variable and independent variable was indicated by using pilot test and these related data will be beneficial for continuing the study of chapter 4.

## **CHAPTER 4: RESEARCH RESULT**

### **4.0 Introduction**

We distributed 30 questionnaires to random academics staffs who working in private universities, these data were used to run our pilot test. So in this chapter we are going to discuss about the result of the 400 questionnaires that we distributed to our target population, by using the SAS software as our analytical tool to analyze, interpret, and summarized the result. The analyses include descriptive analysis, scale measurement, and inferential analysis.

### **4.1 Descriptive Analysis**

This study had used descriptive analysis to examine the demographic profile of respondents which including gender, age, race, highest education completed, working experiences, and current position.

#### **4.1.1 Respondents' Demographic Profile**

##### **4.1.1.1 Respondents' Gender**

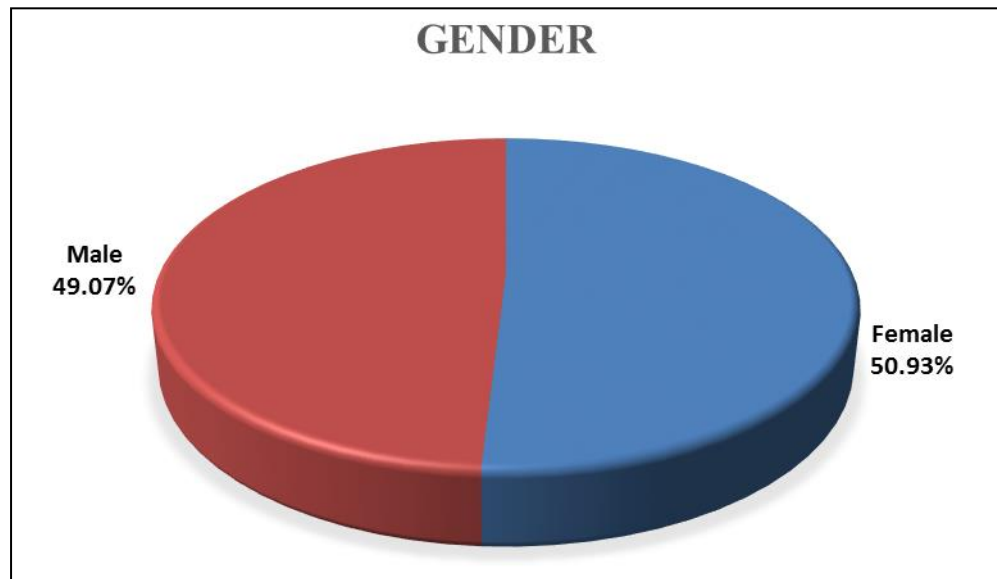
Table 4.1: Descriptive Analysis for Respondents' Gender

Gender	Frequency	Percentage (%)	Cumulative
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			Percentage (%)
Female	192	50.93	50.93
Male	185	49.07	100.00

Source: Developed for the Research.

Figure 4.1: Descriptive Analysis for Respondents' Gender



Source: Developed for the Research.

Table 4.1 and Figure 4.1 showed the difference in gender of respondents that involved in the questionnaire survey. There are 50.93% out of 100% of respondents are female which 192 people and 49.07% out of 100% of respondents are male which 185 people.

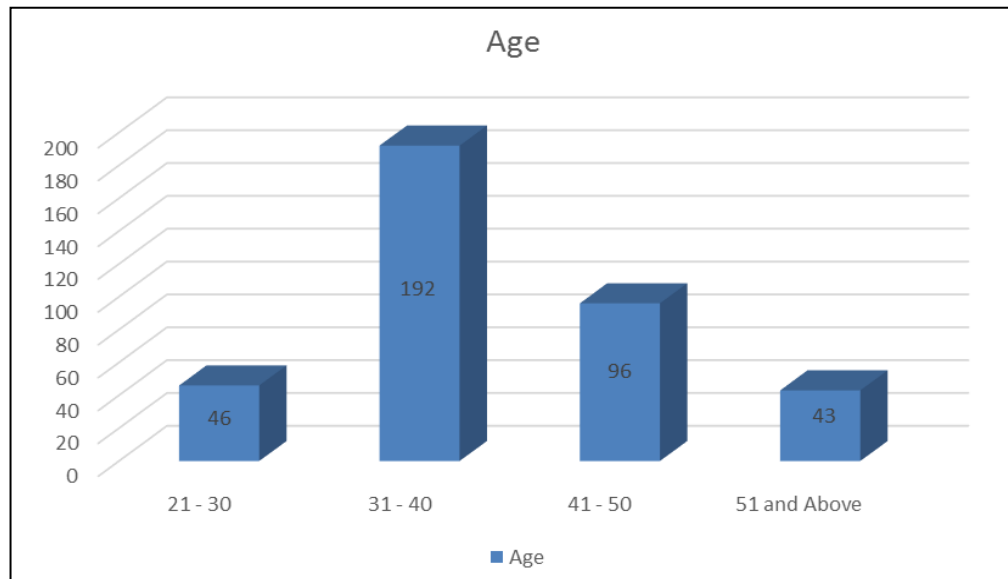
#### 4.1.1.2 Respondents' Age

Table 4.2: Descriptive Analysis for Respondents' Age

Age	Frequency	Percentage (%)	Cumulative Percentage (%)
21 – 30	46	12.20	12.20
31 – 40	192	50.93	63.13
41 – 50	96	25.46	88.59
51 and Above	43	11.41	100.00

Source: Developed for the Research.

Figure 4.2: Descriptive Analysis for Respondents' Age



Source: Developed for the Research.

Table 4.2 and figure 4.2 represents the age range of the respondents. In the age range of 21 to 30, there are 46 respondents which percentage 12.20%. Most of the respondents are in the age range of 31 to 40 which are 192

respondents which consisted 50.93% out of 100%. Next, follow by respondents who are in the age range of 41-50, which consists of 96 respondents which are 25.46%. However, for age range of 51 and above only consist 43 respondents which are 11.41%.

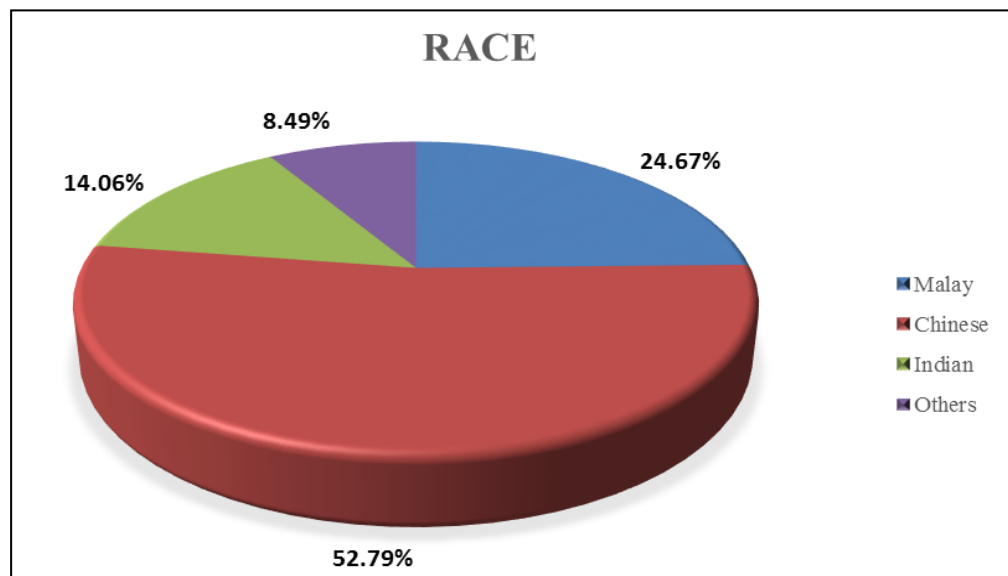
#### 4.1.1.3 Respondents' Race

Table 4.3: Descriptive Analysis for Respondents' Race

Race	Frequency	Percentage (%)	Cumulative Percentage (%)
Malay	93	24.67	24.67
Chinese	199	52.79	77.45
Indian	53	14.06	91.51
Others	32	8.49	100.00

Source: Developed for the Research.

Figure 4.3: Descriptive Analysis for Respondents' Race



Source: Developed for the Research.

Based on table 4.3 and figure 4.3 above, there are 93 of the respondents (24.67%) are Malay. The majority of the respondents are Chinese which are 199 respondents and 52.79%. Next, Indian comprises of 14.06% which 53 respondents. Other races consists the lowest percentage of 8.49% out of 100% (32 respondents).

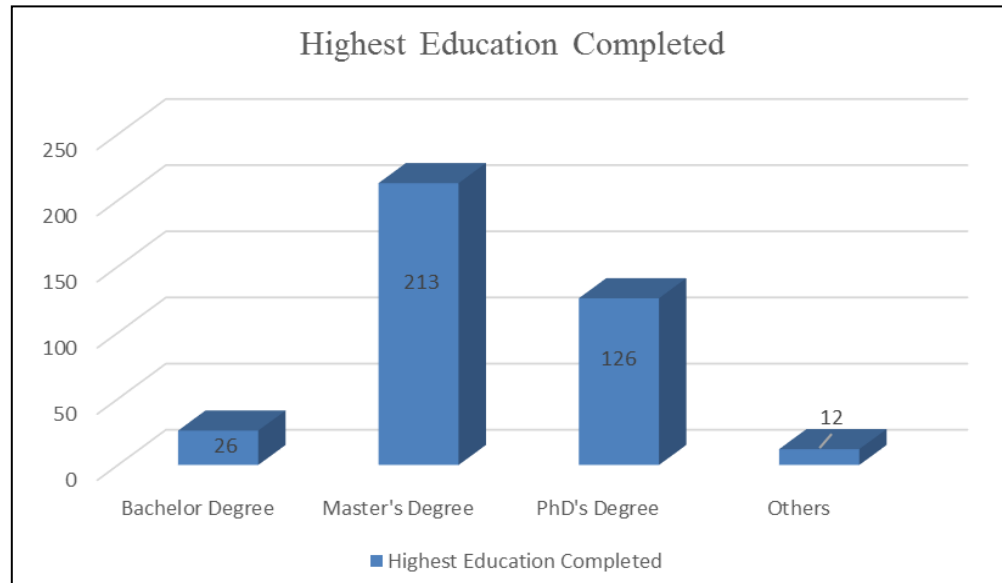
#### **4.1.1.4 Respondents' Highest Education Completed**

Table 4.4: Descriptive Analysis for Highest Education Completed

Highest Education Completed	Frequency	Percentage (%)	Cumulative Percentage (%)
Bachelor Degree	26	6.90	6.90
Master's Degree	213	56.50	63.40
PhD's Degree	126	33.42	96.82
Others	12	3.18	100.00

Source: Developed for the Research.



Figure 4.4: Descriptive Analysis for Highest Education Completed

Source: Developed for the Research.

The Table 4.4 and Figure 4.4 have shown the highest education completed of respondents which are 213 respondents are Master's Degree holders (56.50%), 126 respondents are PhD's Degree holders (33.42%), 26 respondents are Bachelor's Degree holders (6.9%), and 12 respondents is other than the highest education completed mentioned which with only 3.18%.

#### 4.1.1.5 Respondents' Working Experience

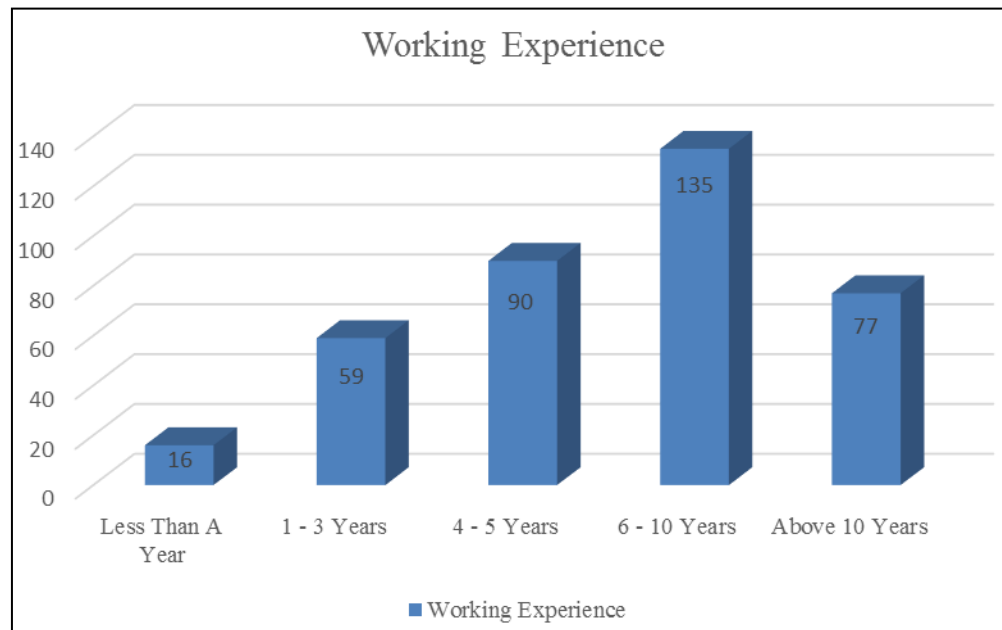
Table 4.5: Descriptive Analysis for Working Experience

Working Experience	Frequency	Percentage (%)	Cumulative Percentage (%)
Less than a year	16	4.24	4.24
1 – 3 years	59	15.65	19.89

4 – 5 years	90	23.87	43.77
6 – 10 years	135	35.81	79.58
Above 10 years	77	20.42	100.00

Source: Developed for the Research.

