

Group 8

STRATEGIC HUMAN RESOURCE MANAGEMENT
AND JOB SATISFACTION TOWARD
ORGANISATIONAL CITIZENSHIP BEHAVIOUR

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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.
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DEDICATION

Dedicated to:

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LIST OF ABBREVIATIONS

OCB	Organizational Citizenship Behavior
SHRM	Strategic Human Resource Management
LMX	Leader-Member-Exchange
P-O- fit	Person-Organization Fit
MBO	Management-by-Objective
PA	Performance Appraisal
KSAOs	Knowledge, skills, ability and others
HRM	Human Resource Management
AMO	Abilities and skills, motivation and opportunity to engage
IPT	Implicit Person Theory
IMTO	Industry, Mine and Trade Organizations
HPWS	High-performance Work System
TAD	Training and Development
SAS	Statistical Analysis System

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PREFACE

It is compulsory to carry out research project in order to accomplish our study which is Bachelor Degree of Business Administration (Hons). The topic of the research project is “Strategic Human Resource Management and Job Satisfaction toward Organizational Citizenship Behavior”. This topic is conducted because hotel industry is the essential key for tourism development, international cooperation and economic run. Comfortable hotels and accommodation facilities play a very important role in popularizing any tourist destination.

Nowadays, most of the employees are experience low job satisfaction and organizational citizenship behavior due to the defective of strategic human resource management system. Low job satisfaction and organizational citizenship behavior will lead to bad job performance of employees and even employees turnover. The research will provide better understanding of employee job satisfaction and organizational citizenship behavior level in Malaysian hotel industry by studying antecedents of strategic human resource management. It is known that independent variable will affect the dependent variable in the presence of mediator variable in either positive or negative way. To evaluate the response, sample of 385 front desk employees in Penang and Perak state of 3 star hotels was taken.

The research also concerned about how the elements of strategic human resource management that will affect the employee job satisfaction and organizational citizenship behavior level. In short, this research project will give some improvement on the OCB of employees through the study of strategic human resource management and job satisfaction among front desk employees in Malaysian hotel industry.

ABSTRACT

It is known that strategic human resource management and job satisfaction are important for organizational development. The purpose of this research is to investigate the relationship between strategic human resource management and organizational citizenship behavior in the presence of mediator, job satisfaction as the mediator among front desk employees in Penang and Perak state of 3 star hotels. In this research, independent variables such as training and development, equitable reward system, performance appraisal and staffing, and mediating variable such as job satisfaction being discussed to determine their correlation with organizational citizenship behavior. The research focuses on front desk employees in Penang and Perak state of 3 star hotels. There are 385 sets of questionnaire had been distributed to Penang and Perak state of 3 star hotels and 385 had been successfully collected. Statistical Analysis System (SAS) version 7.1 had been used in order to run the reliability analysis, frequency analysis, explaining the correlation coefficient analysis and test of hypothesized relationships among the independent variables, mediating variable and the dependent variable. Based on the results generated from Pearson Correlation Coefficient and Multiple Linear Regression Analysis, all independent variables (Equitable reward system, performance appraisal and staffing, except training and development) are found to have a significant relationship with dependent variable (Organizational citizenship behavior) in the presence of mediator variable (Job satisfaction). This study is believed to enhance the literature gap since not much research emphasizes on organizational citizenship behavior of hotel front desk employees in Perak and Penang state context.

CHAPTER 1: INTRODUCTION

1.0 Introduction

The hotel service industry in Malaysia is often linked to high dissatisfactory and poor performance level (As cited in Blanck, 2003; Dimond, 2004; Enz, 2002; France, 2002). This problem has caused most of organizations in hotel industry failed to support towards service climate for customers. Service climate can be referred as emphasising on services and customer satisfaction by the hotel. The poor employees' performance has indirectly exhibited that employees have a lower level of organisational citizenship behaviour (OCB). It shows that individuals have a low willingly of making addition-role commitments to the organization that are outside their job duties (As cited in Organ, 1990). Furthermore it has been proven effectiveness of an organization can be indirectly influenced by OCB through reinforcing the "social and psychological context that sustains task performance" (Organ, 1977).

According to Bowling, Wang, and Li, (2012), employee's job attitude is the main antecedent of poor performance and high failure rates in hotel industry, and job satisfaction can be one of the key attributes job attitudes (George & Jones, 1997; Jehn et al., 1999; MacKenzie et al., 1998). There are also certain studies have revealed that employee's job satisfaction with working context inspires them to contribute excessive efforts for the attainment of organisational goals and objectives (Blakely, Andrews and Fuller, 2003; Lapierre & Hackett, 2007; Zeinabadi, 2010; Sesen & Basim, 2012). Therefore, employee with high job satisfaction level displays a higher degree of organizational citizenship behaviour (Kim, 2006; Bateman & Organ, 1983). According to Organ (1977), social exchange theory can also be used to construe the relationship between performance and satisfaction, in which high performance is retaliation for job satisfaction perceived by an employee.

This dissertation will determine the factors that most significantly impact employees' organizational citizenship behaviour at organization in hotel industry

in Malaysia with perceived job satisfaction support as the mediator. This chapter also provides the readers with a perception to the study area. This chapter can be categorized into few elements included study background, problem statement, study objectives, study question, hypothesis, significance of study, chapter layout, as well as conclusion of this chapter.

1.1: Research background

Hotel industry is the most contributors to the international service economic. In United States, there were more than \$90 billion in revenue per annum were generate by approximately 30,000 companies in hotel industry (Research and Market, 2008). Compare to further industries, hotel industry is distinctive because of its main product is intangible service which requires highly interactive process among employees and customers. The need for close interaction and communication in hospitality organizations has made employees are becoming increasingly invaluable assets to hotel businesses, since the production and consumption process cannot be separated. Thus, it is undeniable that hotel employee's emotions, behaviour or their attitude will directly affect hotel guests' emotion and satisfaction towards service quality offered to them.

In a market environment where there are competitive pressures, hotel organizations need better service quality in the beginning point to make sure that their customer is satisfying enough for their company and in the end become loyal customer of their company (Bienstock, Demoranville, & Smith, 2003). Although service quality is the key factor for a successful hotel, but to deliver a high quality services is still the challenge for hotel industry in the 21st century (Lazer & Layton, 1999). This is due to the hotel guest in 21st century is hard to satisfy. According to Zeithaml (1987), when the service experience hit or more than the customer expectation, it is very hard to satisfy the same customer with same service in the next time. Today's customer has higher bargaining power than previous year. Therefore, it is becoming more challenging to fulfil the customer needs if the hotel employees still follow their job description and does not willing to done further than established procedures in order to hit and above customer expectation.

This has clearly shown that the challenge of delivering quality services by hotel organizations in 21st century not only caused by high customer expectation, but also has a strong linkage with low level of organisational citizenship behaviour. Organisation Citizenship Behaviour (OCBs) is defined as the willingness of an individual to help his/her company to do more task than their job description without any formal reward system (Organ, 1988). They are often describe as behaviour that beyond the call of duty and go above their responsibilities (Hannam & Jimmieson, 2000). The poor citizenship behaviour among hotel organizations in 21st century can be acknowledged through the high turnover rate of hotel employees. According to Chen (2005), the lack of willingness to exhibit OCB (i.e. poor citizenship) is an indication of employee withdrawal from the organization. The typical withdrawal behaviours used to cope with an unpleasant work environment are lateness, absenteeism and turnover (Rosse 1988; Johns 2002; Berry, Lelchook & Clark 2011). The fact had been supported by studies which reported that turnover rates hotel managers in most countries were noted to be high such as 129% in Ireland (Carbery et al., 2003), 86% in Hong Kong (Lam, Zhang, & Baum, 2001), 58% in Japan, Korea, and Singapore (Khatri et al., 2001). Indeed, the issues of managers' turnover are widespread and also anticipated to exist within the hotel industry in Malaysia. It has been found out that turnover rate of managers is remarkably higher in the hotel industry contrasted to other service sector industries (Carbery et al., 2003; Ghiselli et al., 2001; Ingram & Brown, 2000). Furthermore, the annual survey done by Malaysian Employers Federation between June 2010 and July 2011 reported that the annual average labor turnover rates in Malaysian various industries was extremely high, approximately between 9.6 percent and 75 percent. The survey shows that the turnover rates for hospitality industry are 32.4 percent.

As mentioned by Schaninger and Turnipssed (2005), an employee gives something to the donor (employer, supervisor or colleague) who provides something that the employee finds valuable. The authors proposed that employees demonstrate civic behaviour when they feel that they are supported and treated fairly by their employer. It was supported by Bateman and Organ (1983) suggested that employees tend to exhibit high organisational citizenship behaviour level when they are satisfied with their workplace environment. Furthermore,

Morrison (1994) argued that if ‘an organization’s human resource philosophy is one that emphasizes on granting high value on retaining employees in a long-term rapport, employees will exhibit in more OCB’. Therefore, the establishment of strategic human resources management in each organization is significant to maximize the mutual benefit of employment for both the employee (In terms of employee value proposition) and the employer (In terms of role performance and OCB). According to Wright and Snell (1991), SHRM can be defined as “organizational systems designed to achieve sustainable competitive advantages through people”. The central nature of SHRM involves designing and realizing a set of internally consistent policies and practices to make certain that firm human capital conduces to attaining business objectives (Gratton & Hope-Hailey, 1999; Jackson & Schuler, 1995).

This research paper will mainly focuses on strategic human resource management and job satisfaction towards organisational citizenship behaviour in Malaysian hotel industry. The factors that will be identified in this study are training and development, equitable reward system, performance appraisal, staffing, and job satisfaction in order to develop a high level of OCBs among the employees in Malaysian hotel industry.

1.2 Problem Statement

The increasing consciousness on employees’ turnover in the hotel industry has become a worldwide phenomenon across the western world. In similar fashion, even with the immense development of hotels in Malaysia, the problems of employee turnover is unfavourable prevailing and soaring high in the industry (Hemdi, 2006; Hemdi & Nasurdin, 2003; Zahari, 2004). The research studies consistently revealed that excessive employee turnover rate is affirmed to be the most knotty issue and particularly deleterious to the worldwide hotel industry, which ranged around 60% per annum (Birdir, 2002; Carbery, Garavan, O’Brien, & McDonnell, 2003; Ghiselli, LaLopa, & Bai, 2001; Hinkin & Tracy, 2000). Furthermore, the annual survey done by Malaysian Employers Federation (2011) reported that the annual average labor turnover rates in Malaysian hospitality

industry are 32.4 percent. Therefore, it is clearly denote that the Malaysian hotel industry has more volatile labour movement and high labour mobility.

According to Lee, Mitchell, Sablynski, Burton and Holtom (2004), the turnover process consists of behaviors such as poor citizenship and poor job performance. It was supported by Chen (2005) proposed that the deficiency of willingness to display OCB (i.e. poor citizenship) is a clue of employee turnover from the organization. Morrison (1994) theorized the link between OCB and employee retention, arguing that if ‘an organization’s human resource philosophy is one that emphasizes on granting high value on retaining employees in a long-term rapport, employees will exhibit in more OCB’. Apart from that, there are several researches had proposed that job satisfaction, as an integral part of organizational environment (eg: reward and appraisal fairness, and perceived training opportunities), has a significance positive relationship towards organizational citizenship behaviour (Talachi et al., 2014; Swaminathan & Jawahar, 2013; Shokrkon & Naami 2009).

According to the studies done by most of the researchers, it had proved that high employee turnover rate was resulted by poor citizenship behaviour within an organization. This problem has haunted the global hotel industry in this 21st century. Therefore, it is essential for an organization to establish a SHRM in order to create an ideal organizational environment which in turn will result high employee job satisfaction and OCB level. This is due to when employees are satisfied with their workplace environment (eg: workplace incentives and rewards, training opportunities, workplace fairness, job security and etc), it will entail their motivation to reciprocate more voluntary efforts and behaviours to benefit the organization (Organ, Podsakoff, & Mackenzie, 2006). According to social exchange theory, when employees are satisfied with their job, this might result employee obligation toward giving a contribution back to the organization through voluntary behaviours that exceed minimal requirements of employment. Thus, employee turnover seems incompatible in this context.

There are several variables regarding strategic human resources management are found to be antecedents of employee job satisfaction and OCB. According to Sahinidis and Bouris (2008), employee perceived training effectiveness have a

strong positive relationship towards job satisfaction. The author proposed that employees are satisfied with their job when they realized that organizational training can assist them in solving daily work task problems, enhancing operational efficiency and performance standards. According to Organ, Podsakoff, and Mackenzie (2006), when employees are satisfied with their workplace environment (eg: workplace incentives and rewards, training opportunities and effectiveness, workplace fairness, and job security), it will entail their motivation to reciprocate more voluntary efforts and behaviours to benefit the organization. Besides that, Nzuve (2007) suggested that organizational reward system must be seen equitable which on the basis of their ability to effectively enhance job satisfaction level. Job satisfaction, as an integral part of organizational environment (eg: reward and appraisal fairness, and perceived training opportunities) can lead to high OCB level. (Talachi et al., 2014; Swaminathan & Jawahar, 2013; Shokrkon & Naami 2009). Furthermore, as mentioned by Ramous, Yuhui, Lavish, Zipporah and Isaac (2016), job satisfaction is positively influenced by fairness in the appraisal system, clarity of roles, linking appraisals with promotion, and evaluation about their performance. Employees that are satisfied with their workplace environment (eg: organizational justice in appraisal) is positively influences organizational citizenship behavior and organizational commitment (As cited in Najafi, Noruzy, Azar, Nazari-Shirkouhi, & Dalvand, 2011). Moreover, as proposed by Almutawa, Muenjohn, and Zhang (2015), recruitment and selection in staffing are KSA-enhancing strategies designed to enhance employees' knowledge, skills and abilities. This category of strategy is designed to enhance employees' positive attitudes (job satisfaction) and citizenship behaviour within an organization.