Figure 4.5: Descriptive Analysis for Working Experience



Source: Developed for the Research.

The working experience of respondents has shown in the Table 4.5 and Figure 4.5. There are 135 respondents (35.81%) have 6 – 10 years working experience in the particular university, 59 of respondents (15.65%) have 1 – 3 years working experience, 90 of respondents (23.87%) have 4 – 5 years working experience, 77 of respondents (20.42%) have more than 10 years working experience while only 16 respondents (4.24%) have less than one year working experience.

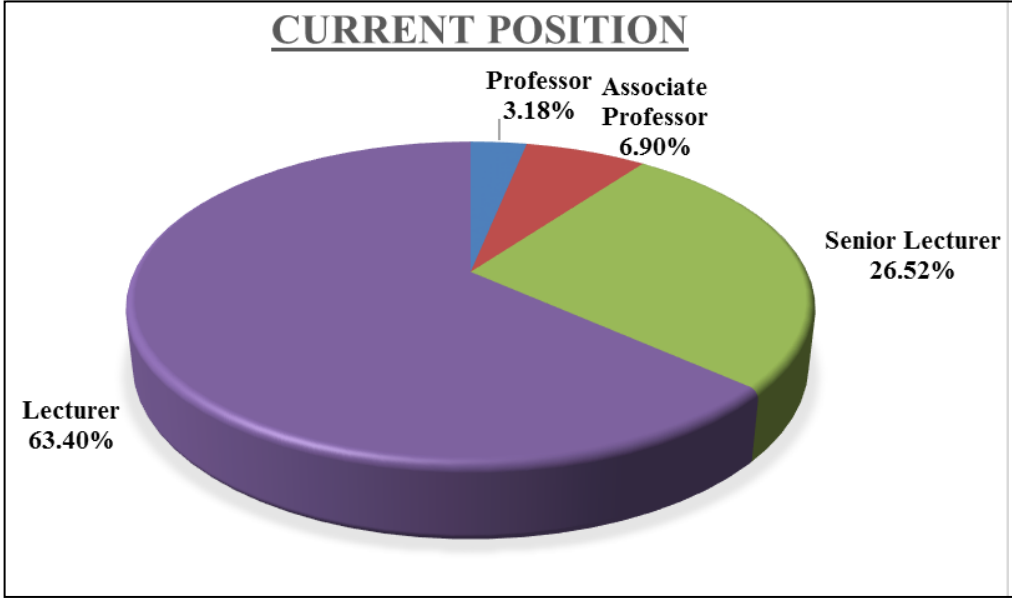
**4.1.1.6 Respondents' Current Position**

Table 4.6: Descriptive Analysis for Current Position

Current Position	Frequency	Percentage (%)	Cumulative Percentage (%)
Professor	12	3.18	3.18
Associate Professor	26	6.90	10.08
Senior Lecturer	100	26.52	36.60
Lecturer	239	63.40	100.00

Source: Developed for the Research.

Figure 4.6: Descriptive Analysis for Current Position



Source: Developed for the Research.

Based on table 4.6 and figure 4.6 above, there are 26 of the respondents (6.90%) are Associate Professor. The majority of the respondent's current position are Lecturer which are 239 respondents and 63.40%. Next, Senior Lecturer comprises of 26.52% which 100 respondents. The smallest segment's current position is Professor which consists only 3.18% out of 100% (12 respondents).

### **4.1.2 Central Tendencies Measurement of Constructs**

Mean and standard deviation value of dependent and independent variables will be shown at below measurement.

#### **4.1.2.1 Job Satisfaction**

The ranking of mean and standard deviation of Job Satisfaction are shown in Appendix 4.3, table 4.7. Based on the table, the statement "All in all, I am satisfied with my job now." has the highest mean value which is 4.04775. It indicates that most of the respondents are agreed with this statement. The lowest mean value of the statement "Considering my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization." is 3.54642 however it has the second highest value of standard deviation which is 1.09573. It shows that the response toward this statement has the highest dispersion rate. The statement of "All in all, I am satisfied with the members in my work group." has the lowest value of standard deviation that is 0.65585.

#### **4.1.2.2 Job involvement**

According to the Appendix 4.3, table 4.8, the statement “I am very much involved personally in my job.” has the highest mean value 3.98939 but, it also the second lowest standard deviation which is 0.82829. The highest mean value indicates that most of the respondents are agreed with this statement. The lowest mean value is under the statement “Most of personal goals are job oriented” which is 3.51989. However, it has the second highest standard deviation which is 0.95664. It shows that the response toward this statement has the highest dispersion rate.

#### **4.1.2.3 Perceived Organizational Support**

The statement “My organization would forgive an honest mistake on my part.” has the highest value of mean and lowest value standard deviation which is 3.46419 and 0.85017. The highest mean value indicates that most of the respondents are agreed with this statement and it shows that the response toward this statement has the highest dispersion rate. The second highest mean is “Help is available from my organization when I have a problem.” which is 3.42175. This statement also showed the second lowest standard deviation which is 0.96748. Besides, the lowest value of mean is the statement of “If given the opportunity, my organization would take advantage for me.” which is 2.78249 and the standard deviation is 1.01605. (Appendix 4.3, table 4.9)

#### **4.1.2.4 Procedural Justice**

Table 4.10, appendix 4.3 is the statistic of Procedural Justices. According to the table, the statement of “I have been able to express my views and feelings

during those procedures.” has the highest mean which was 3.53846, indicating most of the respondents are agreed on this statement. As a comparison, the lowest mean which 3.37401 for the statement of “I think the procedures had been applied consistently.” The highest standard deviation was 0.93108 which is from the statement of “I feel those procedures are not biased.” It shows that the response toward this statement has the highest dispersion rate. However, the statement of “I have been able to express my views and feelings during those procedures.” has the lowest standard deviation which was 0.81164.

#### **4.1.2.5 Organizational Commitment**

The central tendencies measurement of Organizational Commitment is shown at appendix 4.3, table 4.11. According to the table, the statement of “I really feel as if this organization’s problems are my own.” has the highest mean which was 4.04775, indicating most of the respondents are agreed on this statement. As a comparison, the lowest mean and the highest standard deviation values which are 2.61804 and 1.00926 for the statement of “It wouldn’t be too costly for me to leave my organization in the near future. (R)” It shows that the response toward this statement has the highest dispersion rate.

## **4.2 Scale Measurement (Reliability Test)**

In this study, SAS Enterprise Guide has been used to conduct the reliability test to evaluate the dependent variables and the independent variables. Reliability analysis for this study involved 377 respondents. The reliability test result is shown as below:

Table 4.7: Reliability Analysis's Result

Variables	Cronbach Coefficient Alpha	Number of Items	Results of Reliability
Organizational Commitment	0.881166	14	Excellent
Job Involvement	0.861155	6	Excellent
Job Satisfaction	0.864419	6	Excellent
Procedural Justice	0.907585	6	Excellent
Perceived Organizational Support	0.839828	6	Excellent

Source: Developed for the Research.

Table 4.12 is the result of the reliability test for this study. The procedural justice variable has the highest coefficient alpha value standing at 0.907585 which range from 0.80 – 0.95, it considers excellent reliability. Follow by, organizational commitment variable which has coefficient alpha value 0.881166. The third highest is job satisfaction coefficient alpha value standing at 0.864419 follows by job involvement 0.861155. Perceived organizational support has the lowest coefficient alpha value 0.839828.

On the whole, the variables are reliable and consistent as each of the variables has a coefficient alpha value is more than 0.80, therefore the questionnaire in this research was considered excellent and consistent.

## **4.3 Inferential Analysis**

This analysis is used to review data generated via SAS software. Therefore, both Pearson Correlation Coefficient and Multiple Regression Analysis are focused in this study.

### **4.3.1 Pearson Correlation Coefficient Analysis**

Pearson Correlation Coefficient is testing the strength of the correlation between two variables (Hauke & Kossowski, 2011). The value range of this test is from -1.00 to +1.00. There is a "perfect positive linear relationship if the r value is +1.00" while there is a "perfect negative linear if r value is -1.00". In some cases, there is "no relationship between dependent variable and independent variables when r value is 0".

#### **4.3.1.1 Job Satisfaction and Organizational Commitment**

Hypotheses 1

H<sub>0</sub>: There is no significant relationship between job satisfaction and organizational commitment.

H<sub>1</sub>: There is a significant relationship between job satisfaction and organizational commitment.



Table 4.8: Correlation between Job Satisfaction and Organizational Commitment.

		Job Satisfaction	Organizational Commitment
Job Satisfaction	Pearson Correlation	1	0.80040
	Sig. (2-tailed)		<0.0001
	N	377	377
Organizational Commitment	Pearson Correlation	0.80040	1
	Sig. (2-tailed)	<0.0001	
	N	377	377

Source: Developed for the Research.

Based on Table 4.14, the correlation coefficient value of job satisfaction is 0.80040. The range fall from  $\pm 0.71$  to  $\pm 0.90$  consider as high strength of correlation coefficients. Hence, there is a high relationship between job satisfaction and organizational commitment.

The positive value of correlation coefficient also determines that the relationship of two variables is interrelated. Since the p-value is <0.0001 which is less than the alpha value of 0.05, there is also a significant positive relationship between job satisfaction and organizational commitment.

As a result,  $H_0$  is rejected.

### 4.3.1.2 Job Involvement and Organizational Commitment

Hypotheses 2

H<sub>0</sub>: There is no significant relationship between job involvement and organizational commitment.

H<sub>1</sub>: There is a significant relationship between job involvement and organizational commitment.

Table 4.9: Correlation between Job Involvement and Organizational Commitment

		Job Involvement	Organizational Commitment
Job Involvement	Pearson Correlation	1	0.64082
	Sig. (2-tailed)		<0.0001
	N	377	377
Organizational Commitment	Pearson Correlation	0.64082	1
	Sig. (2-tailed)	<0.0001	
	N	377	377

Source: Developed for the Research.

Based on Table 4.15, the correlation coefficient value of job satisfaction is 0.64082. The range fall from  $\pm 0.41$  to  $\pm 0.70$  consider as moderate strength of correlation coefficients. Hence, there is a moderate relationship between job involvement and organizational commitment.

The positive value of correlation coefficient also determines that the relationship of two variables is interrelated. Since the p-value is <0.0001 which is less than the alpha value of 0.05, there is also a significant positive relationship between job involvement and organizational commitment.

As a result, H<sub>0</sub> is rejected.

### 4.3.1.3 Perceived Organizational Support and Organizational Commitment

Hypotheses 3

H<sub>0</sub>: There is no significant relationship between perceived organizational support and organizational commitment.

H<sub>1</sub>: There is a significant relationship between perceived organizational support and organizational commitment.

Table 4.10 Correlation between Perceived Organizational Support and Organizational Commitment

		Perceived Organizational Support	Organizational Commitment
Perceived Organizational Support	Pearson Correlation Sig. (2-tailed) N	1  377	0.83560  <0.0001 377
Organizational	Pearson	0.83560	1

Commitment	Correlation		
	Sig. (2-tailed)	<0.0001	
	N	377	377

Source: Developed for the Research.

Based on Table 4.16, the correlation coefficient value of Perceived Organizational Support is 0.83560. The range fall from  $\pm 0.71$  to  $\pm 0.90$  consider as high strength of correlation coefficients. Hence, there is a moderate relationship between perceived organizational support and organizational commitment.

The positive value of correlation coefficient also determines that the relationship of two variables is interrelated. Since the p-value is <0.0001 which is less than the alpha value of 0.05, there is also a significant positive relationship between perceived organizational support and organizational commitment.

As a result,  $H_0$  is rejected.

#### **4.3.1.4 Procedural Justice and Organizational Commitment**

Hypotheses 4

$H_0$ : There is no significant relationship between procedural justice and organizational commitment.

$H_1$ : There is a significant relationship between procedural justice and organizational commitment.

Table 4.11 Correlation between Procedural Justice and Organizational  
Commitment

		Procedural Justice	Organizational Commitment
Procedural Justice	Pearson Correlation	1	0.91405
	Sig. (2-tailed)		<0.0001
	N	377	377
Organizational Commitment	Pearson Correlation	0.91405	1
	Sig. (2-tailed)	<0.0001	
	N	377	377

Source: Developed for the Research.

Based on Table 4.17, the correlation coefficient value of Procedural Justice is 0.91405. The range fall from  $\pm 0.91$  to  $\pm 1.00$  consider as very strong strength of correlation coefficients. Hence, there is a very strong relationship between procedural justice and organizational commitment.

The positive value of correlation coefficient also determines that the relationship of two variables is interrelated. Since the p-value is <0.0001 which is less than the alpha value of 0.05, there is also a significant positive relationship between procedural justice and organizational commitment.

As a result,  $H_0$  is rejected.

### 4.3.2 Multiple Linear Regression Analysis

Multiple Linear Regression Analysis is to examine one or more than one independent variable to explain the variance in a dependent variable.

Hypotheses 5

H0: There is no significant relationship between independent variables (job satisfaction, job involvement, perceived organizational support and procedural justice) and dependent variable (organizational commitment).

H1: There is a significant relationship between independent variables (job satisfaction, job involvement, perceived organizational support and procedural justice) and dependent variable (organizational commitment).

Table 4.12: Analysis of Variance

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F value	Pr>F
Model	4	114.83450	28.70863	1904.95	<.0001
Error	372	5.60625	0.01507		
Corrected Total	377	120.44075			

Source: Developed for the Research.

1. Predictors: (Constant): Job satisfaction, job involvement, perceived organizational support, procedural justice
2. Dependent variable: Organizational commitment

According to table 4.15(Analysis of variance), p-value ( $<.0001$ ) is less than alpha value (0.05). Thus, the F-statistic is a value of 1904.95 which is significant. The model for this research is a good descriptor of the relationship between the predictor and dependent variables. Therefore, the independent variables (job satisfaction, job involvement, perceive organizational support, procedural justice) are significantly explained the variance of organizational commitment.

So the  $H_0$  is rejected.

Table 4.13: Model Summary

Root MSE	0.12276	R-Square	0.9535
Dependent Mean	3.53069	Adj R-Sq	0.9530
Coeff Var	3.47700		

Source: Developed for the Research.

The R square provides the information about the percentage or extent the independent variables able to explain the variations in the dependent variable. Based on table 4.18, the value of R square is 0.9535, it means that independent variables (job satisfaction, job involvement, perceived organizational support, procedural justice) can explain 95.35% of the variations in the dependent variable which is organizational commitment. Nevertheless, it is still 4.65% (100%-95.35%) unexplained in this research. In other word, there are others variables that are also important in explaining organizational commitment has not been found in this research.

Table 4.14: Parameter Estimates

Parameter Estimates					
Variable	DF	Parameter Estimates	Standard Error	t value	Pr>  t
Intercept	1	0.44577	0.03958	11.26	<.0001
Job Satisfaction	1	0.27438	0.01273	21.56	<.0001
Job Involvement	1	0.02557	0.02557	2.09	0.0370
Perceived Organizational Support	1	0.10128	0.01520	6.66	<.0001
Procedural Justice	1	0.46405	0.01344	34.54	<.0001

Source: Developed for the Research.

Based on table 4.20, p-value for Job Involvement is 0.0370 which is less than alpha value 0.05. Therefore, Job Involvement is significant to predict dependent variable (organizational commitment) for this study.

Next, p-value for the Job Satisfaction is <.0001 which is less than alpha value 0.05. Therefore, Job Satisfaction is significant to predict dependent variable (organizational commitment) for this study.

Besides that, p-value for the Procedural Justice is <.0001 which is less than alpha value 0.05. So, Procedural Justice is significant to predict dependent variable (organizational commitment) for this study.

Lastly, Perceived Organizational Support is significant to predict dependent variable (organizational commitment) for this study, because p-value for the Perceived Organizational Support is <.0001 which is less than alpha value 0.05.



**Regression Equation:**

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

Y = Organizational Commitment

X<sub>1</sub> = Job Satisfaction

X<sub>2</sub> = Job Involvement

X<sub>3</sub> = Perceived Organizational Support

X<sub>4</sub> = Procedural Justice

Based on table 4.17, the equation of multiple linear regressions will be:

$$\text{Organizational Commitment} = 0.44577 + 0.27438 (\text{Job Satisfaction}) + 0.02557 (\text{Job Involvement}) + 0.10128 (\text{Perceived Organizational Support}) + 0.46405 (\text{Procedural Justice})$$

Table 4.15: Ranking of the Parameter Estimates of Independent Variables

Independent Variables	Parameter Estimates	Ranking
Job Satisfaction	0.27438	2
Job Involvement	0.02557	4
Perceived Organizational Support	0.10128	3
Procedural Justice	0.46405	1

Source: Developed for the Research.

**Highest Contribution**

Procedural Justice is the highest contribution to the variance of Organizational Commitment as the value of the parameter estimate for this variable is

0.46405, which is the largest when compare with other variables in this research. It indicates that Procedural Justice has the strongest contribution to explain the variation in Organizational Commitment which has interpreted by other variables in the model.

### **Second Highest Contribution**

Predictor variables that contribute the second highest to the variation of Organizational Commitment is Job Satisfaction, because the value of “Parameter Estimates” for Job Satisfaction is 0.27438 which is the second largest as compare to other predictor variables (Job Involvement, Procedural Justice and Perceived Organizational Support). It indicates that Job Satisfaction makes the second strongest contribution to express the variation in Organizational Commitment, when the variance interpreted by all other predictor variables in the model is controlled for.

### **Third Highest Contribution**

The Perceived Organizational Support is the third highest contribution to the variation of Organizational Commitment as compared to other independent variable in this research. This is due to the value of the parameter estimate for this variable is 0.10128 and it is indicated as the third strongest contribution to explain the variation in organizational commitment when the variance clarified by other independent variables.

### **Lowest Contribution**

Job Involvement is the predictor variables that contribute the lowest to the variation of Organizational Commitment, because the value of “Parameter Estimates” for Job Involvement is the smallest which is 0.02557 as compare to other predictor variables (Job Satisfaction, Job Involvement and Perceived Organizational Support ).It indicates that Job Involvement makes the lowest contribution to express the variation in Organizational Commitment, when the variance interpreted by all other predictor variables in the model is controlled for.

## **4.4 Conclusion**

There are 3 sections of analysis include in this chapter which are descriptive analysis, scale measurement, and inferential analysis are finalised into tables and paragraphs. The result of this study shows that all the independent variables (Job Satisfaction, Job Involvement and Perceived Organizational Support) significantly relate to dependent variable (Organizational Commitment). Further discussion and conclusion will be conducted at chapter 5.

## **CHAPTER 5: DISCUSSION AND CONCLUSION**

### **5.0 Introduction**

In this chapter 5, summary of statistical analyses, discussions of major findings, implication of study are concerned. The summary comprises results of demographic profile, Pearson Correlation Coefficient Test and Multiple Linear Regression test in chapter 4. Besides, recommendations for the future research and the limitations confronted in this study of related topic are stated. A conclusion is concluding this chapter.

### **5.1 Summary of Statistical Analyzes**

Descriptive and inferential analyses from previous chapter are summarized.

#### **5.1.1 Summary of Descriptive Analysis**

In this study, 377 target respondents are participated. They are academic staffs. Firstly, investigation on academic staffs' gender is conducted. 192 of 377 (50.93%) academic staffs are female, and 185 out of 377 (49.07%) academic staffs are male. This shows that academic staff in higher education comprises more on male staff.

Secondly, investigation on academic staffs' age is conducted. 46 out of 377 (12.20%) academic staffs are under age 21 – 30, 192 out of 377 (50.93%)

academic staffs are under age 31 – 40, 96 out of 377 (25.46%) academic staffs are under age 41 – 50, and 43 out of 377 (11.41%) academic staffs are under age 51 and above. This shows that the academic staff in higher education is filled mostly by the staff who is under 31-40 years old.

Thirdly, examination on academic staffs' race is carried out. 93 out of 377 (24.67%) academic staffs are Malay, 199 out of 377 (52.79%) academic staffs are Chinese, 53 out of 377 (14.06%) academic staffs are Indian, and 32 out of 377 academic staffs (8.49%) are other race. This shows that the academic staff in higher education is filled mostly by Chinese staff.

Next, investigation on academic staffs' qualification is conducted. 26 out of 377 (6.90%) academic staffs are holding bachelor degree certification, 213 out of 377 (56.50%) academic staffs are holding master degree certification, 126 out of 377 (33.42%) academic staffs are holding PhD Degree certification, and 12 out of 377 (3.18%) academic staffs are holding other certification. This shows that the academic staff in higher education is mostly holding master degree certification.

Hence, examination on academic staffs' working experience is carried out. 16 out of 377 (4.24%) academic staffs are having working experience less than a year in the institution, 59 out of 377 (15.65%) academic staffs are having working experience within 1 – 3 years in the institution, 90 out of 377 (23.87%) academic staffs are having working experience within 4 – 5 years in the institution, 135 out of 377 (35.81%) academic staffs are having working experience within 6 – 10 years in the institution, and 77 out of 377 (20.42%) academic staffs are having working experience above 10 years in the institution. This shows that the academic staff in higher education is mostly having working experience within 6 – 10 years in the institution.

Lastly, investigation on academic staffs' current position is conducted. 12 out of 377 (3.18%) academic staffs are professor in the institution, 26 out of 377 (6.90%) academic staffs are associate professor in the institution, 100 out of 377 (26.53%) academic staffs are senior lecturer in the institution and 239 out of 377 (63.40%) academic staffs are lecturer in the institution. This shows that the position of academic staff in higher education is mostly lecturer in the institution.

### **5.1.2 Central Tendencies Measurement of Constructs**

For job satisfaction, most (mean 4.04775) of the respondents are satisfied with their job now. However, there are least (mean 3.54642) of the respondents satisfied with the pay and benefit that they get in their organization with considering of the skills and level of education they have. Higher education institution should concern on job satisfaction, because academic staffs will become more committed to the organization if they satisfy with their job. Besides, the academic staff's job satisfaction is very important because their level of satisfaction may affect the organization commitment. Job satisfaction leads to a positive ambience at the workplace. The academic staffs which had high job satisfaction will loyalty towards their organization and do not think of leaving their jobs. The higher the motivation of academic staff, the better will be their attitudes towards the work and may lead to better performance. Job satisfaction may lead to a better working environment with lesser negative conflicts. The academic staffs that feel positive about their job are more willing and able to give it their full attention.

For job involvement, most (mean 3.98939) of the respondents are very much involved personally in their job. However, least (mean 3.51989) of the respondents' personal goals are job oriented. Higher education institution

should also concern on job involvement, because academic staffs that have higher job involvement may leads to greater commitment in the organization. Job involvement may engage academic staffs to contribute deeply in their job. Besides, job involvement also important for improving productivity and organizational effectiveness. When the academic staffs feel that their salient psychological needs such as for growth, security, achievement and recognition are being satisfied, they will become more involved in their jobs. Job involvement can improve the work performance of academic staffs by motivating them to work intelligently and encourage them to put more effort in their job. High job-involved academic staffs will not easily leave their organization because they have stronger affective ties with the organization.

For perceived organizational support, the organization of most (mean 3.46419) of the respondents would forgive an honest mistake on their part. However, least (mean 2.78249) of the respondents' organization would take advantage of them if given the opportunity. Hence, higher education institution should concern on perceived organizational support to academic staffs, because perceived organizational support can strengthening institutions of higher education. Academic staffs develop perceived organizational support in order to fulfil needs for affiliation, approval and esteem in job. Perceived organizational support increases will affect academic staffs' felt responsible to help the organization achieve its objectives, their expectation that improved performance will be rewarded and enhance organizational commitment. Besides, behavioral outcomes of perceived organizational support will help to decreases in withdrawal behaviors such as turnover and absenteeism.

For procedural justice, most (mean 3.53846) of the respondents have been able to express their views and feelings during those procedures. However, least (mean 3.37401) of the respondent think the procedures had been applied consistently. Hence, higher education institution should concern on procedural

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justice to academic staffs, because treating academic staffs fairly may enhance the organizational commitment. Academic staffs care about procedural justice because fair procedures should lead to fair and favourable outcomes over time. Moreover, academic staffs that experience fairness at work are more likely to participate with the members in the organization to have a good relationship and willing to accomplish the organization's goals. Perceptions of procedural justice may affect academic staffs' attitudes and behaviours, such as trust, self-esteem, job satisfaction and organizational commitment. Besides, procedural justice also influences performance, withdrawal and turnover. Thus, organizations should be concerned with the fairness of their procedures.

### **5.1.3 Scale Measurement – Reliability Test**

In this study, independent variables which are job satisfaction, job involvement, perceived organizational support, procedural justice and a dependent variable which is organizational commitment are used to generate reliability results via SAS Enterprise Guide. Refer to Appendix, procedural justice (6 items) is obtained 0.907585 alpha values, which is the highest value among the four variables. Besides, organizational commitment (14 items) is obtained 0.881166 alpha values which is higher than job satisfaction, job involvement and perceived organizational support, but lower than procedural justice. However, job satisfaction (6 items) is obtained 0.864419 alpha values which is higher than job involvement and perceived organizational support, but lower than procedural justice and organizational commitment. Moreover, job involvement (6 items) is obtained 0.861155 alpha values which is higher than perceived organizational support, but lower than procedural justice, organizational commitment and job satisfaction. Lastly, perceived organizational support (6 items) is obtained 0.839828 alpha values, which is the lowest value among the four variables. Cronbach Alpha value falls between the

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ranges 0.80 to 0.95 are considered very good reliability. Cronbach Alpha value falls between the ranges 0.70 to 0.80 are considered good reliability. Cronbach Alpha value falls between the ranges 0.60 to 0.70 are considered fair reliability. Therefore, procedural justice, organizational commitment, job satisfaction, job involvement and perceived organizational support are having very good reliability.

### **5.1.4 Summary of Inferential Analysis**

Pearson Correlation Coefficient Analysis and Multiple Linear Regression Analysis are used to examine the data obtained.