Therefore, we acknowledge OCB is an important variable towards employee turnover volatility in global hotel industry. In order to minimize employee turnover, it is important for hotel organizations to attain high employee citizenship behaviour level through strategic human resource management(SHRM). In response to this research gap, thorough research will be conducted to study the causal effect of SHRM and job satisfaction toward organisational citizenship behaviour (OCB) in Malaysian hotel industry.

1.3 Research objective

The main objective to carry out this research is to assess the effect of strategic human resource management and job satisfaction towards organizational citizenship behavior in Malaysian hotel industry.

1.3.1 General objective

The study helps to clarify the affecting determinants that able influence the organizational citizenship behavior in the hotel industry in Malaysia.

1.3.2 Specific Objectives

The specific aims of the whole study is to determine whether there is a significant relationship between strategic human resource management and 4 independent variables in the presence of job satisfaction as mediator, including:

- i) To determine if there is a significant positive relationship between training and development and organizational citizenship behavior in the presence of job satisfaction as mediator.
- ii) To determine if there is a significant positive relationship between equitable reward system and organizational citizenship behavior in the presence of job satisfaction as mediator.
- iii) To determine if there is a significant positive relationship between performance appraisal and organizational citizenship behavior in the presence of job satisfaction as mediator.
- iv) To determine if there is a significant positive relationship between staffing and organizational citizenship behavior in the presence of job satisfaction as mediator.

1.4 Research question

The major question of the whole study is which factors contribute more to an organizational citizenship behavior. There are 4 independent variables in this study; the first variable is the training and development. Does the conceptual and practical skill of the employees improve throughout the process to enhance the performance and the morale of employees?

The second variable is equitable reward system. Do the employees are received reasonable amount of salaries, benefits, holidays regardless the employee background?

The third variable is performance appraisal. Will the relationship between the employees and managers closer if they work for the task together?

The forth variable is staffing. Does the organization hiring, positioning and overseeing right person in an organization?

The last variable is job satisfaction. Does the job satisfaction mediate the relationship between strategic human resource management and organizational citizenship behavior?

1.5 Hypotheses of the study

There are some possible hypotheses that are going to be tested to find out the relationship between the dependent variables and the independent variables.

H1: There is a significant relationship between training and development and organizational citizenship behavior in the presence of job satisfaction as mediator.

H2: There is a significant relationship between equitable reward system and organizational citizenship behavior in the presence of job satisfaction as mediator.

H3: There is a significant relationship between performance appraisal and organizational citizenship behavior in the presence of job satisfaction as mediator.

H4: There is a significant relationship between staffing and organizational citizenship behavior in the presence of job satisfaction as mediator.

1.6 Significance of study

In this study we examine whether the dimensions of strategic human resource management (training and development, equitable reward system, performance appraisal and staffing) have a significance relationship toward organizational citizenship behavior in Malaysian hotel industry. The research findings not only can increase the consciousness level of industry player towards these issues or aspects, but also can impel hotel organizations to formulate a more effective strategic training and development, equitable reward system, performance appraisal and staffing to enhance the organisational citizenship behaviour level through the employees' satisfaction toward their job.

Furthermore, this study also serves the industry players to determine the causal issues of low OCB within their hotel organization, which in turn designing a strategic system to influence their employees' attitude or emotions and behavior towards their customers. By resolving this problem, employees' behavior will have a greater impact on customers' satisfaction towards the hotel organization. This research is somehow important to the hotel industry organizations as they are mainly concerned with providing quality services to their customer which requires employees to display high level of OCB. Therefore it is essential to study how to manage well employee emotional through training, equitable reward system, performance appraisal or staffing. In addition, this study also can be an additional reference to those who researcher wants conducts this topic.

In short, this research plays a significant role to determine whether the SHRM antecedents are significant in explaining job satisfaction and organizational citizenship behavior level in hotel industry, Malaysia.

1.7 Chapter Layout

Chapter 1 is an introduction of this research proposal, which shows the overview of the research project and the component included as carrying out the research. The component included research background, problem statement, research objective – which included general and specific objective, research question,

hypotheses of the study, significance of the study and the chapter layout. When every sub-component have done, make a conclusion for this chapter before proceed to the chapter 2.

In the Chapter 2, the literature review, a review will be made as we studying the relationship between strategic human resource management toward organization citizenship behaviour among hotel industry. The review on the existing literature and related conceptual models will be discussed in detail in conjunction with the proposed theoretical or conceptual framework as well as the hypothesis to examine the relationship. Once everything is done, a conclusion for this chapter will be made and then will be able to proceed to chapter 3.

Chapter 3 includes all our research design and how we do our research. The chapter 3 first is specific the research design of this study, after that is sampling design, research instrument, constructs measurement, data preparation process, and analyse the data used by computer software. As information are obtained or collected, data interpretation will be made to achieve or generate a valid and reliable result and finally get the whole conclusion of this chapter.

In chapter 4, the patterns and analysis of the results which are related to the research questions and hypothesis will be conducted. First and foremost, the chapter starts with an introduction, and then followed by the descriptive analysis which includes the respondent's demographic profile and central tendencies measurement of constructs. Next, by using sample data from respondent, scale measurement will be conducted to evaluate the results of reliability test and inferential analysis to evaluate the generation of conclusions regarding characteristics of the population.

In chapter 5, more detailed interpretations on the research finding will be conducted. This chapter starts with an introduction then followed by the summary of statistical analysis as presented in the previous chapter. Moreover, researches also provide discussions on major findings, managerial implications, limitation of studies, and several recommendations for future study. The chapter ends with an overall conclusion of the research project in line with the research objective test.

1.8 Conclusion

Chapter 1 can be summarized as a chapter that introduces this research paper's motive and purpose, which is to find out what are the variables affect SHRM towards OCB in the presence of job satisfaction in Malaysian hotel industry. The significance of the study is at such that it would help hotel industry to identify what are the problems that are affecting organization citizenship behaviour. The following chapter shall see the detailed literatures reviews regarding this research paper.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

In this chapter, research literature as well as relevant theoretical frameworks proposed by others researcher will be reviewed. Therefore, a proposed theoretical model will be formed complying with research objectives and questions which established in preceding chapter. The last section, hypotheses on each of the elements will be developed and be tested to review the relationship towards organizational citizenship behaviour.

2.1 Literature Review

2.1.1 Dependent Variable: Organizational Citizenship Behaviour (OCB)

As mentioned earlier, Organizational Citizenship Behavior (OCB) have related to employee performance. If employee performance is low that indicate that employee have low level of OCB. OCB is benefit to the entire organizations even the participation of activities and actions are not formally part of job description (Borman, 2004). Thus, organization is going success or failure is depend on employee's behavior. If employees have a good behavior such as willing to share idea with others, volunteering for extra work without any complaint or have a good relationship with colleagues, it will increase their job satisfaction. Therefore it will benefit the organization as a whole.

There have many sources to explain the OCB definition, but the mostly used the definition of OCB is from Organ (1988) which indicated that OCB as an individual behavior which is arbitrary, it is not immediately or explicitly recognized by formal system but it is effective function to the organization.

Behavior is one of the helpful and cooperative which is necessary for organizational operation (Katz, 1964).

2.1.1.1 Antecedents to Organizational Citizenship Behavior

Due to the OCB is benefit to the organizations, thus it need to study the causes and antecedents of OCB. There includes some of examples which is job satisfaction, perceived fairness, leader-member exchange and person-organization fit.

2.1.1.1.1 Leader-Member Exchange

Figure 2.1: Leader-Member Exchange Model of Zhang (2011)

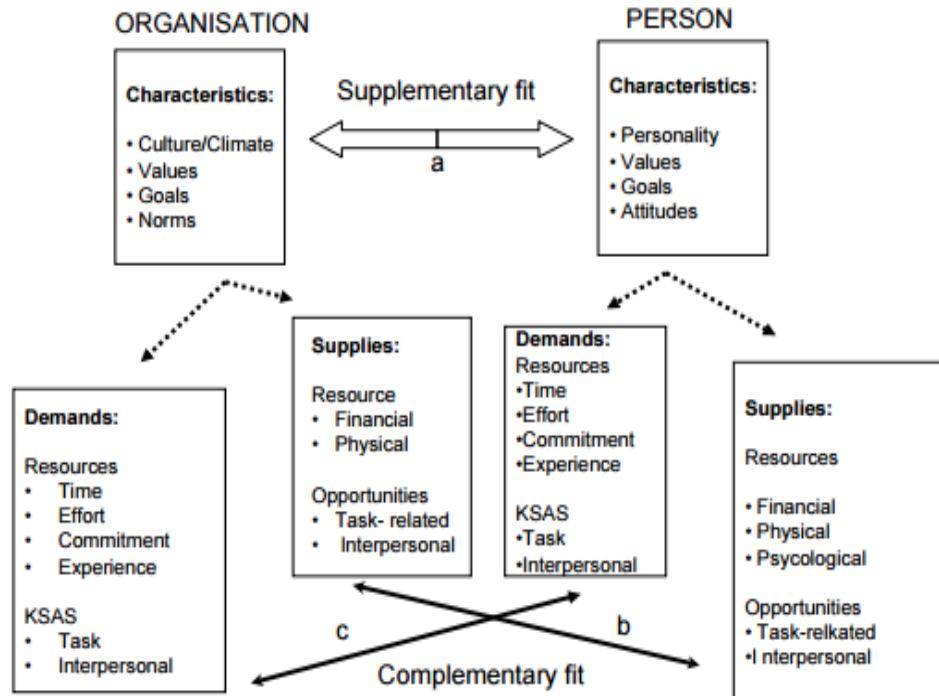
<p><i>Instrumental Leadership:</i> Facilitates role clarity – supervisor should inform subordinates clearly what is expected of them.</p>	<p><i>Supportive Leadership:</i> Concern for employee wellbeing more likely to be reciprocated with altruistic behaviours.</p>	<p><i>Transformational Leadership:</i> Facilitates motivation – inspire and support employees, high (but not unreasonable) performance expectations.</p>
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Source: Zhang, D. (2011). Organizational Citizenship Behaviour

This theory defined as the relationship between superior and subordinate. It is to determine whether Leader-Member Exchange (LMX) is one of the antecedents of OCB (Lapierre & Hackett, 2007). He also has examined traits conscientiousness and OCB. A high quality of LMX will affect job satisfaction. Thus, if an employee has a good quality of LMX which means he/she has a high job satisfaction. Meanwhile it indirectly shows that he/she has a high level of OCB.

2.1.1.1.2 Person-Organization Fit

Figure 2.2: Person-Organization Fit Model of Kristof (1996)



Source: A.L. Kristof (1996), “Person-Organization Fit: An integrative review of its conceptualizations, measurement and implications”, *Journal of Personnel Psychology*, Vol.49, p. 4).

Person- Organization Fit (P-O fit) refers to the compatibility between people and organizations. This theory has a strong intersection between individual and organizational value which result in high level of job satisfaction. It means a network creation of an individual’s personality, norm, and value with the organization’s culture (O’Reilly, Chatman, & Caldwell, 1991). This theory has indirect effect on OCB but direct effect on job satisfaction (Netemeyer, Boles, McKee, & McMurrian, 1977). For example, an employee has high OCB which directly show that he/she has positive relationship between P-O fit and job satisfaction.

2.1.1.1.3 Perceived Fairness

Perceived fairness is same as equity theory (Adams, 1965). If an employee put more than they get, the employee will feel or perceive organization as unfair. Meanwhile, if an employee's input and output are equal, they will perceive organization as fair. This is the explanation of perceived fairness. When employee feel fairness it might increase their OCB as means it benefit to organization as a whole (MacKenzie, Podsakoff, & Fetter, 1993). Organ and Ryan (1995) have conducted a study which to test the perceived fairness and job satisfaction are positive correlation with OCB. After they conducted and get the approximate same result indirectly show that job satisfaction and perceived fairness are the antecedents of OCB.

2.1.1.1.4 Job Satisfaction

When employees have a high job satisfaction level it will lead to high OCB level (Netemeyer et al., 1997). According to Bowling, Wang, & Li (2012), job attitudes have been conceptually and empirically linked with OCBs. Job satisfaction can be one of the key attributes job attitudes (George & Jones, 1997; Jehn et al., 1999; MacKenzie et al., 1998). Organ (1977) published a reappraisal of the logic behind the satisfaction-performance relationship, linking it to social exchange theory, in which performance is regarded as an appropriate form of exchange to the firm in reciprocation for job satisfaction experienced by an employee (Organ, 1977). Therefore, individuals with higher levels of job satisfaction exhibit more of the pro-social, OCB (Bateman & Organ, 1983).

2.1.1.2 Dimensions of Organization Citizenship Behaviour

Bateman & Organ (1983) published OCB have two dimensions which is altruism and compliance or know as conscientiousness. After that, Organ (1988) was added another three dimensions which is sportsmanship, courtesy and civic virtue. In order hand, Organ (1997) also had group altruism, cheerleading and peace-making in a category which known as helping behaviour.

2.1.1.2.1 Compliance / Conscientiousness

Compliance or conscientiousness defined as impersonal behaviour which advantages to the whole organization. It includes employee follow organization's rules and regulations.