#### **5.1.4.1 Pearson Correlation Coefficient Analysis**

Pearson Correlation Coefficient test used to examine the relationship between independent variables (job satisfaction, job involvement, perceived organizational support, and procedural justice) and dependent variable (organizational commitment). Based on the result in chapter 4, the four independent variables are significantly impacting dependent variable, where p-value is  $<0.0001$  that less than alpha value 0.05. The result of the relationship between procedural justice and organizational commitment has the strongest relationship than the other, where strength of association is 0.91405. Besides, it falls in the range  $\pm 0.91$  to  $\pm 1.00$  which consider very strong in strength. The result of the relationship between perceived organizational support and organizational commitment has a stronger relationship than the other, but lower than procedural justice and organizational commitment, where strength of association is 0.83560. The result of the relationship between job satisfaction and organizational

commitment has lower relationship than the other, but higher than job involvement and organizational commitment, where strength of association is 0.80040. Besides, both of the results are fall in the range  $\pm 0.71$  to  $\pm 0.90$  which consider strong in strength. The result of the relationship between job involvement and organizational commitment has the weakest relationship than other, where strength of association is 0.64082. Besides, it falls in the range  $\pm 0.41$  to  $\pm 0.70$  which consider moderate in strength.

#### **5.1.4.2 Multiple Linear Regression Analysis**

Multiple Linear Regression test used to examine the effect between independent variables (job satisfaction, job involvement, perceived organizational support, procedural justice) and dependent variable (organizational commitment). Based on the result in chapter 4, the R-square is 0.9535 indicates 95.35% of the variation in organizational commitment that can explain by job satisfaction, job involvement, perceived organizational support and procedural justice. The four independent variables (job satisfaction, job involvement, perceived organizational support, procedural justice) are significant to predict a dependent variable (organizational commitment) at the P-value less (0.0001, 0.0370, 0.0001 and 0.0001 respectively) than alpha value 0.05. Also, the F-value 1904.95 is significant at the P-value 0.0001 less than alpha value 0.05. Thus, hypothesis 1, 2, 3 and 4 are supported by the multiple linear regression model and the regression equation would be expressed as:

$$OC = 0.44577 + 0.27438 (JS) + 0.02557 (JI) + 0.10128 (POS) + 0.46405(PJ)$$

Note:

OC = Organizational Commitment

JS = Job Satisfaction

JI = Job Involvement

POS = Perceived Organizational Support

PJ = Procedural Justice

## 5.2 Discussions of Major Findings

Table 5.1: Summary of 5 Hypotheses' Result

<b>Hypothesis</b>	<b>Result</b>	<b>Test</b>
<p><u>Hypothesis 1:</u></p> <p>H<sub>0</sub>: There is no significant relationship between <b>job satisfaction</b> and <b>organizational commitment</b></p> <p>H<sub>1</sub>: There is a significant relationship between <b>job satisfaction</b> and <b>organizational commitment</b></p>	<p><math>\beta = 0.80040</math></p> <p><math>P = 0.0001 &lt; 0.05</math></p> <p>reject H<sub>0</sub></p>	<p>Pearson Correlation Coefficient Test</p>
<p><u>Hypothesis 2:</u></p> <p>H<sub>0</sub>: There is no significant relationship between <b>job involvement</b> and <b>organizational commitment</b></p> <p>H<sub>1</sub>: There is a significant relationship between <b>job involvement</b> and <b>organizational commitment</b></p>	<p><math>\beta = 0.64082</math></p> <p><math>P = 0.0001 &lt; 0.05</math></p> <p>reject H<sub>0</sub></p>	<p>Pearson Correlation Coefficient Test</p>

<p><u>Hypothesis 3:</u></p> <p>H<sub>0</sub>: There is no significant relationship between <b>perceived organizational support</b> and <b>organizational commitment</b></p> <p>H<sub>1</sub>: There is a significant relationship between <b>perceived organizational support</b> and <b>organizational commitment</b></p>	<p><math>\beta = 0.83560</math></p> <p>P= 0.0001 &lt; 0.05</p> <p>reject H<sub>0</sub></p>	<p>Pearson Correlation Coefficient Test</p>
<p><u>Hypothesis 4:</u></p> <p>H<sub>0</sub>: There is no significant relationship between <b>procedural justice</b> and <b>organizational commitment</b></p> <p>H<sub>1</sub>: There is a significant relationship between <b>procedural justice</b> and <b>organizational commitment</b></p>	<p><math>\beta = 0.91405</math></p> <p>P= 0.0001 &lt; 0.05</p> <p>reject H<sub>0</sub></p>	<p>Pearson Correlation Coefficient Test</p>
<p><u>Hypothesis 5:</u></p> <p>H<sub>0</sub>: There is no significant relationship between <b>antecedents (job satisfaction, job involvement, perceived organizational support, procedural justice)</b> and <b>organizational commitment</b></p> <p>H<sub>1</sub>: There is a significant relationship between <b>antecedents (job satisfaction, job involvement, perceived organizational support, procedural justice)</b> and <b>organizational commitment</b></p>	<p>P= 0.0001 &lt; 0.05</p> <p>reject H<sub>0</sub></p>	<p>Multiple Linear Regression Test</p>

Source: Developed for the Research.

### **5.2.1 The Relationship between Job Satisfaction and Organizational Commitment**

Based on the table 5.1, the result between job satisfaction and organizational commitment shows that this study should reject the  $H_0$ , because the p-value of the relationship is 0.0001 which lower than alpha value 0.05. So, job satisfaction is having significant relationship with the organizational commitment in higher education industry.

According to Gangai and Agrawal (2004), the result of their study authenticated that job satisfaction was positively contributed with organizational commitment. The employee will perform their duties well and be committed to their job if they feel satisfied with their job. Thus, jobs satisfaction increases will affect organizational commitment increase too (Sundarapandiyana, Chelliah & Vinoth, 2015). If an individual improve the degree of job satisfaction might also increase their organization commitment (Rehman, et al., 2013).

### **5.2.2 The Relationship between Job Involvement and Organizational Commitment**

Based on the table 5.1, the result between job involvement and organizational commitment shows that this study should reject the  $H_0$ , because the p-value of the relationship is 0.0001 which lower than alpha value 0.05. So, job

involvement is having significant relationship with the organizational commitment in higher education industry.

Mei & Hung (2008) show the result of their study authenticated that job involvement was positively contributed with organizational commitment. Highly involved employees identify with and care a lot about what they do. The highly involved employee was willing to work hard with the organization to help the organization to attain its goals. The more willing the individual get involved and contribute with the organization, the more the individual committed to the job (Emami, Omidian, Hashemi, & Pajoumnia, 2013). If an individual was high job involvement, they will have greater satisfaction with life because they care about their job and will improve organizational commitment (Lambert, 2008).

### **5.2.3 The Relationship between Perceived Organizational Support and Organizational Commitment**

Based on the table 5.1, the result between perceived organizational support and organizational commitment shows that this study should reject the  $H_0$ , because the p-value of the relationship is 0.0001 which lower than alpha value 0.05. So, perceived organizational support is having significant relationship with the organizational commitment in higher education industry.

Based on the study of Jais and Mohamad (2013), the result of their study authenticated that perceived organizational support was positively contributed with organizational commitment. When a person's need for social identity, approval and esteem are met, the high perceived organizational support might occur and will improve the performance outcomes. Thus, perceived organizational support enhances organizational commitment to organizations.

An individual who received enough perceived organizational support will feel that they are a part of an organization, and will commit with the organizational goal (Barnett & Relyea, 2003). Therefore, high perceived organizational support was related with higher commitment (Ayers, 2010).

#### **5.2.4 The Relationship between Procedural Justice and Organizational Commitment**

Based on the table 5.1, the result between procedural justice and organizational commitment shows that this study should reject the  $H_0$ , because the p-value of the relationship is 0.0001 which lower than alpha value 0.05. So, procedural justice is having significant relationship with the organizational commitment in higher education industry.

Witt (1992) shows the result of their study authenticated that procedural justice was positively contributed with organizational commitment. The more fairness characterizing decision processes on the job may be affecting an individual to be more loyalty to their organization. The fair procedures in the organization may enhance the organizational commitment (Rehman, et al., 2015). The perceptions of an individual on the fairness of the organizations which they are work for will enhance organizational commitment (Turgut, Tokmak, & Gucl , 2012).

### **5.3 Implications of the Study**

Implications of this study refer to management implications of the independent variables and dependent variable.

### **5.3.1 Managerial Implications**

This section highlights the relationship between all the independent variables (job satisfaction, job involvement, perceived organizational support and procedural justice) with dependent variable (organizational commitment). The result is as showed in table 5.1.

As job satisfaction is positively correlated with organizational commitment, private universities in Malaysia should concern about it. This is because the more employees who satisfy with their job, the more they are committed to the organization. Furthermore, employees with low job satisfaction will contribute less to the organization and also increase their intention to quit. High job satisfaction is normally resulting from the employees' positive feeling about their job, whereas those with low job satisfaction will have negative attitude. Positive feeling is related to the characteristics of the job where there are equitable pay, supervision, promotion, co-workers, rewards and working environment. Employees will have negative feeling toward their job when they are treated unjustly or receive less remuneration.

Private universities in Malaysia should also concern on job involvement because it is positively correlated with organizational commitment. Job involvement, where the result showed the lowest, involves employees' participation in their job where they have the chance to make decisions, set their own pace, makes an important contribution and self-determination. High job involvement's employees are more interested in the job and believe in the similarity of personal with organizational goals. They still focus on their job even during spare time. Increasing job involvement among employees will lead to increasing commitment where they are more likely will not leave the organization.



Besides, Malaysian private universities should concern on perceived organizational support (POS). This is because POS is positively related to organizational commitment. POS involves staff's perceptions on the organization. Employees with high POS where their contributions and well-being are being valued will "repay" the organization in term of affective commitment and work-related. As employees receive the support provided by the organization such as equitably compensation, interesting and stimulating jobs, and adequate working environment, they may interpret the support as a proof of commitment toward them in return by increasing their commitment to the organization.

As procedural justice is positively related to organizational commitment, Malaysian private universities should also concern on it. Procedural justice, where the result showed the highest, involves employees concerned on the fairness of outcomes and treatment that they received. Employees who have been treated fairly have positive attitudes toward the organization and are more committed to the organization. Perceived procedural unfairness where employees feeling of dissatisfaction on the rewards given will believe that the organization's process is not fair, and will lead to decreasing in commitment and desire to stay.

Thus, the four independent variables (job satisfaction, job involvement, perceived organizational support and procedural justice) have positive correlation with organizational commitment in Malaysian private universities where they are important in affecting employees' attitudes to stay committed to an organization. The result is significant implication to Malaysian private universities to be better in the future where high commitment among academic staffs are being placed. Hence, private universities in Malaysia should increase their effort in improving job satisfaction, job involvement, perceived organizational support and procedural justice to increase organizational

commitment among academic staff. To do so, policy makers and practitioners should take actions in improving them where they need to pay extra attention on procedural justice as its result showed the highest.

In society, organizational performance will impact academic staff's contribution. An organization should attract more students that can contribute back to the society in the future. This will give the academic staff a sense of satisfaction in developing high caliber students where they will contribute more and increase their commitment to stay with the organization.

Meanwhile, practitioners can provide an equal reward system where employees' contributions will be rewarded fairly based on their performance. Employees should be rewarded with bonus for improving their own productivity. This will make them felt they belong to an organization and hence will stay committed. Besides, the use of fair decision-making procedures in groups can increase the commitment. The feeling of respect formed as the result of procedural justice where members' suggestions are taking into account and being treated fairly can form positive attitudes toward the groups. This will lead to more effective decision-making while increase their commitment.

Government can put more emphasizes on Malaysia Employment Act 1955 where heavy punishment will be charged to any organizations where unfairness taking placed. All of this can increase employees' commitment. Unfairness can be in the forms of poor salaries, not up to the minimal labor laws on salary upraises and unfair salary distribution between employees (Malaysia Employment Act 1955, n.d.).

## 5.4 Limitations of the Study

Throughout the process of completing this research, several limitations were encountered. First limitation is the respondents' participation. It might be difficult to involve every single respondent in the questionnaires as some of them might not be in their office due to different working hours. Some of the respondents might also bias in answering the questionnaires as the questions are quite sensitive. Meanwhile, some of them unwilling to answer by giving excuses they are busy, or simply because they do not want to entertain a survey. This can lead to a smaller sample size if the numbers of respondents are less. To reduce the circumstances to be rejected, we will approach and persuade them with respect by knocking their door before entering and explaining the main reasons to conduct the survey so that they will trust and willing to cooperate with us. We will also give them flexible time in answering and use another way using email to distribute the questionnaire.

Besides, the second limitation is the contents of the questionnaire. Some of the words or sentences in the questions might be difficult to understand where respondents might have difficulty in answering. It may reduce the validity of our result. In order to avoid them from answering randomly, we are willing to wait for them to answer in their office. We will briefly explain the questions patiently for those who have difficulty in understanding the questions.

Lastly is the scope of coverage. As our research is only based on Selangor and Kuala Lumpur, it cannot represent the whole Malaysia that will lead to limited opinions from the respondents. However, we try to minimize it by finding more universities with more respondents.

## **5.5 Recommendations for Future Research**

Future researchers are suggested to target different type of respondents such as students as they are in larger size and easier to approach to, and target both private and public universities. This can result in larger sample size of respondents. Increases sample size will enable the result more reliable.

Besides, future researchers can consider simplifying the questions in the questionnaire to be more understandable. This will enable the respondents to answer easily and without burden of being questioned. It will also lead to more accurate result as the questions are easy to understand where the respondents know the true meaning behind the questions to express themselves more accurately.

Future researchers can also consider to widen the scope by expanding the study coverage areas in the whole Malaysia not only in Selangor and Kuala Lumpur. The expansion may enable the research to be more justifiable because different locations will have different respondents with different opinions.

Finally, future researches can include or add any other independent variables that are not included in this research to investigate organizational commitment among academic staff of private universities in Malaysia. Other independent variable such as motivation is recommended to examine academic staff's commitment in Malaysian private universities. Future researches can also target different type of industry such as hotel industry where high commitment employees are needed in dealing with different type of customers.

## **5.6 Conclusion**

In conclusion, this research was conducted to improve the understanding on organizational commitment among academic staff of private universities in Malaysia. The four factors include job satisfaction, job involvement, perceived organizational support and procedural justice will affect organizational commitment. The overall result is positive and there is significant relationship between all of the aspects. In short, this research is very useful for private universities in Malaysia to increase their employees' commitment. Furthermore, limitations and recommendations are provided in the research.

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**APPENDIX 3.1: LIST OF PRIVATE UNIVERSITIES IN  
MALAYSIA**

**Kuala Lumpur**

1	Asia e University
2	Asia Pacific University of Technology and Innovation
3	HELP University
4	International Medical University
5	International University College of Technology Twintech
6	Open University Malaysia
7	Tun Abdul Razak University
8	University of Kuala Lumpur
9	Berjaya University College of Hospitality
10	Kuala Lumpur Metropolitan University
11	Twintech University College of Technology
12	UCSI University
13	Brickfields Asia College
14	International Centre for Education in Islamic Finance
15	INTI University
16	Mantissa college

**Selangor**

1	Cyberjaya University College of Medical Sciences
2	KDU University College
3	Lincoln University College
4	Multimedia University
5	Monash University
6	Selangor International Islamic University College
7	Sunway University
8	SEGI University
9	Taylor's University
10	University of Nottingham
11	Binary University College of Management and Entrepreneurship
12	Unisel University Selangor
13	KBU University College
14	Limkokwing University of Creative Technology
15	Malaysia University of Science and Technology
16	Management and Science University
17	Putra Intelek International College
18	Tunku Abdul Rahman University



**Sarawak**

1	Curtin University of Technology
2	Swinburne University of Technology

**Negeri Sembilan**

1	Manipal International University
2	Linton University College

**Melaka**

1	Multimedia University
2	Nilai University

**Perak**

1	Petronas University of Technology
2	Tunku Abdul Rahman University

**Kedah**

1	AIMST University
2	Insaniah University College

**Terengganu**

1	TATI University College
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**Kelantan**

1	Twintech University College of Technology
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Source: Malaysia University Portal. (2016). *List of Private Universities*. Retrieved November 27, 2016, from <http://www.malaysiauniversity.net/private-universities/>

## **APPENDIX 3.2: NUMBER OF ACADEMIC STAFF OF PRIVATE HIGHER EDUCATION INSTITUTIONS (2015)**

**Jadual 3.4 : Bilangan Staf Akademik mengikut Kelulusan Tertinggi dan Taraf Warganegara Berdsarkan Taraf IPTS (2015)**

**Table 3.4 : Number of Academics Staff by Highest Qualification and Citizenship in Private HEIs Status (2015)**

Taraf IPTS/ Private HEIs Status	Kelulusan Tertinggi/ Highest Qualification	Warganegara Malaysian			Bukan Warganegara Non-Malaysian			Jumlah/ Total
		L/ M	P/ F	J/ T	L/ M	P/ F	J/ T	
IPTS Bertaraf Universiti Private HEIs With University Status	Ph.D/ <i>Ph.D</i>	1,756	1,042	2,798	763	52	815	3,613
	Sarjana/ <i>Masters</i>	4,645	5,892	10,537	633	38	671	11,208
	Diploma Lanjutan/ <i>Advanced Diploma</i>	4	6	10	0	0	0	10
	Sarjana Muda/ <i>Bachelors</i>	1,274	2,060	3,334	75	8	83	3,417
	Diploma/ <i>Diploma</i>	118	21	139	2	0	2	141
	Profesional/ <i>Professional</i>	88	29	117	15	0	15	132
	Sijil/ <i>Certificate</i>	23	20	43	0	0	0	43
<b>Jumlah/ Total</b>		<b>7,908</b>	<b>9,070</b>	<b>16,978</b>	<b>1,488</b>	<b>98</b>	<b>1,586</b>	<b>18,564</b>

Source: Ministry of Higher Education. (2015). Private Higher Education Institutions-Malaysian Students. Retrieved January 19, 2016, from <https://www.mohe.gov.my/en/download/public/statistik/2015/218-bab-3-a-institusi-pengajian-tinggi-swasta-pelajar-warganegara/file>

**APPENDIX 3.3: TABLE OF SAMPLE SIZE**

N	S	N	S	N	S
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Sekaran, U., & Bougie, R. J. (2016). Research methods for business: A skill building approach (5th ed.). Chichester, West Sussex: John Wiley & Sons, Inc.

**APPENDIX 3.4: SURVEY QUESTIONNAIRE PERMISSION LETTER**



**UNIVERSITI TUNKU ABDUL RAHMAN**

Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

28<sup>th</sup> November 2016

To Whom It May Concern,

Dear Sir/Madam,

**Permission to Conduct Survey**

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

<u>Name of Student</u>	<u>Student ID</u>
Chong Yeong Ping	14ABB01501
Cui Xin	13ABB02268
Diana Yee Chui Yen	13ABB04356
Heng Ai Sy	14ABB01438
Yeoh Shu Ting	15ABB06252

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,

Mr Choong Yuen Onn  
Head of Department,  
Faculty of Business and Finance  
Email: choongyo@utar.edu.my

Ms Lai Ka Fei  
Supervisor,  
Faculty of Business and Finance  
Email: laikf@utar.edu.my

## APPENDIX 3.5: QUESTIONNAIRE



**Universiti Tunku Abdul Rahman**

### **Organizational Commitment among Academic Staff of Private Universities in Malaysia**

Dear respondents,

We are final year undergraduate students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). We are currently doing our final year project with title “Organizational Commitment among Academic Staff of Private Universities in Malaysia” in order to complete our honours degree program.

There are THREE (3) sections in this questionnaire. Please read the instructions carefully before answering the questions.

Please answer ALL questions in ALL sections. It will take approximately 10-15 minutes to complete this questionnaire. Your cooperation in completing this questionnaire will be kept **PRIVATE** and **CONFIDENTIAL** and be used solely for academic purposes.

Thank you and appreciate for your cooperation and participation.

#### Research Project Team Members

<b>No.</b>	<b>Name</b>	<b>Student ID</b>	<b>Contact Number</b>
1.	Chong Yeong Ping	14ABB01501	016-903 2811
2.	Cui Xin	13ABB02268	014-302 5860
3.	Diana Yee Chui Yen	13ABB04356	016-539 8362
4.	Heng Ai Sy	14ABB01438	012-726 8825
5.	Yeoh Shu Ting	15ABB06252	017-410 4926

## **PERSONAL DATA PROTECTION STATEMENT**

Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

### **Notice:**

1. The purposes for which your personal data may be used are inclusive but not limited to:-

- For assessment of any application to UTAR
- For processing any benefits and services
- For communication purposes
- For advertorial and news
- For general administration and record purposes
- For enhancing the value of education
- For educational and related purposes consequential to UTAR
- For the purpose of our corporate governance
- For consideration as a guarantor for UTAR staff/ student applying for his/her
- scholarship/ study loan

2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be

shared when required by laws and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.
4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

**Consent:**

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.
2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.
3. You may access and update your personal data by writing to us at [fyputaru71@gmail.com](mailto:fyputaru71@gmail.com).

**Acknowledgment of Notice**

- I have been notified by you and that I hereby understood, consented and agreed per UTAR above notice.
- I disagree, my personal data will not be processed.



## Questionnaire

### **Section A: Demographic Profile**

Please provide the following information about yourself by placing a “√” on one of the blank space.

1. Gender:
  - Female
  - Male
2. Age:
  - 21-30
  - 31-40
  - 41-50
  - 51 and above
3. Race
  - Malay
  - Chinese
  - Indian
  - Others
4. Highest education completed
  - Bachelor Degree
  - Master Degree
  - PhD Degree
  - Others
5. No. of years working in current university
  - Less than one year
  - 1 – 3 years
  - 4 – 5 years
  - 6 – 10 years
  - Above 10 years

6. My current position is

- Professor
- Associate Professor
- Senior Lecturer
- Lecturer

**Section B: Antecedents**

Please circle according to the Likert scale which range from strongly disagree to strongly agree with each statement number from 1 to 5, where it indicates as follows:

SD = Strongly Disagree

D = Disagree

N = Neutral

A = Agree

SA = Strongly Agree

<b><u>Job Satisfaction</u></b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. All in all, I am satisfied with the members in my work group.	1	2	3	4	5
2. All in all, I am satisfied with my immediate supervisor.	1	2	3	4	5
3. All in all, I am satisfied with my job now.	1	2	3	4	5
4. All in all, I am satisfied with this organization, compared to other company.	1	2	3	4	5
5. Considering my skills and level of education that I have, I am satisfied with my pay and	1	2	3	4	5

benefit that I get in this organization.					
6. I never thought to leaving this organization even the condition of this company is not stable for this moment.	1	2	3	4	5
<b><u>Job Involvement</u></b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. The most important things that happen to me involve my present job.	1	2	3	4	5
1. I am very much involved personally in my job.	1	2	3	4	5
2. Most of my interests are centered around my job.	1	2	3	4	5
3. I have very strong ties with my present job which would be very difficult to break.	1	2	3	4	5
4. Most of personal goals are job oriented.	1	2	3	4	5
5. I consider my job to be very central to my existence.	1	2	3	4	5
<b><u>Perceived Organizational Support</u></b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. My organization cares about my opinions.	1	2	3	4	5
2. My organization really cares about my well-being.	1	2	3	4	5
3. My organization strongly considers my goals and values.	1	2	3	4	5
4. Help is available from my organization when I have a problem.	1	2	3	4	5
5. My organization would forgive an honest mistake on my part.	1	2	3	4	5
6. If given the opportunity, my organization	1	2	3	4	5

would take advantage of me. (R)					
<b><u>Procedural Justice</u></b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. I have been able to express my views and feelings during those procedures.	1	2	3	4	5
2. I had influence over the outcomes received by those procedures.	1	2	3	4	5
3. I think the procedures had been applied consistently.	1	2	3	4	5
4. I feel those procedures are not biased.	1	2	3	4	5
5. Those procedures are done based on accurate information's.	1	2	3	4	5
6. I can appeal for the results by those procedures.	1	2	3	4	5

**Section C: Organizational Commitment**

This section is related to Organizational Commitment which is affected by such factors. Please circle the number which best express your opinion based on your experiences in employment. The number 1 to 5 indicates:

SD = Strongly Disagree

D = Disagree

N = Neutral

A = Agree

SA = Strongly Agree

<b><u>Organizational Commitment</u></b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
<b><u>Affective Commitment</u></b>					
1. I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5

2. I enjoy discussing my organization with people outside it.	1	2	3	4	5
3. I really feel as if this organization's problems are my own.	1	2	3	4	5
4. This organization has a great deal of personal meaning for me.	1	2	3	4	5
<b>Continuance Commitment</b>					
1. Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	1	2	3	4	5
2. It wouldn't be too costly for me to leave my organization in the near future. (R)	1	2	3	4	5
3. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
4. I believe that I have too few options to consider leaving this organization.	1	2	3	4	5
5. One of the few negative consequences of leaving this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	1	2	3	4	5
6. If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5
<b>Normative Commitment</b>					
1. I think that people these days move from company to company too often.	1	2	3	4	5
2. One of the major reasons I continue to work for this organization is that I believe that loyalty is	1	2	3	4	5

important and therefore feel a sense of moral obligation to remain.					
3. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	1	2	3	4	5
4. I was taught to believe in the value of remaining loyal to one organization.	1	2	3	4	5

## APPENDIX 3.6: PILOT TEST (RELIABILITY TEST)

### Dependent Variable - Organizational Commitment

Correlation Analysis														
The CORR Procedure														
14 Variables:	OC-ACQ1	OC-ACQ2	OC-ACQ3	OC-ACQ4	OC-CCQ1	OC-CCQ2(R)	OC-CCQ3	OC-CCQ4	OC-CCQ5	OC-CCQ6	OC-NCQ1	OC-NCQ2	OC-NCQ3	OC-NCQ4
<b>Simple Statistics</b>														
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label							
OC-ACQ1	30	3.33333	0.99424	100.00000	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-ACQ2	30	3.63333	0.92786	109.00000	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-ACQ3	30	3.20000	0.99655	96.00000	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-ACQ4	30	3.40000	0.96847	102.00000	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-CCQ1	30	3.23333	0.81720	97.00000	2.00000	4.00000	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-CCQ2(R)	30	2.66667	0.80230	80.00000	1.00000	4.00000	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-CCQ3	30	3.56667	0.72793	107.00000	2.00000	5.00000	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-CCQ4	30	3.43333	0.93526	103.00000	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-CCQ5	30	3.50000	0.93772	105.00000	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-CCQ6	30	3.26667	0.86834	98.00000	2.00000	5.00000	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-NCQ1	30	3.80000	0.84690	114.00000	2.00000	5.00000	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-NCQ2	30	3.36667	0.99943	101.00000	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-NCQ3	30	2.86667	1.16658	86.00000	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							
OC-NCQ4	30	3.40000	0.85501	102.00000	2.00000	5.00000	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE							