2.1.1.2.2 Sportsmanship

It is refer to employee who willing to communicate in the poor situation. A good sportsmanship is not complaint office size or not engaging in gossip.

2.1.1.2.3 Courtesy

Organizations attempt to solve major problem through communication with others. They might let co-worker how to solve and achieve it goals. It is avoid employees involves in unpleasant surprises.

2.1.1.2.4 Civic Virtue

It is involve in life and culture of the organization, not individuals. For example, may attend company events such as annual meeting which is contributing opinion or important issues.

2.1.1.2.5 Helping Behaviour

Helping behaviour which means employee who volunteers to solving problem among them or provide communicated toward employees. It also involves employees acknowledging fellow employees' accomplishments.

2.1.1.3 Extended Dimensions of OCB

Figure 2.3: OCB Concentric Model of Farh, Zhong, and Organ (2004)



Source: Farh, J.L., Zhong, C.G., & Organ, D.W. (2004). Organizational Citizenship Behavior in the People's Republic of China. *Organization Science* Vol. 15, No. 2, March–April 2004, pp. 241–253. ISSN 1047-7039. EISSN 1526-5455. DOI 10.1287/orsc.1040.0241.

Farh, Zhong, & Organ (2004) have been discussed four extended dimensions of OCB which is self, group, organization and society. The inner circle is self-domain which includes self-training, taking initiative and keeping workplace clean. It contribute own volition. Group domain refer to interpersonal harmony and helping co-workers and its require interactions with peer and group work. Organization domain are activities must engage organizational attributes such as protecting and saving company resources, voice and group activity participation. Lastly, under society domain beyond the organization and refer to external environment and all stakeholders. For example, promote company image and social welfare participation.

2.1.2 Independent Variable

2.1.2.1 Independent Variable 1: Training and development

As cited in Michel Armstrong (2001), “Training is a process or systematic development of the knowledge, skills and attitudes of an individual to perform adequately given duties or a particular job”. Training aims to modify the behaviour at workplace so as to enhance operational efficiency, performance standards, as well as aids in promoting and developing new talents. In certain authors’ perspective, the primary training objective is to ensure the existence of a skilful and willing manpower to organization by providing, obtaining and improving the necessary skills to their key resources – i.e. managers in order to assist organizations realize their goals and competitive advantage. The key objective also comprises four additional objectives which are individual, organizational, functional, and social (Stavrou, Brewster, & Charalambous, 2004).

Workforce development is the pursuit of any activities or initiatives that result to lifelong learning and personal enhancement and conduces to attaining individual and organizational objectives. Through a lifelong learning process, it can heighten an employee’s recognition of his or her standards, interest aspect, skills and expertise, individuality traits, and strengths and capabilities. The establishment of employee competencies via development programs are normally for future adoption (Chandra, 2009).

Training and development refers to the indispensable strategic tools or system (involves analysing, designing, developing, implementing, and appraising) to acquire or deliver know-how, expert skill and capabilities required to accomplish a particular work task or activity ; hence, most of organizations invest money on it with the belief that they will benefit from optimal workplace and organization performance, enhance organizational effectiveness, and gaining competitive edge in this competitive business world (Lynton & Pareek, 2000; Edralin, 2004, p. 1-4; Weil & Woodall, 2005, p.529 – 540; Birdi, Clegg, Patterson, Robinson, Stride, Wall, & Wood, 2008, p. 467-501). However, for organisation to successfully

realizing its established goals and objective, sufficient and appropriate training programmes cannot be overstressed. Organisations are expected to analyse and determine the requisite needs of training of its employees, and design adequate training techniques or programs that will help to fully exploit their employees for organizational objectives realization (Kennedy, Chyung, Winiecke, & Brinkerholff, 2013).

In short training and development enhances workforce productivity, innovation, creation, as well as ability to adopt up-to-date technologies and approaches. In training and development process, every single component is significant for strategic determination. It will determine organizational effectiveness to attain stated organizational goals and objectives. Therefore, it is essential to an organization to determine the training needs and design training methods appropriate for the needs, program how to execute them and subsequently assess result (McCourt & Derek, 2003).

2.1.2.1.1 Training and development techniques

Training and development techniques are classified into *behavioural and cognitive techniques*. *Behavioural training technique is known as On-the-job training approach* which make-up of job instruction training, orientations, practicum, apprenticeships, job rotation and coaching. Job rotation is a technique of expanding employee expertise within organization through employees movements from one official obligation to another or between different variety of work tasks and responsibilities (McCourt & Eldridge 2003, 356), for instance, taking on lower managerial position (i.e. supervisor) within the organization, from one division of the organization to another. Coaching is a kind of development which involving the more experienced or expertise employees offer guidance and advice to the latter that are less experienced or expertise (Devanna, Fombrun & Tichy 1984; McCourt & Eldridge 2003, 256; Torrington et al. 2005, 394 - 395). Orientation involves allowing new employees acquainted with workplace environment and trained on the new job position within an organization.

Cognitive or Off-the-job training technique including role playing, lectures, computer-based training, games and simulations, conference, workshop/seminars and some others formal training programmes (Mehrdad, Mahdi, & Ali, 2009, p. 63-68). Conference is a formal event that involves more than one individual doing presentations to confer about the results, seminars or any other activities to wide individuals group. Role playing is a training and development technique that allows employees to demonstrate or perform out a particular work context. It involves discussion of problems and solving methods in organization's circumstances through presentation. Off-the-job training programmes needed to plan earlier before the commencement of programme. Some assert that cognitive training kind of programmes more effective since trainees are separated from workplace stress and their attention is wholly at training.

2.1.2.2 Independent Variable 2: Equitable reward system

According to Miles and Snow (1984), Strategic Human Resource Management (SHRM) is a combination of construction and execution of business strategies by the assistant of HRM systems. Singh (2003) provides a wider way in order to look into SHRM by mixing different functions and identifying the relationship of these functions with the business strategies. One of the primary systems in HRM system is equitable reward system. Equitable reward system is essential in motivating employee to increase their performance that is align with the firm's strategies, inspire and keep the potential individuals with the necessary talents, knowledge and abilities required to recognize the strategic goals of organization, and build helpful organization culture, environment and structure (Galbraith, 1973; Kilmann, 1989; Nadler & Tushman, 1988). Reward system is concerned with the creation and implementation of strategies, guidelines and procedures required to guarantee the people contribution to the organization which is recognized by financial and non -financial means (Armstrong & Murlis 1998). The general objective of equitable reward system is to provide incentive for people equally, fairly and constantly in accordance based on their value to the organization in order to further the accomplishment of the organizations strategic goals.

There are some literature reviews about how reward strategies of businesses are frequently being estimated under the group of intrinsic and extrinsic rewards in reward system (As cited in Mottaz, 1985; Mahaney & Lederer, 2006).

2.1.2.2.1 Intrinsic reward

Intrinsic rewards normally occur in the job itself. Some examples of intrinsic rewards are accomplishment, diversity, challenge, self-sufficiency, accountability, and individual and proficient growth. It also includes position, appreciation, compliment from superiors and co-workers, individual satisfaction, and feelings of self-esteem (As cited in Mahaney & Lederer, 2006). Intrinsic rewards enhance the feelings of self-esteem and personal achievement (Honig-Haftel & Martin, 1993). Intrinsic rewards are different with the details of the duty itself and consist of such elements as interesting and inspiring work, self-direction and obligation, diversity, ingenuity, and chances to use individual's skills and talents, as well as appropriate feedback about the effectiveness of individual's efforts (As cited in Mottaz, 1985). Employees seem like being motivated to hardworking in order to generate better quality outcomes when they have arrogance for their job, and believe their efforts are paid off always bringing an important achievement of the team, when the jobs offered are enjoyable, challenging, and awarding (As cited in Mahaney & Lederer, 2006).

2.1.2.2.2 Extrinsic reward

Extrinsic rewards are occurring outside of the job itself. Some of the components such as pay, extra benefits, job safety, promotions, personal office space, and social environment. Other examples comprise competitive incomes, pay raises, merit bonuses, and indirect payment of compensatory time off (As cited in Mottaz, 1985; Mahaney & Lederer, 2006). Organizations are able to enhance the employee productiveness and efficiency by rewarding workers a salary premium which is the salary that is over the range of salary paid level that offered by other companies for the similar workers. A salary premium may increase the productivity effectively by enhancing training program, advancing morale,

encouraging better assurance to organizational goals, decreasing turnover and the distraction that caused by turnover, in the same time try to attracting higher qualified employees and motivating employees to put greater effort as much as they can (Goldsmith, Veum & Darity, 2000). Consequently, people will be attracted to perform well of the jobs, spread extra work to perform the high wages jobs, and become distressed when the payment is threatened or reduced (Stajkovic & Luthans, 2001). Extrinsic rewards are used to demonstrate how serious the company to appreciating a team involvement to better quality. The team addition payment would be paid independently because that is considered as extra bonus but not salary. Instead, team rewards must be conducted in correct ways in order to evade destroying employees' intrinsic motivation to work. Therefore, by using extrinsic rewards, it will strongly connect to a team performance and this may give some lessons to team members to work hard and weaken the intrinsic interest in the job itself (Balkin & Dolan, 1997).

Reward system mainly accomplished in team based area has arisen an argument of 'equality' based team rewards states that all members are rewarded in an equal way but different to an 'equity' system which the members are rewarded based on their personal performance in the team, and additionally discovered in a study by (Bamberger & Levi, 2009, p. 301). In this argument, Milne (2007) debates that it is necessary to have equality based reward in a team rather than an equity based on everyone gets the similar rate. Researchers found that "equality based pay systems" for a team setting is directed better of positive behavior outcomes for the team such as more actively team working between members and sharing of individual capabilities which positively affect team dynamics and productivity. Therefore, the strategy of team based rewards is important to set up if the organization wishes to avoid some unpredicted negative effects on motivation, which at the end of the day will lead to serious problems.

2.1.2.3 Independent Variable 3: Performance appraisal

Performance appraisal as known as performance review is a process for individual workers and those concerned about their execution, regularly their supervisors, to examine their improvement and execution and support they require in their part.

It's utilized to both assess late execution and emphasize on future goals, resources needed and opportunities. According to the statement of Aziz (2003), Performance appraisal is an official management system that accommodates the evaluation of the quality of an individual's performance in a company. As mentioned in study of Dessler, G (2000), performance appraisal has the way to assess an individual's past and present performance in accordance to the employee's performance level. It is a procedure which includes making job standards, determine worker's real performance with respect to those job standards. It can also provide feedback to worker in order to motivate her or him to improve the job performance or to wipe out performance inadequacy (As cited in Shekari, Hakimzadeh, & Salahshou, 2012).

Figure 2.4: Performance Appraisal Methods Model of Mathis et al. (2000)

Aust. J. Basic & Appl. Sci., 6(8): 469-482, 2012

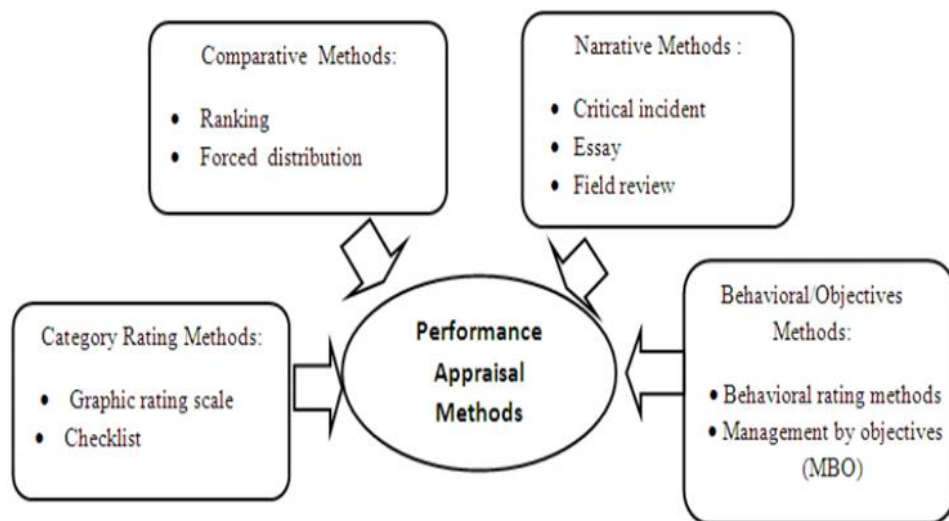


Fig. 5: Performance Appraisal Methods.

Source: Mathis, R.L., & Jackson, J.H. (2000). *Human Resource Management*. (9th ed). South-Western College Publishing, Ohio, USA.

Furthermore, different methods or techniques have been used by human resource management specialists to assess the performance of an employee. As stated by Vicky (2002), some of the appraisal techniques include trait scales, ranking, critical incident, narrative, and criteria-based. According to Terrence and Joyce (2004), specified few other methods including management-by-objectives (MBO),

360 degree appraisal, work planning and review, and peer review. With all the accessible techniques, it is important to understand that different organization might use different technique in evaluating employee's performance. Since all the techniques above have their own benefits and disadvantages, most organizations might combine different techniques for their own performance appraisal that can satisfy their organizational needs.

Based on Mathis and Jackson (2010), most organizations require managers to carry out appraisals on more than two times a year, frequently every year. Employees normally get an appraisal 60 to 90 days after hiring, again at 6 months, and year from that point. For those who are new and in a trial period as known as probationary or introductory employees ought to be casually evaluated often perhaps weekly for the first month, and monthly thereafter till the end of the introductory period.

Murphy and Cleveland (1995) noted that performance Appraisals could be risky, nevertheless they are considered as essential in organizational management (As cited in Ibeogu & Ozturen, 2015). This is because workers might not always see appraisals as a constructive measure (Whitener, 2001; Kuvaas, 2007) because of a result of personalities and different experiences felt by employees (Fletcher, 2002; Kuvaas, 2007). A study reveals that if raters do not affirm, upkeep, and perceive a psychometrically comprehensive performance appraisal as just or fair it will definitely not satisfy its goals and subsequently unsuccessful (IKramullah et al., 2011). Workers that perceives their PA to be fair will consciously or subconsciously offer something in respect to the organization as if job engagement (Fandale, 2012; Pucetaite et al., 2010).

The perception of fair or justice in performance appraisal is very important among the organization. Performance appraisal includes systematic, configural, informational and interpersonal aspects of justice. The systematic PA covers the structural-procedural while the configural refers to the structural-distributive justice perceptions. The informational and interpersonal involves the social perspective of performance appraisal. They clearly analyse the social perspective of organizational justice in assessment (Walsh, 2003). The structural or systematic procedural aspect is identified with the procedure regarding the task of evaluator's

measurement settings, accumulation of data and seeking appeals. This is appropriate to assessment and they are built up through Leventhal's (1980) procedural justice theory in respect of evaluation processes. Next, the configural or structural distributive which is referred to the normality arising from appraisal ratings in terms of equity, external pressures and managerial decisions (Leventhal, 1980; Walsh, 2003). The third is informational or social procedural which needs to do with the manner evaluators communicate with appraises. This involves how aware or respectful evaluators are towards rates. It outlines views on equity arising from standards, reaction of evaluators, clarity of expected performance, and vindication of judgment (Walsh, 2003). Last but not least, which is the interpersonal or social distributive is related to the handling of employees by the administrators of appraisals (Thurston, 2001; Walsh, 2003). This is suggested to be a segment of interactional justice, which is concerned with the sentiments that employees create towards the treatment by their administrators (Bies, Shapiro & Cummings, 1988; Walsh, 2003). Damaging organizational outcomes such as low responsibility, withdrawal syndrome, stress, sabotage, and theft could be avoided with prevailing perception of fairness or justice (Schraeder & Simpson, 2006; Shrivastava & Purang, 2011; Sudin, 2011; Erdogan, 2002; McDowall & Fletcher, 2003). Many researches have also revealed that employees who perceive their manager as controlling the PA ratings for political reasons had lower fulfillment and engagement level (Whiting & Kilne, 2007; Ahmad et al., 2010).

2.1.2.4 Independent Variable 4: Staffing

According to Heneman and Judge (2009), staffing had well-defined as the process of deploying, retaining, and acquiring human resources with necessary quality and quantity to make positive impact for the effectiveness of organizations. Besides that, it also the process of create strategy direction and implementing the chosen strategy into organizations. Other than that, strategic staffing has been defined as "the process of staffing an organization to enhance the effectiveness of the organization and to support the business strategy by future-oriented and goal-directed" (As cited in Phillips & Gully, 2009). The main meaning of the definition is about goal and activities that pass through personal selection decision and focus

on all of the human capital levels as well as the relationship for widen the concern of the organizations.

Schuler and Jackson (1987) proposed that different needs of employees' knowledge, skills, ability and others (KSAOs) and role of behavior (e.g., risk taker versus risk averse) is hired through different implied selective staffing strategy (e.g., staffing externally versus internally). Besides that, Wright and Snell (1998) claimed that when organizations surrounded in stable, expectable environments, this will benefit the organization from combination of staffing practices and organizational policy. Decision makers can attain from the results of the strategy formulation process to classify the needed skills and behaviours for strategy execution, functioning according to the exact predictions of the quality (required skills, behaviours) and quantity (number of positions) of human resources required. The major obligation of the staffing role is to build a sound for understanding of the organizations policy and goals of today, estimate what needs and structure the talent required, and select the suitable practices and approaches for assist these goals to be implemented. Nonetheless, it is likewise clear that demonstrates the expectations of the fit viewpoint (environmental stability, identifiable skills, and accurate estimation) will not generally hold, especially in light of economic movements, innovative changes, globalization, and other workforce movement that point out the expected conditions (Cascio & Aguinias, 2008; Howard, 1995). Thus, organizations may benefit not only from relating the staffing to strategy, but from generating flexible staffing policies and practices that can determine the changes in strategic way and deliver better sensitivity to dynamic environmental demands.

According to Huselid (1995); Pfeffer (1998), high-performance work system (HPWS) apply staffing techniques for identify those applicant that are distinctively well-matched to the organization. Staffing system frequently screen applicants on job-related relevant criteria, for example, identity and interpersonal aptitudes that influence an individual's ability to socially incorporate and create excellence connections (Judge, Bono, Ilies, & Gerhart, 2002).

2.1.3 Mediating Variable: Job Satisfaction

For most of the organizations, employees are the significant manpower and symbolize a vital investment, if the employees are happy and trustworthy to the jobs. According to the organization's strategy, management always improves the bonus packages, appraisal and work method as well as training programs. Fundamentally, these are planned to advance the employee loyalty for the organization in order to hit the maximum satisfaction level for the jobs (Waqas, Bashir, Sattar, Abdullah, Hussain, Anjum, Mohammad, & Arshad, 2014). Employees will become more appreciated when the working time is longer and more satisfy with the jobs.

Hamermesh (2001) has watched job satisfaction as employee's intellectual classification of job into objective and subjective characteristics. Locke (1995) identifies a job as mixture of tasks, roles, obligations, connections, advantages and rewards relating to a specific individual in a specific association. As mentioned by Locke (1995) and Taber and Alleger (1995), job satisfaction basically is according to the results of all elements of the job such as work itself, coworkers, and organizational framework. However, Hirschfield (2000) mentioned, "Intrinsic job satisfaction is how individual feel about the way of the employment duties themselves, whereas extrinsic job satisfaction is how individual feel about periods of the work circumstance that are outside to the employment assignments or work itself". But Steel and Rentsch (1997) argue that steadiness for workers working in comparable occupations were higher than for those working in diverse employments, which demonstrated the significance of both intrinsic sources (i.e. identity characteristics) what's more, extrinsic sources (i.e. work attributes and workplace).

In terms of the importance of job satisfaction on organizations or employees, whoever satisfied more will add additional value to the organization (Herzberg, 1957). Different researchers have different perspectives about the job satisfaction towards the organization performance. Previous researches in Europe and the USA suggested that employees' job satisfaction is positively influenced job performance (Freeman, 1978). In the end, job satisfaction generates a pleasurable feeling that guides to a positive work attitude. When employee satisfied about his

or her job this will be more possible to be inspired, flexible, innovative and reliable. Furthermore, job satisfaction can be used as a wide valuation of “an employee’s attitudes of overall acceptance, satisfaction, and enjoyment in their work” (Lee-Kelley, Blackman, & Hurst, 2007).

There are few determinants of job satisfaction such as nature of the work, present pay, opportunities for promotion, supervision and relationship with co-workers to determine what kind of factors can be used to evaluate the job satisfaction of employees.

2.1.3.1 Antecedents to Job Satisfaction

2.1.3.1.1 Nature of the work

The level of job satisfaction of employees has vital effect based on the nature of the work that employees performed (Larwood, 1984; Landy, 1989; Luthans, 2006; Griffen & Moorhead, 2009). Sharma and Bhaskar (1991) predict that the most important criteria which affect the employees job satisfaction is happen from the nature of the work. This is because employees will satisfy with the job once the job is assigned based on adequate variety, carefulness, experiment, and area for unleashing a personal’s own skills and abilities. The research from Khaleque and Choudhary (1984) has identified that the most effective influence to prove the top manager’s job satisfaction is because of the nature of the work. Job security also can be reflected as the most important influence at managerial level of lower rank job satisfaction. Landy (1989) stated that job satisfaction always established when the employees interest is found because when the job itself provides the individual with related tasks that is in the area of employee capabilities, opportunities for internal development, and the opportunity to be responsible for outcomes.

2.1.3.1.2 Present pay

Many studies have completed about the pay effect on job satisfaction (Luthans, 2006; Taylor and Vest, 1992; Robbins, 2004). According to the statement of

Luthans (2006), aside from helping employees to accomplish and acquire their essential needs, compensations likewise work to fulfill the larger amount needs of individuals. Taylor and West (1992) clarified that job satisfaction is influenced by organization's payment levels because mostly all public employees will feel less satisfy with the current jobs if contrasted to private sector employee's salaries. Robbins, Odendaal, and Roodt (2003) argued that majority of employees will searching for a fair, fixed and associated with employee's expectation payment systems. When the payment systems is well structured, equitable, balanced job demands, and good payment standards, the employee job satisfaction will be achieved.

2.1.3.1.3 Opportunities for promotion

Many researchers have stated some ideas about job satisfaction are having a strong relationship with the opportunities for promotion (Pergamit & Veum, 1999; Sclafane, 1999; Ellickson & Logsdon, 2002; Peterson et al., 2003). Promotion also explained by Heery and Noon (2001) discusses about how the action is done for promoting employee up the organization hierarchy which will usually carry to growth of responsibility and position and a superior payment package among the employees who are promoted. The job satisfaction and promotion has the positive significant relationship according to the fairness received from employees. In addition, people will gain satisfaction when the thinking of good upcoming chances comes in their mind (Dafke & Kossen, 2002). This can be explained as the opportunities for growth in the current workplace or offering greater chances to search for another employment. The level of employee job satisfaction might fall if people think that they have less future career opportunities. Therefore, McCormick (2008) stated about the employees promotional opportunities will based on the promotion equity to increase the job satisfaction.

2.1.3.1.4 Supervision

Many studies discovered that job satisfaction has positive significant relationship with supervision (Peterson et al., 2003; Koustelios, 2001; Smucker et al., 2003).

As mentioned by Heery and Noon (2001), supervisor can be defined as “a front-line manager who is responsible for supervision of employees” which means supervisor need to control the activities of lower-level of employees. Staudt (1997) figure out that the employees will satisfy with the job if they satisfied with their supervisors. Supervision is a significant model based on the employee’s job satisfaction because supervisor’s capabilities will affect the employee performance, so that supervisors need to give assistance of emotional and technical together with the way of tasks has to do with the related job (Robbins et al., 2003). Another research from Packard and Kauppi (1999), employees with supervisor performing a democratic management style will increase job satisfaction compare to employees who work with autocratic management style supervision. Brewer and Hensher (1998) revealed that supervisors have more employees who feel satisfied and happy because the particular supervisor always stress in negotiation and concern about employees in their leadership and generally this compared to those who focus on job done and production oriented supervisor will have less satisfied employees. Normally, employee-oriented supervisors will display the enthusiastic and interest to the employees by listening the feedback and opinions which will increase the number of satisfied employees.

2.1.3.1.5 Relationship with Co-workers

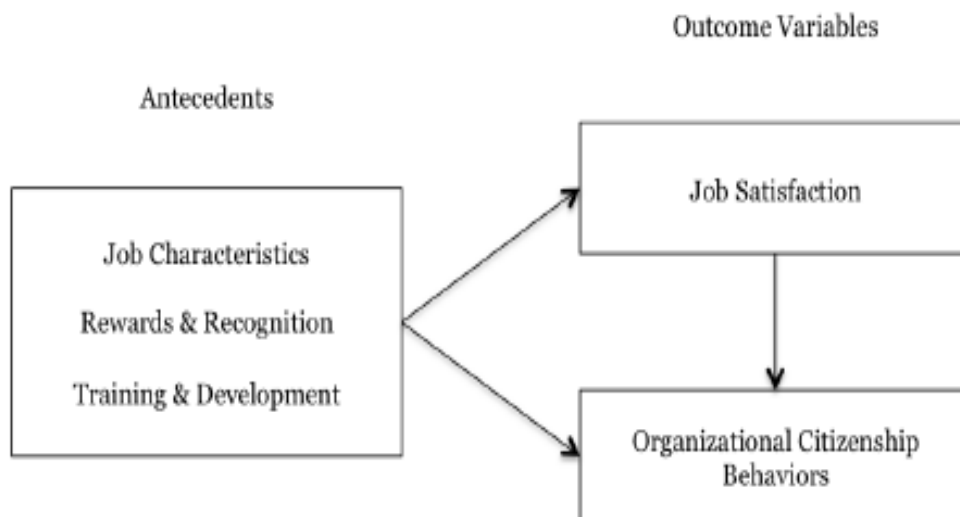
There are several researches reveal that sociable and helpful colleagues boost the level of job satisfaction in a working environment (Khaleque & Choudhury, 1984; Johns, 1996; Viswesvaran et al., 1998; Kreitner & Kinicki, 2004; Luthans, 2006). The relationship with co-workers is the part of satisfaction which is determined by how good the employees interact with each other and how good the employees take care of each other with fellow employees. Markiewicz et al. (1997) also stated that the close friendships value was linked to employee job satisfaction and career achievement. Berta (2005) discovered a related outcome after finished a survey around 1250 Food Brand employees. Another researcher Riordan and Griffeth (1995) said that positive significant rapport always improves the degree of job satisfaction among the co-workers. The research done by Riordan and Griffeth (1995) was presented that friendship connection between coworkers bring

the great effects towards the workplace. Good relationship between employees and co-workers increases the level of job satisfaction, job participation and organizational commitment, in order to reduce the turnover intention.