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.843125
Standardized	0.832005

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
OC-ACQ1	0.602463	0.824820	0.576548	0.813672	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-ACQ2	0.572030	0.827254	0.569298	0.814172	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-ACQ3	0.722895	0.816258	0.714217	0.803994	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-ACQ4	0.682367	0.819502	0.674355	0.806830	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-CCQ1	0.419645	0.836658	0.422701	0.824105	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-CCQ2(R)	-.288165	0.871875	-.282498	0.867060	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-CCQ3	0.313150	0.841936	0.326078	0.830455	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-CCQ4	0.496280	0.832084	0.489603	0.819617	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-CCQ5	0.555335	0.828280	0.543391	0.815954	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-CCQ6	0.300568	0.843529	0.309651	0.831520	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-NCQ1	0.245600	0.846342	0.244011	0.835730	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-NCQ2	0.729477	0.815741	0.717019	0.803793	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-NCQ3	0.625046	0.822669	0.613087	0.811135	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-NCQ4	0.693017	0.820558	0.694582	0.805394	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

## 1<sup>st</sup> Independent Variable – Job Satisfaction

**Correlation Analysis**  
The CORR Procedure

6 Variables: JSQ1 JSQ2 JSQ3 JSQ4 JSQ5 JSQ6

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
JSQ1	30	3.83333	0.53067	115.00000	2.00000	5.00000	JOB SATISFACTION Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ2	30	3.80000	0.66436	114.00000	2.00000	5.00000	JOB SATISFACTION Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ3	30	3.76667	0.81720	113.00000	1.00000	5.00000	JOB SATISFACTION Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ4	30	3.60000	0.81368	108.00000	1.00000	5.00000	JOB SATISFACTION Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ5	30	3.40000	1.00344	102.00000	1.00000	5.00000	JOB SATISFACTION Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ6	30	3.10000	0.92289	93.00000	1.00000	5.00000	JOB SATISFACTION Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.862652
Standardized	0.871098

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
JSQ1	0.559421	0.859158	0.580560	0.864564	JOB SATISFACTION Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ2	0.620005	0.847209	0.658912	0.851245	JOB SATISFACTION Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ3	0.858441	0.800980	0.837147	0.819344	JOB SATISFACTION Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ4	0.873509	0.798172	0.850809	0.816804	JOB SATISFACTION Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ5	0.766596	0.819711	0.789172	0.828153	JOB SATISFACTION Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ6	0.385521	0.893584	0.351072	0.901205	JOB SATISFACTION Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

## 2<sup>nd</sup> Independent Variable – Job Involvement

**Correlation Analysis**  
The CORR Procedure

6 Variables: JIQ1 JIQ2 JIQ3 JIQ4 JIQ5 JIQ6

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
JIQ1	30	3.46667	0.89955	104.00000	1.00000	5.00000	JOB INVOLVEMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ2	30	3.56667	0.89763	107.00000	1.00000	5.00000	JOB INVOLVEMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ3	30	3.46667	0.89955	104.00000	1.00000	5.00000	JOB INVOLVEMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ4	30	3.33333	0.95893	100.00000	1.00000	5.00000	JOB INVOLVEMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ5	30	3.20000	1.06350	96.00000	1.00000	5.00000	JOB INVOLVEMENT Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ6	30	3.33333	0.99424	100.00000	1.00000	5.00000	JOB INVOLVEMENT Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.925643
Standardized	0.927379

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
JIQ1	0.757155	0.915726	0.762028	0.917585	JOB INVOLVEMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ2	0.823794	0.907400	0.828907	0.908757	JOB INVOLVEMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ3	0.877572	0.900490	0.880630	0.901783	JOB INVOLVEMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ4	0.850050	0.903221	0.848098	0.906185	JOB INVOLVEMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ5	0.833876	0.905736	0.831584	0.908399	JOB INVOLVEMENT Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ6	0.595768	0.937440	0.592135	0.939066	JOB INVOLVEMENT Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE



### 3<sup>rd</sup> Independent Variable – Perceived Organizational Support

**Correlation Analysis**  
The CORR Procedure

6 Variables: POSQ1 POSQ2 POSQ3 POSQ4 POSQ5 POSQ6(R)

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
POSQ1	30	3.20000	0.99655	96.00000	1.00000	4.00000	PERCEIVED ORGANIZATIONAL SUPPORT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ2	30	3.03333	0.99943	91.00000	1.00000	4.00000	PERCEIVED ORGANIZATIONAL SUPPORT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ3	30	3.23333	1.04000	97.00000	1.00000	5.00000	PERCEIVED ORGANIZATIONAL SUPPORT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ4	30	3.20000	0.92476	96.00000	1.00000	5.00000	PERCEIVED ORGANIZATIONAL SUPPORT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ5	30	2.96667	1.09807	89.00000	1.00000	5.00000	PERCEIVED ORGANIZATIONAL SUPPORT Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ6(R)	30	2.80000	0.96132	84.00000	1.00000	5.00000	PERCEIVED ORGANIZATIONAL SUPPORT Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.861772
Standardized	0.857723

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
POSQ1	0.886976	0.794769	0.886192	0.787683	PERCEIVED ORGANIZATIONAL SUPPORT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ2	0.730132	0.824637	0.721440	0.819994	PERCEIVED ORGANIZATIONAL SUPPORT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ3	0.874842	0.795321	0.872111	0.790529	PERCEIVED ORGANIZATIONAL SUPPORT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ4	0.641321	0.841160	0.638288	0.835502	PERCEIVED ORGANIZATIONAL SUPPORT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ5	0.788869	0.811815	0.785917	0.807603	PERCEIVED ORGANIZATIONAL SUPPORT Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ6(R)	0.087003	0.926286	0.086029	0.925831	PERCEIVED ORGANIZATIONAL SUPPORT Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

### 4<sup>th</sup> Independent Variable – Procedural Justice

**Correlation Analysis**  
The CORR Procedure

6 Variables: PJQ1 PJQ2 PJQ3 PJQ4 PJQ5 PJQ6

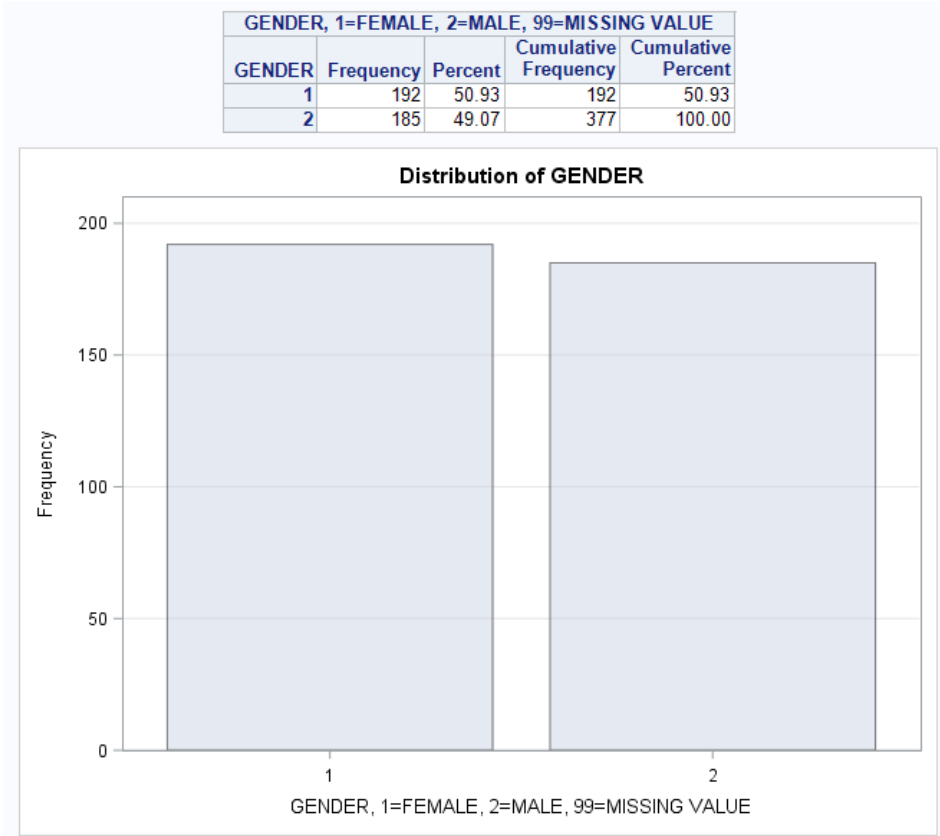
Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
PJQ1	30	3.13333	1.00801	94.00000	1.00000	5.00000	PROCEDURAL JUSTICE Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ2	30	2.83333	0.94989	85.00000	1.00000	4.00000	PROCEDURAL JUSTICE Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ3	30	3.26667	0.90719	98.00000	1.00000	4.00000	PROCEDURAL JUSTICE Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ4	30	3.20000	0.99655	96.00000	1.00000	5.00000	PROCEDURAL JUSTICE Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ5	30	3.10000	1.06188	93.00000	1.00000	5.00000	PROCEDURAL JUSTICE Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ6	30	2.80000	0.96132	84.00000	1.00000	5.00000	PROCEDURAL JUSTICE Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.897960
Standardized	0.898420

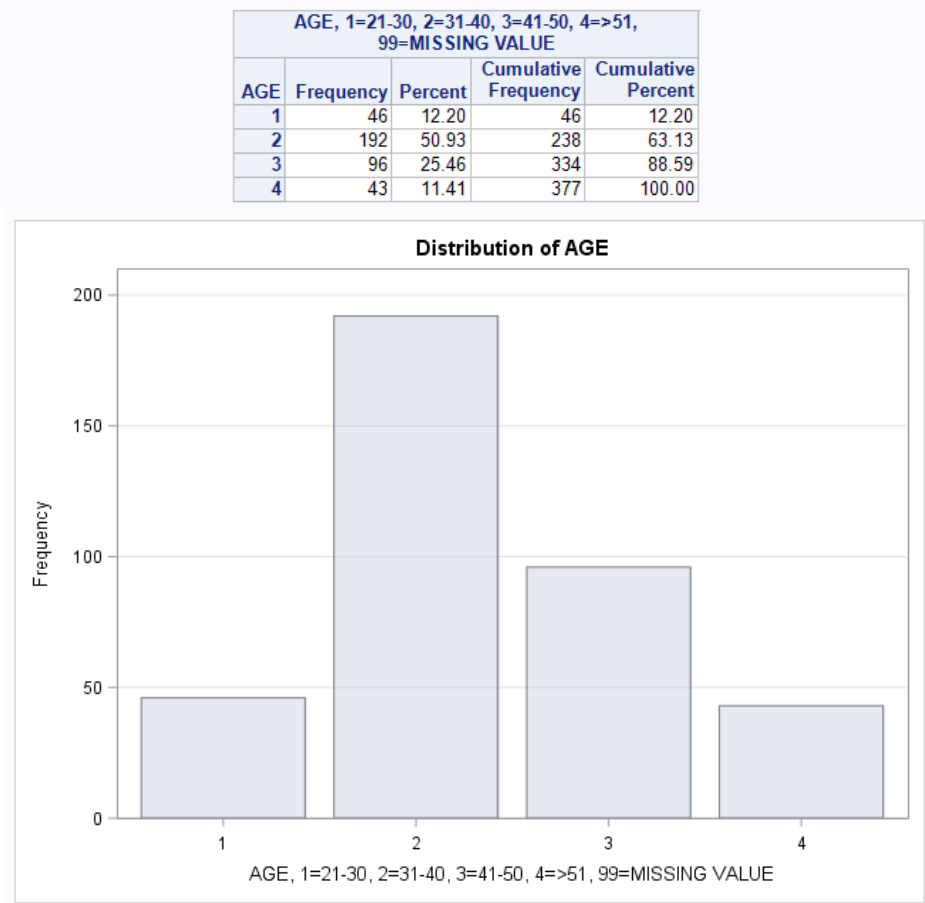
Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
PJQ1	0.726455	0.879570	0.730639	0.879563	PROCEDURAL JUSTICE Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ2	0.750157	0.876100	0.751088	0.876420	PROCEDURAL JUSTICE Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ3	0.805362	0.868713	0.800673	0.868695	PROCEDURAL JUSTICE Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ4	0.754764	0.875108	0.752537	0.876196	PROCEDURAL JUSTICE Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ5	0.781410	0.870818	0.783519	0.871384	PROCEDURAL JUSTICE Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ6	0.538758	0.906745	0.537738	0.908031	PROCEDURAL JUSTICE Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