2.2 Review of Relevant Conceptual Models

2.2.1 Conceptual Model 1

Figure 2.5: Conceptual Model of Lomoya, Pingol, and Teng-Calleja (2015)



Source: Lomoya, M. G., Pingol, M. B., & Teng-Calleja, M. (2015). Antecedents of Job Satisfaction and Organizational Citizenship Behaviors Among Agency-Hired Blue-Collar Contractual Workers in the Philippines. *PHILIPPINE JOURNAL OF PSYCHOLOGY*, 48(1), 1-27.

The theoretical framework indicates that antecedent variables have a positive relationship on job satisfaction and OCB. The relationship between antecedent variables and outcome variables can be explained by social exchange theory. This theory is established with the reciprocal principle which forms individual attitudes and behaviours in a social interplay (Slattery, Anderson, Selverajan, & Sardesai, 2010). In organizations, one obvious bidirectional transactions is between

employers and workers. These transactions stressing that when material or non-material goods has been given out, it must be returned (Cropanzano & Mitchell, 2005), and it always involves of cognitive orientations (Slattery et al., 2010). The study context shows that when the training and development programs, job characteristics, and rewards and recognition provided satisfying workers, workers are expected to feel obliged to reciprocate by exhibiting positive attitudes (eg: job satisfaction) towards their agency, organization clients, and workers within the organization, and showing positive behaviours (eg: OCB) that are favourable to organization (Moorman & Harland, 2002; Slattery et al., 2010; Van Dyne & Ang, 1998).

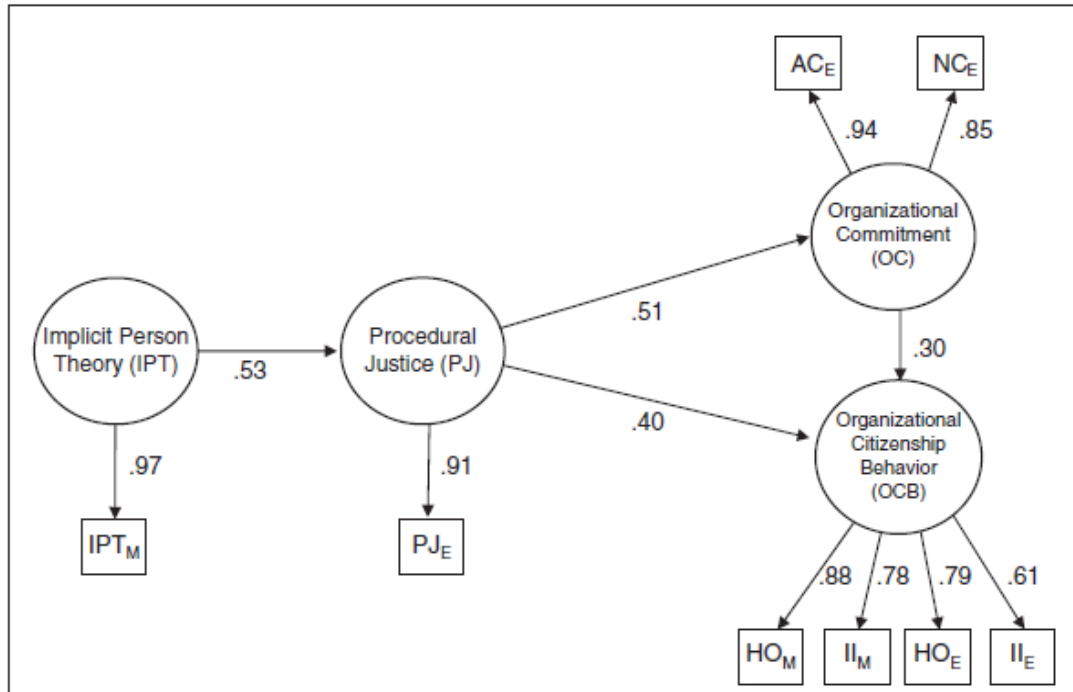
According to Folger and Cropanzano's (1998), procedural justice principle in reward distribution such as performance based reward may extremely result in positive behaviour. Besides, Lawler's (1971) discrepancy theory proposed that distributing reward according to employees' contribution or performance may also evoke positive behaviour to the organization. The nature of these theories suggested that equitable treatment and high perceived value of contribution may influence employee satisfaction towards their job and motivate them to perform extra tasks in the workplace or non-task behaviour.

According to Landy (As cited in Schmidt, 2007), training and development opportunities offered by organization to improve the employees' job-related knowledge and skills may lead to employees to reciprocate organization by aligning their attitudes and behaviour with the job requirement and organizational objectives.

2.2.2 Conceptual Model 2

Figure 2.6: Conceptual Model of Heslin and VandeWalle (2009)

Figure 1. Proposed effects of a manager's implicit person theory (IPT) on the procedural justice (PJ) of their performance appraisals, as well as employees' subsequent organizational commitment (OC) and organizational citizenship behaviors (OCB)



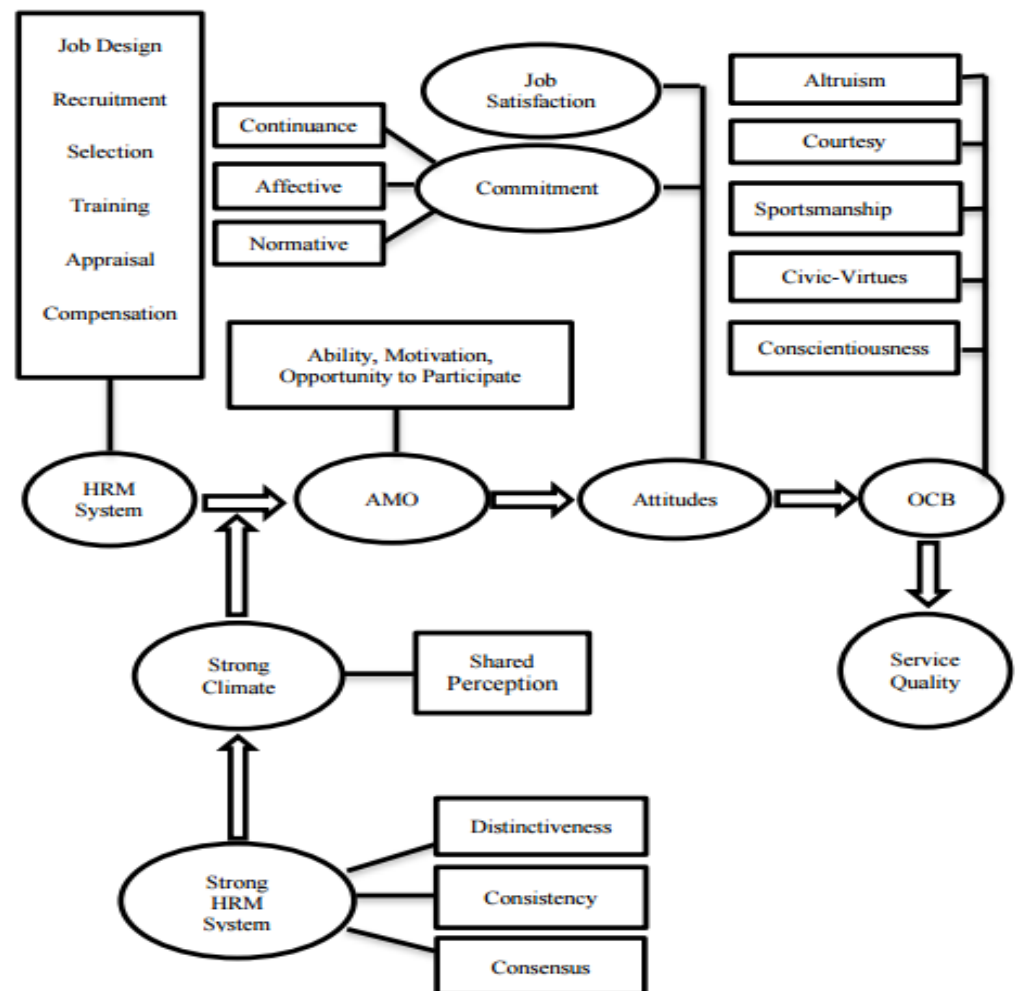
Source: Heslin, P. A., & VandeWalle, D. (2009). Performance appraisal procedural justice: The role of a manager's implicit person theory. *Journal of Management*.

According to Heslin and VandeWalle (2009) research, the theoretical framework shows that a manager's implicit person theory (IPT) is a predictor of perceived procedure justice of performance appraisal towards employees. The employees' perceptions towards procedural justice of performance appraisal conducted indirectly influence employees' OCB through a mediator of organizational commitment. According to Kay, Meyer, and French (1965) and Latham and Mann (2006), unfairness in perceived performance appraisal can lower the employee attitudes and performing behaviour in organization. In other words, manager's biased perceptions in performance appraisal can conversely influence employees' job satisfaction, organization commitment, working behaviour, and belief in management (Colquitt, Conlon, Wesson, Porter, & Ng, 2001), job pressure (Judge

& Colquitt, 2004), as well as OCB (Organ, Podsakoff, & Mackenzie, 2006). Furthermore, the study also stressed the significance of procedure justice training and procedurally just managers in determining organization effectiveness.

2.2.3 Conceptual Model 3

Figure 2.7: Conceptual model of Almutawa, Muenjohn, and Zhang (2015)



Source: Almutawa, Z., Muenjohn, N., & Zhang, J. (2015). Unlocking the black box of the conceptual relationship between HRM system and organizational performance. *The Journal of Developing Areas*, 49(6), 413-420.

In the research of Almutawa, Muenjohn, and Zhang (2015), the theoretical model indicates that human resource management system (HRM system) has a

significant positive relationship towards organizational performance in the presence of AMO (skills and abilities, motivation, and opportunity to engage), employees' attitudes, and behaviour as mediators. HRM system comprises three categories of strategies which are KSA-enhancing strategies (recruitment, selection, and training), motivation-enhancing strategies (compensation, and appraisal) and empowerment-enhancing strategies (job design). KSA-enhancing strategies are designed to enhance employees' knowledge, skills and abilities, motivation-enhancing strategies (compensation, and appraisal) are established to increase employees' motivation to work, and empowerment-enhancing strategies (job design) are create to give opportunity to apply their skills and to participate in the decision-making process related to their job. These three categories of strategy are designed to enhance employees' positive attitudes (job satisfaction) and citizenship behaviour within an organization. In general, strategic human resource management system plays its crucial role in promoting service quality in an organization (organization performance). According to Bowen and Ostroff (2004), a strong HRM system demonstrating distinctiveness, consistency and consensus is essential for developing a strong climate with shared consensus perception among employees in different situations. Through a strong organizational climate, it can develop an effective AMO model which in turn leads to positive employees' attitudes and behaviour towards high organizational performance. In conclusion, employees that have the relevant skills and abilities, motivation in performing their jobs, and chance to engage in their task induces a positive attitudes (job satisfaction and organizational commitment), and behaviour (OCB) towards high organizational performance (service quality).

2.2.4 Theoretical Model 4

Figure 2.8: Conceptual Model of Talachi, Gorji, and Boerhannoeddin (2014)

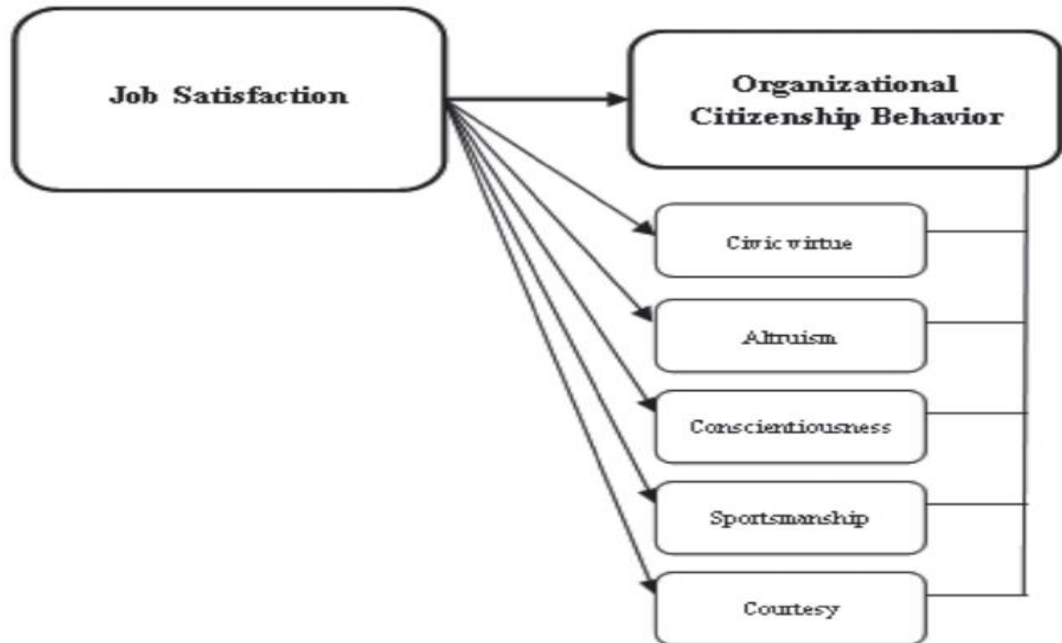


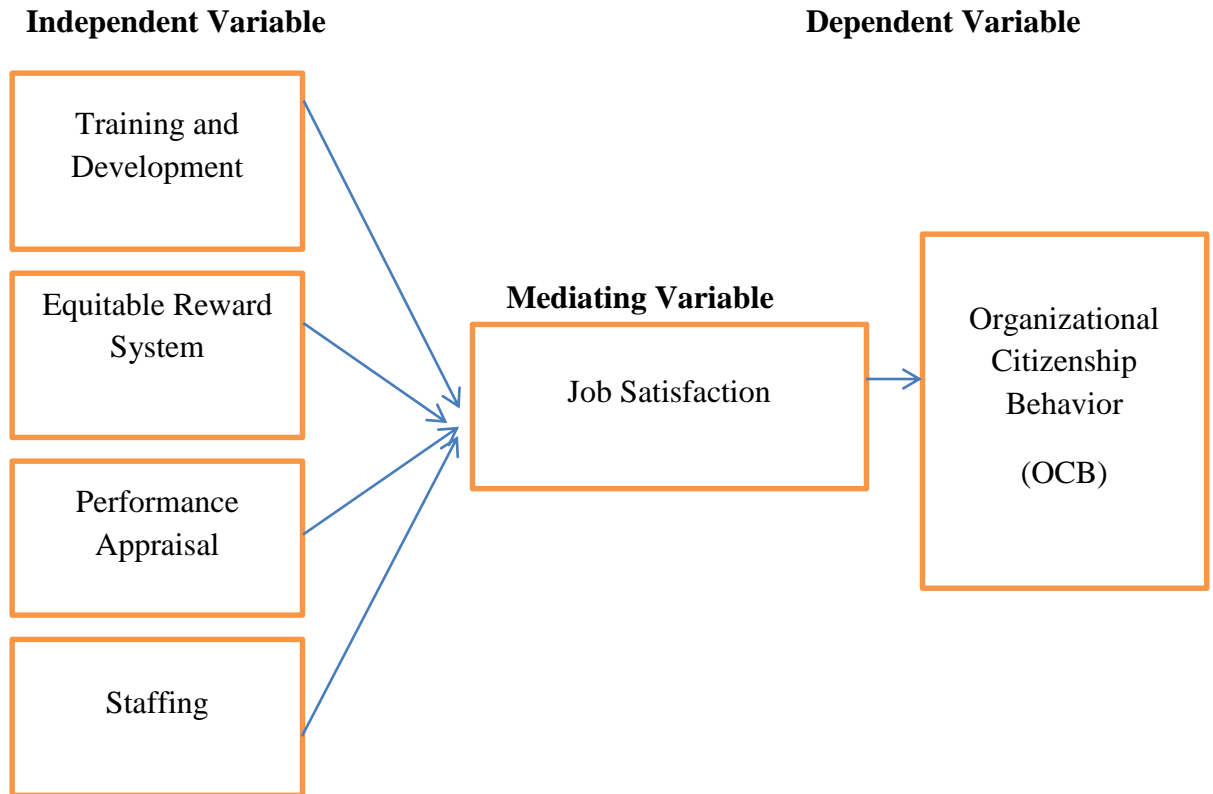
Fig. 1. Conceptual model of research.

Source: Talachi, R. K., Gorji, M. B., & Boerhannoeddin, A. B. (2014). An Investigation of the Role of Job Satisfaction in Employees' Organizational Citizenship Behavior. *Collegium antropologicum*, 38(2), 429-436.

In the research of Talachi, Gorji, and Boerhannoeddin (2014), the conceptual model shows that job satisfaction is positively correlated to OCB among industry, mine and trade organization (IMTO) employees of Golestan province-Iran. According to Kalleberg (1977), job satisfaction has two elements. Intrinsic motivation factors are made up of recognition, responsibility and achievement while extrinsic factors are compensation, company workers, company policies and practices and supervisor. Employees with high job satisfaction have positive attitudes towards their organization and more likely to performing in non-task behaviour (ex: helping behaviour, participation in administrative function mutual respect, etc.), and positively influence in improving organization productivity. The researchers suggested that management of organizations can increase job satisfaction level among employees by providing training opportunities, increasing their welfare and benefits, and fairness in performance appraisal.

2.3 Proposed Theoretical Framework

Figure 2.9: Proposed Theoretical framework



The figure above is our research theoretical framework which has clearly shown that the relationship between independent variables (Training and development, Equitable reward system, Performance appraisal, and Staffing) and mediator variable (Job satisfaction) toward dependent variable (Organizational citizenship behavior - OCB). The indirect effect indicates the portion of relationship between independent variables and dependent variable is mediated by mediator variable. The purpose of the proposed framework is to examine whether there is significant positive or negative relationship between independent variables and dependent variable, which mediated by mediator variable.

2.4 Hypotheses Development

Hypothesis 1: Training and development

Training and development refer to a strategic process of analysing the training needs, designing and delivering the learning, and lastly evaluating its effectiveness. It stressed the significance of developing training objectives based on training needs for the adoption of most efficient and capable training techniques to convey particular task characteristics, skills, know-how, attitudes and work task information to employees. Therefore, it is essential that organizations should aware which techniques will generate optimal outcomes for actualization of training objectives and goals. Apart from that, selection of proper trainer is indispensable in promoting particular work skills and thus in establishing an effective training system (Carolina, 2004).

According to Sahinidis and Bouris (2008), organizational training is vital in increasing employee job satisfaction. The results of their research had shown that employee perceived training effectiveness have a strong positive effect towards employee job satisfaction. According to John Holland's personality, the Job Fit Theory claims that "satisfaction and the propensity to leave a job depend on the degree to which individuals successfully match their personalities to an occupational environment" (Robbins, 1998). This indicates that if work context (eg: Training contents, program design techniques and training outcome) satisfying employees' expectations, necessities, opinions and individual distinctiveness, such employee will tend to be more satisfied with their job and organization, or else vice versa.

According to Organ, Podsakoff, and Mackenzie (2006), the authors proposed that employee job satisfaction has a strong linkage in fostering citizenship behaviour within an organization. The authors claim that when employees are satisfied with their workplace environment (eg: workplace incentives and rewards, training opportunities and effectiveness, workplace fairness, and job security), it will entail their motivation to reciprocate more voluntary efforts and behaviours to benefit

the organization. Apart from that, Dysvik and Kuvaas (2008) also suggested that values added from training and development (TAD) as perceived by employees will be increased OCB. The findings of their research have shown that perceived TAD opportunities have a significant correlation towards employee outcome (OCB) in the presence of intrinsic motivation as mediator. More specifically, when employees are provided with TAD opportunities, this might result employee obligation toward giving a contribution back to the organization through voluntary behaviours that beyond minimal requirements of employment. It might therefore, be argued that intrinsic motivation serves as a “promoter” for employees to exhibit high level of OCB provided manifest in high perceived training opportunities level. In contrast, lower levels of OCB among employees with high perceived TAD opportunities level and low intrinsic motivation level may emerge, because there is a lack of intrinsic satisfaction to act as “promoter”.

Therefore, formation of strategic training and development (eg: Training strategy, techniques or initiatives) is needed to influence employee satisfaction, either intrinsically or extrinsically satisfaction which contributes to high level of organizational citizenship behaviour.

H1: There is a significant relationship between training and development and organizational citizenship behavior in the presence of job satisfaction as mediator.

Hypothesis 2: Equitable reward system

Reward system is concerned with the organization integrated strategies and policies for rewarding employee fairly, equitably in accordance with their contribution skills, competence and their market worth. According to Herzberg (1968), reward strategy can be categorized into “two factor theory” which are intrinsic and extrinsic factors. Extrinsic or hygiene factors, which make up of work contexts, perquisite, pay, and promotion. Intrinsic factors, such as sense of achievement, acceptance, the essence of work, words of appreciation, growth at work (Simpson, 1983). According to Herzberg (1968), the factors that give rise to utmost job satisfaction were the intrinsic factors, which had little monetary relationship but much more related to accomplishment and job roles. The hygiene

factors, does not establish an inducement environment and are probable to generate only short term satisfaction (Simpson, 1983). According to Milne (2007), two reward factors with their consequence relationship were built on employee satisfaction towards their job and organization. Employees who show high job satisfaction are inspired by rewards (As cited in Amabile et al., 1994), and usually those rewards will lead to employee engagement (As cited in Vandenberghe & Trembley 2008).

Nzuve (2007) indicated that employees who get promotions are probably undergoing job satisfaction. Promotions refer to the advancement of an employee's responsibility or job position from a lower rank to another higher rank of job position within the organization. However, promotion must be seen equitable which on the basis of their ability to effectively enhance job satisfaction level. This indicates that employees are satisfied with their job when they perceive that they are treated fairly and the rewards they receive from their job are equivalent to the rewards receive by their colleagues who share similar qualifications, skills and efforts exerted. In general, employees are more likely satisfied with their job when the rewards they received are equal to the efforts, expertise they paid off. According to Sweeney et al, in Huczynski and Buchanan (2001), equity theory suggests "perceived equity seems to lead to greater job satisfaction and organizational commitment".

In addition to that, there are several researches had proposed that job satisfaction, as an integral part of organizational environment (eg: reward and appraisal fairness, and perceived training opportunities) has a significance positive relationship towards organizational citizenship behaviour (Talachi et al., 2014; Swaminathan & Jawahar, 2013; Shokrkon & Naami 2009). The researchers share the similar viewpoint that employees who satisfied with their job occupations will more voluntariness to contribute efforts, cognitive, and emotional resources to their work which will lead them engaging in productive, responsible and helpful behaviour at work (i.e. OCB).

Thence, it is essential for an organization to establish an equitable reward system among employees as different studies had proved employee job satisfaction is determination citizenship behaviour within an organization.

H2: There is a significant relationship between equitable reward system and organizational citizenship behavior in the presence of job satisfaction as mediator.

Hypothesis 3: Performance appraisal

Job satisfaction is positively influenced by fairness in the appraisal system, clarity of roles, linking appraisals with promotion, and evaluation about their performance (Ramous, Yuhui, Lavish, Zipporah & Isaac, 2016).

Based on the research of Brown et al. (2010), the study interpreted the relationship between performance appraisal (PA) quality measured by trust, communication, clarity, and fairness of the PA procedure, and job satisfaction and commitment in light of a survey of more than 2300 Australian non-managerial employees of a public sector organization (As cited in Alvi, Surani, & Hirani, 2013). They figured out that workers who involve a low performance appraisal quality (lack of clarity about expectations, lowest levels of trust in supervisor, poor communication, and perception of an unfair performance appraisal procedure) also report lower levels of job commitment and satisfaction.

Furthermore, the performance appraisal is intended to support and enhance employee development and dispose of performance barriers (Dusterhoff, Cunningham & MacGregor, 2014). According to Riaz et al's study (2010) found out that comfort work environment, open communication system, proper supervision, and career development opportunities transparent performance appraisal were positively correlated to job satisfaction. Besides that, he also pointed out that job satisfaction among employees lead to commitment towards their work and the organization as a whole. Based on the study of Ahmed et al (2010), a better performance appraisal which is match with the human resource management policies promotes job satisfaction and decreases the chances of turnover among workers which in turn improves the hierarchical performance (As cited in Saxena & Rai, 2015). A good performance appraisal ought to have some qualities such as it should be regular, transparent, consistent and standard. The results of the performance appraisal should be shared among every employee in order to remove the misguided judgment and most importantly that it should be

just and fair. The job satisfaction of employees will only be increased with the condition that they perceive the performance appraisal process and system fairly. Many researches indicate the significance of a transparent and fair performance appraisal will increase the job satisfaction level of the workers. In the study of Jawahar (2006), there are non-profit service organizations in Midwestern U.S. stated that raters' participation in the performance appraisal process, satisfaction with the performance feedback and the satisfaction with the rater are positively correlated to continuance and job satisfaction, affective and organizational commitment while it is negatively correlated to job turnover. Perception of fairness in performance appraisal also acts an important role in improving the job satisfaction degree (Swiercz et al, 2005). If there is a discrepancy between self and manager performance appraisal then it would result in lower job satisfaction which can be further took away by the training given to the manager and subordinates in this concern. In additional to that, if workers feel that the reason behind the performance appraisal politics is for the motivational purpose then it increases the job satisfaction and the employees feel more committed and loyal towards their organizations. Tang and Sarsfield-Baldwin (1996) indicated that distributive justice and procedural justice have a direct relationship on job satisfaction.

As cited in Najafi, Noruzy, Azar, Nazari-Shirkouhi, and Dalvand (2011), employee job satisfaction with workplace environment (eg: organizational justice in appraisal) is positively influences organizational citizenship behavior and organizational commitment. Job satisfaction is defined as a positive emotional state arises from the perception of his or her work (Locke, 1976). Based on the research of Robbins (2001), high employee satisfaction is important to managers who believe that an organization has a responsibility to offer employees with jobs that are intrinsically rewarding and challenging. According to the study of Smith et al. (1983) conducted a research about the antecedents of organizational citizenship behaviour, they proposed that job satisfaction was the best predictor of OCB. Garazo and Gonzalez (2006) believe that greater job satisfaction improves organizational commitment, which in turn motivates the employees to behave in a citizen-like manner like their own home.

In a nutshell, performance appraisal is conceptualized as a motivational, social process and a unique type of interaction among the workers, organizations, and organization's supervisor (Murphy & Cleveland, 1991; Findley et al., 2000). Based on Fatt et al (2010) reported that the higher level of employee's perception towards procedural justice and distributive justice of performance appraisal attempted to build the higher level of workers' job satisfaction and organizational commitment as well as organizational citizenship behavior.