**APPENDIX 4.1: FULL TEST (DESCRIPTIVE ANALYSIS)**

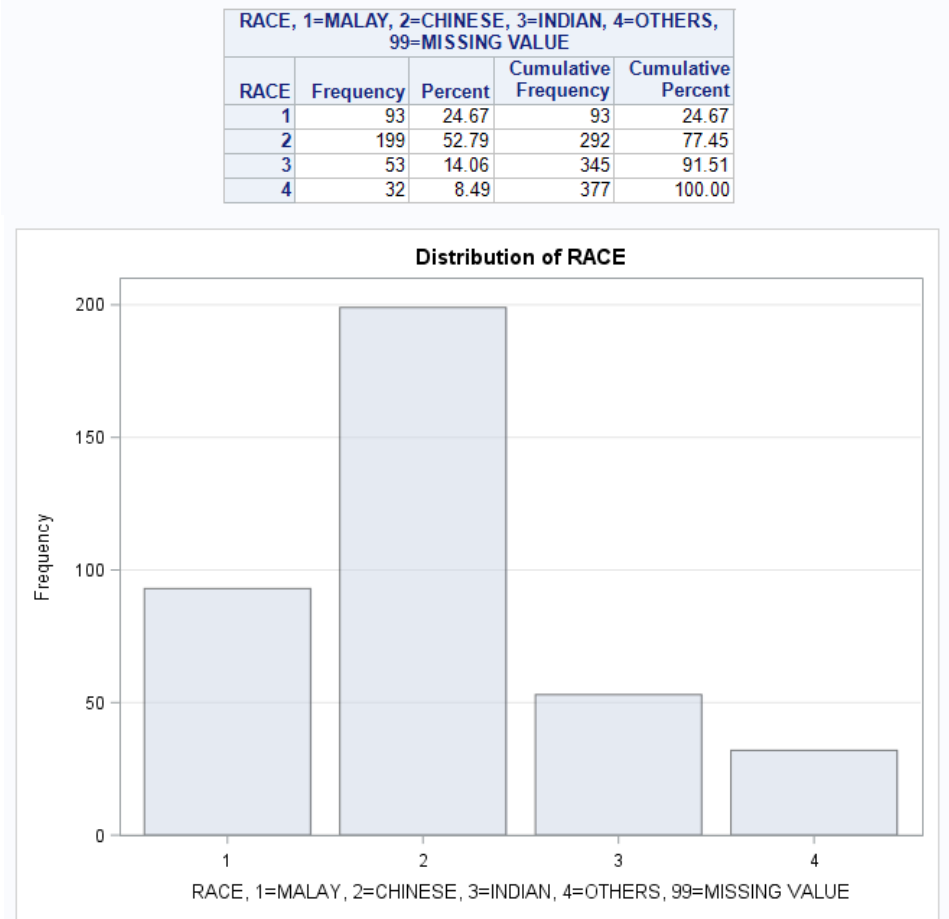
**Respondents' Gender**



**Respondents' Age**



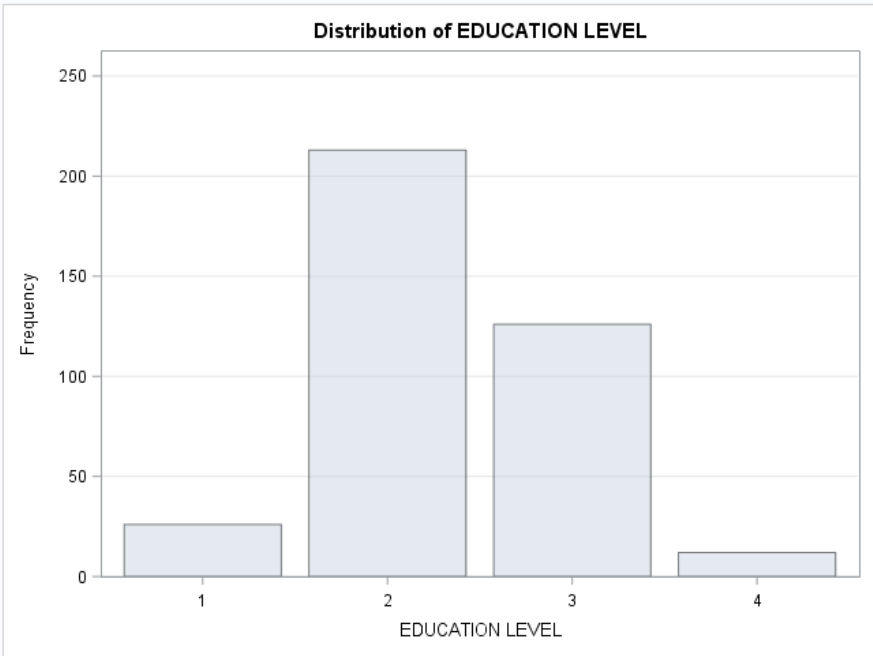
**Respondents' Race**



**Respondents' Education Level**

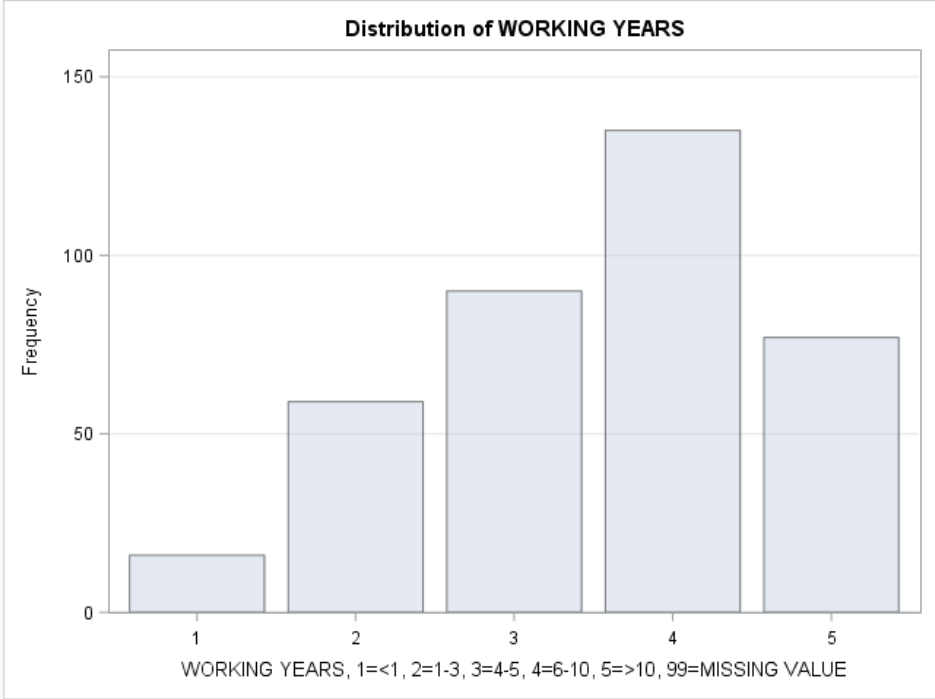
EDUCATION LEVEL, 1=BACELOR DEGREE, 2=MASTER DEGREE, 3=PHD DEGREE, 4=OTHERS, 99=MISSING VALUE

EDUCATION LEVEL	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	26	6.90	26	6.90
2	213	56.50	239	63.40
3	126	33.42	365	96.82
4	12	3.18	377	100.00



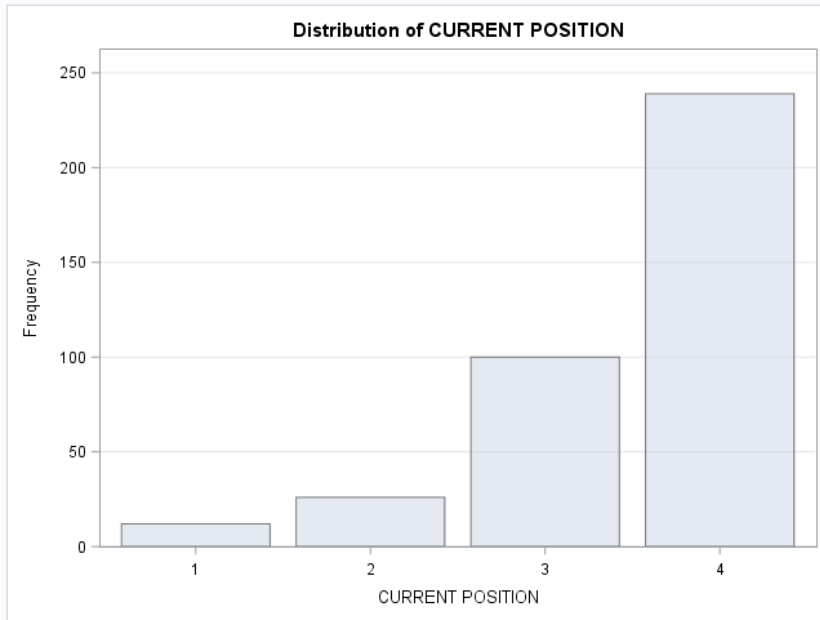
**Respondents' Working Years**

WORKING YEARS, 1=<1, 2=1-3, 3=4-5, 4=6-10, 5=>10, 99=MISSING VALUE				
WORKING YEARS	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	16	4.24	16	4.24
2	59	15.65	75	19.89
3	90	23.87	165	43.77
4	135	35.81	300	79.58
5	77	20.42	377	100.00



**Respondents' Current Position**

CURRENT POSITION, 1=PROFESSOR, 2=ASSOCIATE PROFESSOR, 3=SENIOR LECTURER, 4=LECTURER, 99=MISSING VALUE				
CURRENT POSITION	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	12	3.18	12	3.18
2	26	6.90	38	10.08
3	100	26.53	138	36.60
4	239	63.40	377	100.00



**APPENDIX 4.2: FULL TEST (SUMMARY STATISTICS)**

Summary Statistics

Results

The MEANS Procedure

Variable	Label	Mean	Std Dev	Minimum	Maximum	N
GENDER	GENDER, 1=FEMALE, 2=MALE, 99=MISSING VALUE	1.4907162	0.5005781	1.0000000	2.0000000	377
AGE	AGE, 1=21-30, 2=31-40, 3=41-50, 4=>51, 99=MISSING VALUE	2.3607427	0.8394194	1.0000000	4.0000000	377
RACE	RACE, 1=MALAY, 2=CHINESE, 3=INDIAN, 4=OTHERS, 99=MISSING VALUE	2.0636605	0.8512696	1.0000000	4.0000000	377
EDUCATION LEVEL	EDUCATION LEVEL, 1=BACELOR DEGREE, 2=MASTER DEGREE, 3=PHD DEGREE, 4=OTHERS, 99=MISSING VALUE	2.3289125	0.6507256	1.0000000	4.0000000	377
WORKING YEARS	WORKING YEARS, 1=<1, 2=1-3, 3=4-5, 4=6-10, 5=>10, 99=MISSING VALUE	3.5251989	1.1084907	1.0000000	5.0000000	377
CURRENT POSITION	CURRENT POSITION, 1=PROFESSOR, 2=ASSOCIATE PROFESSOR, 3=SENIOR LECTURER, 4=LECTURER, 99=MISSING VALUE	3.5013263	0.7618729	1.0000000	4.0000000	377

Generated by the SAS System ('Local', X64\_8HOME) on January 23, 2017 at 1:35:58 AM

**APPENDIX 4.3: CENTRAL TENDENCIES MEASUREMENT OF  
CONSTRUCTS**

**Table 4.7: Statistics of Job Satisfaction**

Variable	Statement	Sample Size, N	Mean	Standard Deviation	Ranking (Mean)	Ranking (Standard Deviation)
JS1	All in all, I am satisfied with the members in my work group.	377	4.02653	0.65585	2	6
JS2	All in all, I am satisfied with my immediate supervisor.	377	3.99735	0.79056	3	5
JS3	All in all, I am satisfied with my job now.	377	4.04775	0.80083	1	4
JS4	All in all, I am satisfied with this organization, compared to other company.	377	3.84350	0.96998	4	3
JS5	Considering my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization.	377	3.54642	1.09573	6	2
JS6	I never thought to leaving this organization even the condition of this company is not stable for this moment.	377	3.57029	1.15361	5	1

Source: Developed for the Research



**Table 4.8: Statistics of Job Involvement**

Variable	Statement	Sample Size, N	Mean	Standard Deviation	Ranking (Mean)	Ranking (Standard Deviation)
J11	The most important things that happen to me involve my present job.	377	3.79576	0.80766	3	6
J12	I am very much involved personally in my job.	377	3.98939	0.82829	1	5
J13	Most of my interests are centered around my job.	377	3.80902	0.83196	2	4
J14	I have very strong ties with my present job which would be very difficult to break.	377	3.70822	0.89011	4	3
J15	Most of personal goals are job oriented	377	3.51989	0.95664	6	2
J16	I consider my job to be very central to my existence.	377	3.52520	1.04425	5	1

Source: Developed for the Research

**Table 4.9: Statistics of Perceived Organizational Support**

Variable	Statement	Sample Size, N	Mean	Standard Deviation	Ranking (Mean)	Ranking (Standard Deviation)
POS1	My organization cares about my opinions.	377	3.37666	1.00863	4	2
POS2	My organization really cares about my well- being.	377	3.38462	1.00693	3	3
POS3	My organization strongly considers my goals and values.	377	3.30769	0.98972	5	4
POS4	Help is available from my organization when I have a problem.	377	3.42175	0.96748	2	5
POS5	My organization would forgive an honest mistake on my part.	377	3.46419	0.85017	1	6
POS6	If given the opportunity, my organization would take advantage for me.	377	2.78249	1.01605	6	1

Source: Developed for the Research

**Table 4.10: Statistics of Procedural Justice**

Variable	Statement	Sample Size, N	Mean	Standard Deviation	Ranking (Mean)	Ranking (Standard Deviation)
PJ1	I have been able to express my views and feelings during those procedures.	377	3.53846	0.81164	1	6
PJ2	I had influence over the outcomes received by those procedures.	377	3.37931	0.86103	5	4
PJ3	I think the procedures had been applied consistently.	377	3.37401	0.92291	6	2
PJ4	I feel those procedures are not biased.	377	3.47215	0.93108	3	1
PJ5	Those procedures are done based on accurate information's.	377	3.51724	0.91404	2	3
PJ6	I can appeal for the results by those procedures.	377	3.44828	0.84621	4	5

Source: Developed for the Research

**Table 4.11: Statistics of Organization Commitment**

Variable	Statement	Sample Size, N	Mean	Standard Deviation	Ranking (Mean)	Ranking (Standard Deviation)
<b>Affective Commitment</b>						
AC1	I would be very happy to spend the rest of my career in this organization.	377	4.02918	0.65371	2	14
AC2	I enjoy discussing my organization with people outside it.	377	3.99735	0.79056	3	13
AC3	I really feel as if this organization's problems are my own.	377	4.04775	0.80083	1	12
AC4	This organization has a great deal of personal meaning for me.	377	3.84085	0.96818	4	4
<b>Continuance Commitment</b>						
CC1	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	377	3.37666	1.00863	12	2
CC2	It wouldn't be too costly for me to leave my organization in the near future. (R)	377	2.61804	1.00926	14	1
CC3	Right now, staying with my organization is a matter of necessity as much as desire.	377	3.31034	0.98754	13	3
CC4	I believe that I have too few	377	3.42440	0.96769	10	5

	options to consider leaving this organization.					
CC5	One of the few negative consequences of leaving this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	377	3.37931	0.92650	11	7
CC6	If I had not already put so much of myself into this organization, I might consider working elsewhere.	377	3.46950	0.93385	7	6
<b>Normative Commitment</b>						
NC1	I think that people these days move from company to company too often.	377	3.51989	0.91399	5	9
NC2	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	377	3.45093	0.84637	8	10
NC3	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization	377	3.51724	0.91404	6	8
NC4	I was taught to believe in the value of remaining loyal to one	377	3.44828	0.84621	9	11

organization.						
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Source: Developed for the Research

## APPENDIX 4.4: FULL TEST (RELIABILITY TEST)

### Dependent Variable - Organizational Commitment

Correlation Analysis															
The CORR Procedure															
14 Variables: OC-ACQ1 OC-ACQ2 OC-ACQ3 OC-ACQ4 OC-CCQ1 OC-CCQ2(R) OC-CCQ3 OC-CCQ4 OC-CCQ5 OC-CCQ6 OC-NCQ1 OC-NCQ2 OC-NCQ3 OC-NCQ4															
Simple Statistics															
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label								
OC-ACQ1	377	4.02918	0.65371	1519	2.00000	5.00000	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-ACQ2	377	3.99735	0.79056	1507	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-ACQ3	377	4.04775	0.80083	1526	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-ACQ4	377	3.84085	0.96818	1448	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-CCQ1	377	3.37666	1.00863	1273	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-CCQ2(R)	377	2.61804	1.00926	987.00000	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-CCQ3	377	3.31034	0.98754	1248	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-CCQ4	377	3.42440	0.96769	1291	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-CCQ5	377	3.37931	0.92650	1274	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-CCQ6	377	3.46950	0.93385	1308	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-NCQ1	377	3.51989	0.91399	1327	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-NCQ2	377	3.45093	0.84637	1301	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-NCQ3	377	3.51724	0.91404	1326	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								
OC-NCQ4	377	3.44828	0.84621	1300	1.00000	5.00000	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE								

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.881166
Standardized	0.886453

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
OC-ACQ1	0.387072	0.879856	0.391612	0.886453	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-ACQ2	0.569416	0.872593	0.577669	0.878002	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-ACQ3	0.612455	0.870694	0.622440	0.875916	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-ACQ4	0.619873	0.869622	0.628150	0.875649	ORGANIZATIONAL COMMITMENT-AFFECTIVE COMMITMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-CCQ1	0.792278	0.859972	0.788632	0.867995	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-CCQ2(R)	-0.805639	0.935050	-.797759	0.932858	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-CCQ3	0.785129	0.860580	0.778907	0.868467	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-CCQ4	0.724770	0.864053	0.724900	0.871067	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-CCQ5	0.695469	0.865884	0.688354	0.872809	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-CCQ6	0.733193	0.863883	0.723550	0.871131	ORGANIZATIONAL COMMITMENT-CONTINUANCE COMMITMENT Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-NCQ1	0.819497	0.859650	0.812893	0.866815	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-NCQ2	0.694261	0.866638	0.688372	0.872808	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-NCQ3	0.818728	0.859689	0.812199	0.866849	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
OC-NCQ4	0.693707	0.866665	0.687872	0.872832	ORGANIZATIONAL COMMITMENT-NORMATIVE COMMITMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

## 1<sup>st</sup> Independent Variable – Job Satisfaction

### Correlation Analysis

The CORR Procedure

6 Variables: JSQ1 JSQ2 JSQ3 JSQ4 JSQ5 JSQ6

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum Label
JSQ1	377	4.02653	0.65585	1518	2.00000	5.00000 JOB SATISFACTION Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ2	377	3.99735	0.79056	1507	1.00000	5.00000 JOB SATISFACTION Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ3	377	4.04775	0.80083	1526	1.00000	5.00000 JOB SATISFACTION Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ4	377	3.84350	0.96998	1449	1.00000	5.00000 JOB SATISFACTION Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ5	377	3.54642	1.09573	1337	1.00000	5.00000 JOB SATISFACTION Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ6	377	3.57029	1.15361	1346	1.00000	5.00000 JOB SATISFACTION Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.864419
Standardized	0.869261

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Alpha Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
JSQ1	0.518970	0.864944	0.534352	0.869753	JOB SATISFACTION Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ2	0.625392	0.848314	0.644081	0.851153	JOB SATISFACTION Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ3	0.714844	0.834386	0.728018	0.836357	JOB SATISFACTION Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ4	0.759687	0.822444	0.746002	0.833122	JOB SATISFACTION Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ5	0.677899	0.840478	0.652495	0.849692	JOB SATISFACTION Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JSQ6	0.724229	0.832413	0.705805	0.840321	JOB SATISFACTION Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

## 2<sup>nd</sup> Independent Variable – Job Involvement

### Correlation Analysis

The CORR Procedure

6 Variables: JIQ1 JIQ2 JIQ3 JIQ4 JIQ5 JIQ6

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum Label
JIQ1	377	3.79576	0.80766	1431	1.00000	5.00000 JOB INVOLVEMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ2	377	3.98939	0.82829	1504	1.00000	5.00000 JOB INVOLVEMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ3	377	3.80902	0.83196	1436	2.00000	5.00000 JOB INVOLVEMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ4	377	3.70822	0.89011	1398	1.00000	5.00000 JOB INVOLVEMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ5	377	3.51989	0.95664	1327	1.00000	5.00000 JOB INVOLVEMENT Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ6	377	3.52520	1.04425	1329	1.00000	5.00000 JOB INVOLVEMENT Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.861155
Standardized	0.860754

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Alpha Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
JIQ1	0.506938	0.861734	0.510990	0.862289	JOB INVOLVEMENT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ2	0.584324	0.849618	0.587032	0.849053	JOB INVOLVEMENT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ3	0.710860	0.828450	0.711647	0.826447	JOB INVOLVEMENT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ4	0.676740	0.833531	0.675819	0.833065	JOB INVOLVEMENT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ5	0.765001	0.815990	0.753776	0.818541	JOB INVOLVEMENT Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
JIQ6	0.688120	0.832803	0.681412	0.832038	JOB INVOLVEMENT Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

### 3<sup>rd</sup> Independent Variable – Perceived Organizational Support

**Correlation Analysis**  
The CORR Procedure

6 Variables: POSQ1 POSQ2 POSQ3 POSQ4 POSQ5 POSQ6(R)

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
POSQ1	377	3.37666	1.00863	1273	1.00000	5.00000	PERCEIVED ORGANIZATIONAL SUPPORT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ2	377	3.38462	1.00693	1276	1.00000	5.00000	PERCEIVED ORGANIZATIONAL SUPPORT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ3	377	3.30769	0.98972	1247	1.00000	5.00000	PERCEIVED ORGANIZATIONAL SUPPORT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ4	377	3.42175	0.96748	1290	1.00000	5.00000	PERCEIVED ORGANIZATIONAL SUPPORT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ5	377	3.46419	0.85017	1306	1.00000	5.00000	PERCEIVED ORGANIZATIONAL SUPPORT Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ6(R)	377	2.78249	1.01605	1049	1.00000	5.00000	PERCEIVED ORGANIZATIONAL SUPPORT Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.839828
Standardized	0.842321

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
POSQ1	0.786204	0.777614	0.788046	0.782444	PERCEIVED ORGANIZATIONAL SUPPORT Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ2	0.822721	0.769553	0.821909	0.775269	PERCEIVED ORGANIZATIONAL SUPPORT Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ3	0.814409	0.772106	0.813924	0.776970	PERCEIVED ORGANIZATIONAL SUPPORT Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ4	0.756014	0.785412	0.758018	0.788723	PERCEIVED ORGANIZATIONAL SUPPORT Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ5	0.608633	0.816699	0.608056	0.818939	PERCEIVED ORGANIZATIONAL SUPPORT Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
POSQ6(R)	0.047663	0.917582	0.046739	0.916227	PERCEIVED ORGANIZATIONAL SUPPORT Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

### 4<sup>th</sup> Independent Variable – Procedural Justice

**Correlation Analysis**  
The CORR Procedure

6 Variables: PJQ1 PJQ2 PJQ3 PJQ4 PJQ5 PJQ6

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
PJQ1	377	3.53846	0.81164	1334	1.00000	5.00000	PROCEDURAL JUSTICE Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ2	377	3.37931	0.86103	1274	1.00000	5.00000	PROCEDURAL JUSTICE Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ3	377	3.37401	0.92291	1272	1.00000	5.00000	PROCEDURAL JUSTICE Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ4	377	3.47215	0.93108	1309	1.00000	5.00000	PROCEDURAL JUSTICE Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ5	377	3.51724	0.91404	1326	1.00000	5.00000	PROCEDURAL JUSTICE Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ6	377	3.44828	0.84621	1300	1.00000	5.00000	PROCEDURAL JUSTICE Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.907585
Standardized	0.907094

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
PJQ1	0.661912	0.902403	0.662282	0.902137	PROCEDURAL JUSTICE Q1, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ2	0.744862	0.891000	0.743643	0.890407	PROCEDURAL JUSTICE Q2, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ3	0.789676	0.884203	0.788545	0.883778	PROCEDURAL JUSTICE Q3, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ4	0.804536	0.881877	0.802562	0.881686	PROCEDURAL JUSTICE Q4, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ5	0.754445	0.889595	0.752305	0.889137	PROCEDURAL JUSTICE Q5, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE
PJQ6	0.709443	0.896010	0.709710	0.895343	PROCEDURAL JUSTICE Q6, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE



## APPENDIX 4.5: FULL TEST (PEARSON CORRELATION COEFFICIENT)

**Correlation Analysis**  
The CORR Procedure

5 Variables: JS JI POS PJ OC

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum
JS	377	3.83864	0.71653	1447	1.33333	5.00000
JI	377	3.72458	0.68920	1404	1.66667	5.00000
POS	377	3.28957	0.72643	1240	1.00000	4.66667
PJ	377	3.45491	0.72965	1303	1.66667	5.00000
OC	377	3.53069	0.56597	1331	1.35714	4.71429

Pearson Correlation Coefficients, N = 377						
Prob >  r  under H0: Rho=0						
	JS	JI	POS	PJ	OC	
JS	1.00000	0.58970	0.68115	0.57854	0.80040	
JOB SATISFACTION, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE		<.0001	<.0001	<.0001	<.0001	
JI	0.58970	1.00000	0.60285	0.54569	0.64082	
JOB INVOLVEMENT, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE		<.0001	<.0001	<.0001	<.0001	
POS	0.68115	0.60285	1.00000	0.75254	0.83560	
PERCEIVED ORGANIZATIONAL SUPPORT, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE		<.0001	<.0001	<.0001	<.0001	
PJ	0.57854	0.54569	0.75254	1.00000	0.91405	
PROCEDURAL JUSTICE, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE		<.0001	<.0001	<.0001	<.0001	
OC	0.80040	0.64082	0.83560	0.91405	1.00000	
ORGANIZATIONAL COMMITMENT, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE		<.0001	<.0001	<.0001	<.0001	

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## APPENDIX 4.6: FULL TEST (MULTIPLE LINEAR REGRESSION)

**Linear Regression Results**  
The REG Procedure  
Model: Linear\_Regression\_Model  
Dependent Variable: OC ORGANIZATIONAL COMMITMENT, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE

Number of Observations Read	377
Number of Observations Used	377

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	114.83450	28.70863	1904.95	<.0001
Error	372	5.60625	0.01507		
Corrected Total	376	120.44075			

Root MSE	0.12276	R-Square	0.9535
Dependent Mean	3.53069	Adj R-Sq	0.9530
Coeff Var	3.47700		

Parameter Estimates						
Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr >  t
Intercept	Intercept	1	0.44577	0.03958	11.26	<.0001
JS	JOB SATISFACTION, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE	1	0.27438	0.01273	21.56	<.0001
JI	JOB INVOLVEMENT, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE	1	0.02557	0.01222	2.09	0.0370
POS	PERCEIVED ORGANIZATIONAL SUPPORT, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE	1	0.10128	0.01520	6.66	<.0001
PJ	PROCEDURAL JUSTICE, 1=STRONGLY DISAGREE, 2=DISAGREE, 3=NEUTRAL, 4=AGREE, 5=STRONGLY AGREE, 99=MISSING VALUE	1	0.46405	0.01344	34.54	<.0001

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