H3: There is a significant relationship between performance appraisal and organizational citizenship behavior in the presence of job satisfaction as mediator.

Hypothesis 4: Staffing

Staffing is a strategic process of recruiting, selecting, positioning and overseeing employees in an organization. It involves recruits and selects applicants with higher quality of KSAOs which best suited the organisation. According to Wright (2003), the author argued that the selective staffing is the primary impact of HRM on employees' satisfaction towards their job. At the point when firm adopts proper selective strategy to assess and select most qualified individuals to fill all job positions in organisation, newly eligible employees will realize that they work with highly qualified colleagues, which create a favourable workplace environment to facilitate mutual learning, opinions sharing as well as task assistance from qualified colleagues for getting tasks done effectively and efficiently. The working context makes work meaningful which leads to personal fulfilment, and in turn enhances employees' job satisfaction level. It was supported by Godard (2004) proposed that cultured selection and training will accentuate qualities and human relations abilities and also knowledge skill that can improve employee's job satisfaction to the firm. Arthur (1994) pointed out that a proper selective staffing strategy will help to improve employees-job fit which lead to strengthen employees' job satisfaction.

According to Guion (2011); Schmitt and Chan (1998), selective staffing strategy helps in selecting job applicants with high quality of job-related KSAOs can help in enhancing task effectiveness and accomplishment level, which leads to high job

satisfaction level and OCB level. They satisfied with their job because they feel that the job description fit them well as they could complete the assigned tasks successfully and smoothly with their own abilities. This results employees to reciprocate more voluntary behaviour or efforts toward their organisation such as helping or sharing colleagues' workload. Furthermore, Guest (1997) studied selection staffing as one of the most critical human resource activity which was crucial for organizational citizenship behaviour. The adoption of selective staffing strategy that looking closely at the job attribute preferences of organisation's future employees will influence the nature of the workforce (employee's attitude - Job satisfaction), which thusly may influence employee's citizenship behaviour.

Therefore, proper selective staffing strategy will help in positioning correct employees to suitable job positions, and it can make employees complete their task with more efficient, which has positive influence toward to high employees' job satisfaction and OCB level (Ghebreorgis, 2007).

H4: There is a significant relationship between staffing and organizational citizenship behavior in the presence of job satisfaction as mediator.

2.5 Conclusion

A comprehensive review of relevant literature on our established theoretical framework and hypotheses development are discussed in detail in this chapter. Next chapter, research methodology on how the study is carry out, methods on collecting the data and data analysis technique will be further discussed.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

In this topic we will discuss about research methodology. Research methodology refers to a data collection process to facilitate the business decision making. The methodology may involve research design, data collection approaches, sampling design, research tool, measurement level, and data analysis and processing. These elements will be further discussed in the following for our study.

3.1 Research Design

According to Zikmund, Babin, Carr, and Griffin (2010), study design refers to the methodology or systematic plan that designed to effectively resolve the problem of research; it composes the plan of collecting, measuring, and analysing the data. It can be classified into two kinds; the first type is quantitative research. This category of research summarizes the statistical analysis results of the population through analysing the sample that accurately represents the target population (Creswell, 2003). The second type is qualitative research. It refers to an approach analysis used in various other academic disciplines including further framework by the non- profit sectors and market research by the business sector, even though traditionally is employed in social sciences (Denzin, Norman, Lincoln, & Yvonna, 2005).

However we found that quantitative research will be more appropriate for our study because quantitative method provides more accurate information for this study compare to qualitative research. Besides that, document review and questionnaire is needed to help quantitative research implement the measurement in this study. To conduct our study, descriptive research is the research we using.

3.2 Data Collection Methods

3.2.1 Primary Data

In this study, questionnaires approach is adopted to obtain first-hand data from targeted group. Primary data refers to first-hand information from a large portion of respondents without earlier explanation on the quantitative research. It normally gathered via survey, experimentation, observation and other ways. Questionnaires can be explained as effective data collection tools because it can help to collect and gain a huge size of data in a brief time period. The reason behind we used this method is because it shorter our time, convenient for us to gather the data at the same time, lessen cost, and enhance the data accuracy and controllability. Besides, primary data is the first research we conducted with the specific objective of study.

3.2.2 Secondary Data

Second-hand sources represent the information gained from the research information findings completed by those researchers that have been published in online journals, books, or some journal articles which related with the research topic. Besides, secondary data also can be gathered from other researchers in their past studies. In this research, most of the journals are retrieved from Google Scholar, Scopus, ProQuest, UTAR online database (OPAC), and so on to conduct our study. The reason we used online resources is because it is cost efficient as we can search it at anytime and anywhere as long as the location is available with internet and portable computer or desktop. By using secondary data, we can more understand about our study and research problem. The risk of using secondary data is the information might not suitable therefore we need to choose and apply the information correctly, and eliminate the sources that are not related to our research even though it benefits for our study.

3.3 Sampling Design

3.3.1 Target Population

Target population represents the specify group of people, object or interest event category that research scholars want to examine (Sekaran & Bougie, 2010). According to Zikmund (2003), target population can be known as an entire specific group of population elements which is significant to study. This research aims to examine and to comprehend the target respondents' response towards the effects of strategic human resource management and job satisfaction on organizational citizenship behaviour in Malaysia context. Thus, the target population in this research is the bottom level of employees who work as guest services such as front desk clerks in Malaysian 3 star hotels. According to Tourism Malaysia. (n.d.), there are 10,210 numbers of front desk employees work in Malaysian 3 star hotels.

3.3.2 Sampling Frame and Sampling location

According to Sekaran and Bougie (2010), sampling frame can be known as working population which represents a target sample pool will be carry out to involve in the survey questionnaire from the entire group of target population. In this research, the sampling frame is the front desk clerks who man the reception area in Malaysian 3 star hotels. The sampling location is the destination of where the population is located (Zikmund et al., 2009, p. 391). Due to the data availability restraints, researchers face the difficulty of accessing complete list of hotels and the working population in hotel industry. Thence, Kampar, Ipoh, Seberang Perai, Bukit Mertajam and Penang Island have been chosen by the researchers as the sampling location in this research.

3.3.3 Sampling Elements

Sampling elements indicate targeted research groups that are being measured in study. In this research, the sampling elements are the front desk staffs who work as guest service at the reception area in Perak and Penang districts of 3 star hotels. The questionnaires will be distributed according to demographic which able to guide us in data analysis in Chapter 4. Demographic is more on supporting the accurate and reliable result for our research.

3.3.4 Sampling Technique

Sampling approaches are categorized into two groups which are probability and nonprobability sampling. Probability sampling techniques indicate that every element in population has a nonzero opportunity of being chosen as representative sample (Zikmund, 2003). Probability sampling can be classified into five kinds including stratified, multistage, systematic, simple random, and cluster technique (Sekaran & Bougie, 2012). Whilst non-probability sampling method indicates researchers select the research samples based on subjective judgment or unknown chance. The examples of non-probability sampling approaches are judgment, snowball, convenience, and quota sampling (Sekaran & Bougie, 2012). In our study, convenience sampling being adopted to select the research sample. "Convenience sampling refers to sampling by contacting units and people who are most conveniently available" (Zikmund, 2003). We applied this technique because it is reachable and convenient, easiest, cheapest, and saved a lot of time and effort when collecting the required data.

3.3.5 Sampling Size

Sampling size is essential to explain target population. According to Roscoe's rules of thumb for determining samples, more than 30 and less than 500 are most suitable used in most research projects (Roscoe, 1975). Whilst Comrey and Lee (1992) indicated the sample size scale of 50 is regarded as very poor, 100 is

regarded as poor, 200 is regarded as common or fair, 300 is regarded as good, 500 is regarded as very good, and 1,000 and further is regarded as excellent. According to Tourism Malaysia. (n.d.), there are 1,021 hotels classified as 3 star hotels in Malaysia. In every hotel has roughly 10 front desk clerks working at 24 hours a day; they are separated into morning shift (4 employees), afternoon shift (4 employees) and evening shift (2 employees), thus the approximate total number of front desk employees who work in 3 star hotels is 10,210 thousands. According to Slovin's formula, researchers have to distribute 385 sets of data for analyses. In pilot study, 30 sets of questionnaires had been distributed in one day before reached the targeted sample size. Pilot tests are to make sure the reliability of the questionnaires and easy for us to make any amendment or correction before real distribute to our real respondents.

The following shows the Slovin's formula that used to compute the sampling size at 5% level of significance in our study:

$$n = N / 1(1 + Ne^2)$$

Where:

n = Number of samples

N = Total population

e = Error tolerance / confident level

$$n = N / 1(1 + Ne^2)$$

$$n = \frac{10,210}{1(1 + 10,210 * 0.05^2)}$$

$$n = 384.92$$

$$n \sim 385$$

3.4 Research Instrument

3.4.1 Questionnaire Design

In this research, researchers introduce questionnaire method to obtain data from research respondents. Survey questionnaire is selected due to the data gathered from the respondents is not time consuming and is also a low-cost alternative to obtain large amount of required data from respondents. The survey questionnaire is plotted in fixed-alternative questions which take shorter period to answer and it's not difficult for the respondent to answer (Zikmund et al. 2010). Fixed-alternative questions such as simple-dichotomy question, determinant-choice question, and scale question are constructed to form our research questionnaire. Respondents are requested to select the most appropriate answer which reflects their viewpoint towards the survey questions.

The survey questionnaire comprises four sections. These questions are designed to study the relationship of SHRM towards OCB in the presence of job satisfaction as mediator in Malaysian hotel industry. In Section A, there are 7 demographic profile questions which are constructed to obtain some personal background information from targeted respondents. The demographic questions which consist of gender, age group, ethnic, educational levels, working experience, employment status, and monthly income. These questions can be measured by nominal scale, ordinal scale and ratio scale to form a questionnaire. In Section B, it comprises 19 questions which cover the four dimensions of Strategic Human Resource Management (SHRM). There is an average of five questions in each dimension to help researchers in investigating the effect of SHRM towards Organizational Citizenship Behaviour (OCB) in the presence of job satisfaction from the employees' perspective. In Section C, it constitutes of 10 questions to gauge the employees' job satisfaction. These questions are essential to help researcher to determine the level of OCB on employee. In section D, there are 9 questions which represent OCB that will be affected by SHRM dimensions in the presence of mediator, job satisfaction. These three sections are using interval scale to form a questionnaire.

There are 410 sets of survey questionnaires were issued out to targeted respondents, and 390 sets of survey questionnaires have been successfully gathered back.

3.4.2 Pilot Study

Pilot test is known as partial assessment or trial run that conducted to measure the statistical variability of the data obtained from small scale of respondents before a full-scale study to be conducted (Zikmund, 2003). The aim of pre-measure is to measure the accuracy, reliability and validity, and internal consistency of survey questionnaires (Schade, 2015), thus adjustments can be made in questionnaire to enhance the study design in order to obtain good results in full-scale study.

In pilot test, 30 survey questionnaires were issued out to targeted sample in Grand Kampar Hotel, Golden Roof Hotel and Syuen Hotel, and collected back from the respondents at the same day the questionnaires were issued out. The collected data are then processed through SAS software to examine the questionnaire's reliability.

3.5 Construct Measurement (Scale & Operational Definition)

3.5.1 Origins of Constructs

Table 3.1: The Constructs Origins

Dimension	Developed from	Total items
Independent Variable: Training and development	Collins, Christopher, and Ken (2006) Delery and Doty (1996)	5 items

		Delaney and Huselid, (1996).	
Independent Variable: Equitable Reward System		Snell and Dean (1992)	4 items
Independent Variable: Performance Appraisal		Wright, Gardner, Moynihan, and Allen (2005) Wright, McCormick, Sherman, and McMahan (1999) Collins, Christopher, and Ken (2006) Delery and Doty (1996)	5 items
Independent Variable: Staffing		Wright, Gardner, Moynihan, and Allen (2005) Wright, McCormick, Sherman, and McMahan (1999) Collins, Christopher, and Ken (2006) Guest, Michie, Conway,	5 items

	and Sheehan (2003)	
Mediating Variable: Job Satisfaction	Weiss, Dawis, and England (1967)	10 items
Dependent Variable: Organisational Citizenship Behaviour (OCB)	Williams and Anderson (1991) Podsakoff, MacKenzie, Moorman, and Fetter (1990)	9 items

Source: Developed for the research

3.5.2 Scale of Measurement

The measurement level is introduced to classify the variables based on the attributes of information within the values. In this research, questionnaire instrument can be divided into four sections. In the section A, demographic section using ordinal, nominal scale and ratio scale while in the section B, C, and D of training and development, equitable reward system, performance appraisal, staffing, job satisfaction, and organisational citizenship behaviour are using interval scale to obtain information from respondents.

3.5.2.1 Nominal Scale

Nominal level is regarded as the most basic measurement level between the scales of measurement (Sekaran & Bougie, 2012). The scale merely assigns a value or identity to a subject through classification of data into categories. In Section A, there are 3 demographic questions that can be measured by nominal scale, which are question 1 (Gender), 3 (Ethnic group) and 6 (Employment status). The figure below shows the example of nominal scale related question.

Figure 3.1: Example of Nominal Scale

1. What is your gender?

Male

Female

Source: Developed for the research:

3.5.2.2 Ordinal Scale

Ordinal level or so-called ranking level enables the data of a particular item or variable to arrange based on rank-orders, and it also possesses some characteristics of nominal scale. However, the scale does not present any interval value between the rankings order (Sekaran & Bougie, 2012). In demographic section, there is only 1 question using ordinal scale which is question 4 (Educational level). The figure below shows the example of ordinal scale related question.

Figure 3.2: Example of Ordinal Scale

4. What is the highest level of education you have completed?

SPM/STPM

Diploma/Advanced Diploma

Bachelor Degree

Other qualification, please specify: _____

Source: Developed for the research

3.5.2.3 Interval Scale

Interval level can be categorized under metric level. This scale has both attributes of ordinal and nominal scale, and it also indicates the differences between the observations distances or values can be quantified in arbitrary, which represents the unspecified value does exist. This scale is applied to all the designed questions under the six major dimensions in Section B, C and D. A five point scale is introduced to determine the respondents' degree of agreeableness or disagreeableness to each statement in the questionnaire. The figure below shows the example of interval scale related question.

Figure 3.3: Example of Interval Scale

Training and Development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. There are formal training programs to teach new hires the skills they need to perform the job.	1	2	3	4	5

Source: Developed for the research

3.5.2.4 Ratio Scale

Ratio level is the greatest level of measurement scale among the measurement levels. This scale has all the attributes of interval scales with further characteristic of unique zero value. It represents the absent of some principle. In demographic section, there are 3 questions using ratio scale which including question 2 (Aging group), 5 (Working experience), and 7 (Monthly income). The figure below shows the question measured by ratio scale.

Figure 3.4: Example of Ratio Scale

2. What is your age group?

- Below than 25
- 26 – 35 years old
- 36 – 45 years old
- 46 – 55 years old
- More than 55 years old

Source: Developed for the research

3.6 Data Processing

It represents a data preparation procedure prior to data analysis to examine the designed hypotheses. The purpose of this process is to assure the collected data are organized well for future reference. In this process, researchers have to do the checking, editing, coding, and lastly transcribing on the obtained data before analyse it through SAS Software to test the hypotheses (Malhotra, 2007).

3.6.1 Data Checking

The first step is checking the collected data. After the data have been collected back, researchers have to perform data checking to ensure the information obtained in the questionnaires have completely and accurately given by the respondents. Data checking can help us to discover any mistakes that make in questionnaire like incomplete questionnaire or the distributed questionnaire are casually answer by respondents that may cause unreliable response.

3.6.2 Data Editing

The second step is editing the collected data. Data editing process allows researcher to disclose and correct for the illogical, inconsistency and omission answers which received from the respondents (Sekaran & Bougie, 2010). If the questionnaire responses given by respondent are incomplete, or respondent may not willing to dispose answer to some questions, researcher will edit the data on the behalf of respondent based on their answering pattern to produce more accurate and consistent data.

3.6.3 Data Coding

The third step is coding the edited data. In this stage, researchers allocate a numeric or alphabet symbol to the earlier revised data before keying into database and analyse it through SAS software. The table below shows the coding sample for the questions in Section A of questionnaire.

Table 3.2: Labels and Coding for Demographic Profile

Question No.	Label	Coding
DP 1	Gender	1= Male 2= Female

Source: Developed for the research

In Section B, C, and D, the responses for every question under the six dimensions are coded as following:

- “Strongly Disagree” is coded as 1
- “Disagree” is coded as 2
- “Neutral” is coded as 3
- “Agree” is coded as 4
- “Strongly Agree” is coded as 5

3.6.4 Data Transcribing

The final step is transcribing the coded data. In this step, all the coded data are being transferred and analysed through SAS Software. Researchers apply the transcribed data for advance analysis so as to study and examine the research hypotheses.

3.7 Data Analysis

Data analysis is a procedure of summarizing the collected questionnaires data by applying the statistical techniques. After the data have been collected back from 385 respondents, the questionnaire data are coded and keyed into SAS 7.1 computer software program to analyse it, and the findings will then be interpreted. In this research, statistical approaches such as descriptive analysis, Pearson's Correlation, Multiple Linear Regression Analysis, and reliability test are adopted.

3.7.1 Descriptive Analysis

Descriptive statistic is a statistical analysis that is used to summarize or describe the basic features of the sample data in research. Descriptive statistic is different from inferential statistic, in that inferential analysis technique is introduced to attain conclusions on the representative sample data. In this research, descriptive analysis tool will be applied on the personal demographic profile data obtained from the targeted respondents. The collected data will then be analysed through the software program, and presented in graphical forms such as pie chart, bar chart, histogram or table in a clearer way. In descriptive analysis, some measures are frequently involved such as measures of dispersion (Mode, Mean and Median), and measures of central tendency (Variance, Standard deviation and interquartile range).

3.7.2 Measurement Scale – Reliability Test

Data reliability relies on the accuracy and consistency of the research instrument in surveying the principle of the research. It is an indicator of internal consistency at which the questionnaire is free from error.

According to Zikmund et al. (2010), an alpha coefficient between 0.95 to 1.0 represents the data are nearly completely consistent, 0.80 and 0.95 indicates the data have a very good scale in reliability, 0.70 and 0.80 signifies the data have a good scale in reliability, 0.60 and 0.70 indicates the data have a fair scale in reliability, whereas an alpha coefficient below 0.60 is regarded as poor reliability scale. The table below showed the results of pilot test in this study.

Table 3.3: Cronbach’s Alpha Coefficient for Pilot Test

Variables	Alpha Value	Range between	Strength of Correlation
Training and Development	0.767523	0.70 and 0.80	Good reliability
Equitable Reward System	0.928811	0.80 and 0.95	Very good reliability
Performance Appraisal	0.745203	0.70 and 0.80	Good reliability
Staffing	0.767523	0.70 and 0.80	Good reliability
Job Satisfaction	0.824071	0.80 and 0.95	Very good reliability
Organisational Citizenship Behavior (OCB)	0.956415	0.95 and 1.0	Nearly completely consistent

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

3.7.3 Inferential Analysis

Inferential analysis is a statistical process of inferring the properties of population by analysing the representative sample. In other words, this statistical technique allow researcher to use the samples to accurately represent about a population. In this study, researchers will adopt inferential analysis tool to survey the correlation between research variables, and it will only apply in Section B, C and D of questionnaire data, which all the variables are measured by interval scale. Pearson’s Correlation and Multiple Linear Regression Analysis are chosen as statistical methods in our study.

3.7.3.1 Pearson’s Correlation Coefficient

Pearson’s Correlation Analysis is used to investigate the statistical correlation between two numeric variables. The correlation coefficient (r) is a tool used to gauge the relationship between two continuous variables by indicating the strength, direction and significance among the variables. The range of the values is between -1 and +1. The outcome of analysis can be perfectly positive correlated (+1), perfectly negative correlated (-1), or no correlated (0). This statistical technique is appropriate for the variables that can be measured by ratio or interval scale. It will use to examine the established hypotheses at 5% level of significance.

Figure 3.5: Pearson’s Rule of Thumb

Coefficient Range	Strength
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
0.00 to ± 0.20	Slight, almost negligible

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 regression is an extension tool of linear regression. It is adopted to study the correlation between more than one independent variable and a dependent variable (“Introduction to Multiple Regression”, n.d). According to Baron and Kenny (1986), researchers must conduct four step analysis or three multiple regression analyses to determine whether the portion of the relationship between independence variables and dependence variable that is intervened by mediator. In this mediation research project, **three regression analyses** is used to examine whether the relationship between SHRM independent variables (Training and development, Equitable reward system, Staffing, and Performance appraisal) and dependent variable (OCB) is fully mediated, partially mediated or no mediated by mediator (Job satisfaction) at 5% level of significance.

Multiple Regression Analysis 1:

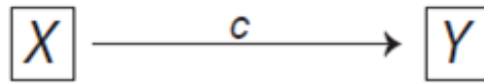
The 1st multiple regression analysis represents **step 1** of four step analysis. In this stage, we analyse whether the relationship between SHRM independent variables (X) and dependent variable (Y) is significance.

Note: The main alternate hypothesis below is merely developed to examine the established hypotheses in this study. Step 1 analysis is required to test the mediation effect of established hypotheses (H1, H2, H3, & H4) in this study.

Ha: There is a significant relationship between four independent variables (Training and development, Equitable reward system, Performance appraisal and Staffing) and a dependent variable (Organizational citizenship behaviour- OCB).

The following is the multiple regression equation and model for multiple regression analysis 1 in our research:

Unmediated model:



Step 1 regression equation: $Y' = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$

Source: Adopted from Baron and Kenny (1986)

Where:

Y' = Organizational Citizenship Behavior - Dependent Variable

B_0 = Constant, “Y intercept”

B_{1-4} = Coefficient of independent variables

X_1 = Training and Development

X_2 = Equitable Rewards System

X_3 = Performance Appraisal

X_4 = Staffing

e = Error term

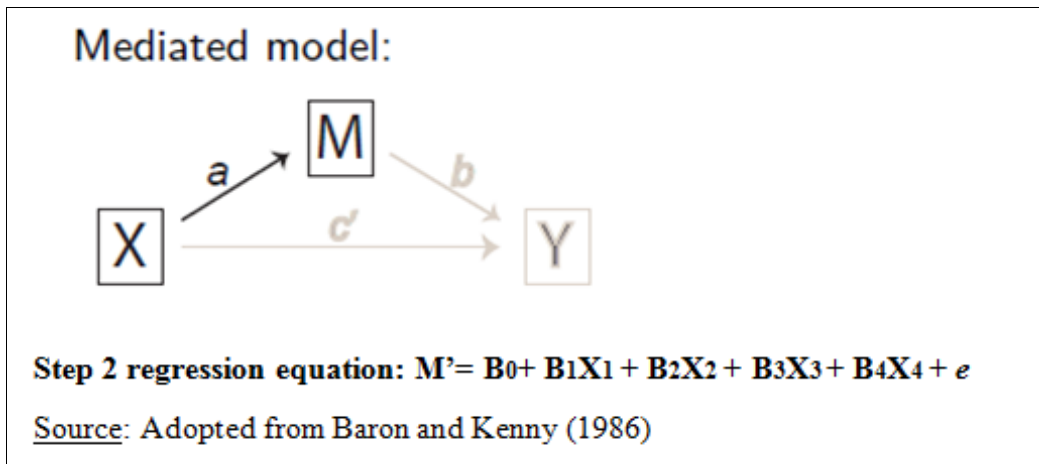
Multiple Regression Analysis 2:

The 2nd multiple regression analysis represents **step 2** of four step analysis. In this stage, we study whether the relationship between SHRM independent variables (X) and mediating variable (M) is significance.

Note: The main alternate hypothesis below is the established hypotheses of this study. Step 2 analysis is required to test the mediation effect of established hypotheses (H1, H2, H3, & H4) in this study.

H_b: There is a significant relationship between four independent variables (Training and development, Equitable reward system, Performance appraisal and Staffing) and a dependent variable (Job Satisfaction).

The following is the multiple regression equation and model for multiple regression analysis 2 in our research:



Where:

M' = Job Satisfaction - Dependent Variable

B_0 = Constant, “Y intercept”

B_{1-4} = Coefficient of independent variables

X_1 = Training and Development

X_2 = Equitable Rewards System

X_3 = Performance Appraisal

X_4 = Staffing

e = Error term

Multiple Regression Analysis 3:

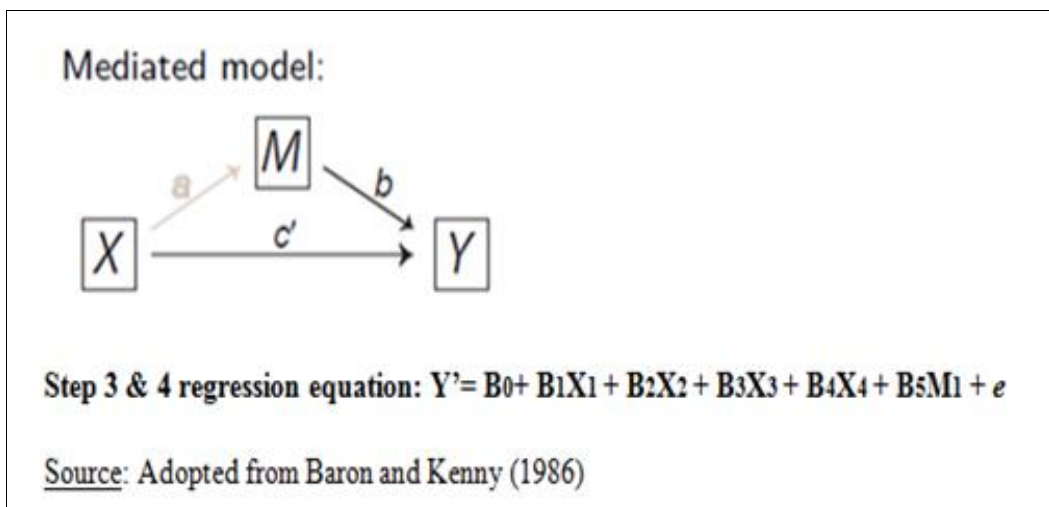
The 3rd multiple regression analysis illustrates the **step 3 and step 4** of four step analysis. In this stage, we examine whether the relationship between mediating variable (M) and dependent variable (Y) is significance when controlling for independent variables (X), and retest whether the relationship between independent variables (X) and dependent variable (Y) is significance when controlling for mediator (M). Presuming the relationships from step 1 through step 3 are significant, mediation is likely to occur which leads to step 4. In second measurement of multiple regression analysis 3 (Step 4), if the effect of X remains

significant, the research result signifies partial mediation by holding that the parameter estimate decreases as compared to step 1 analysis model. However, if the effect of (X) is not significant, the research result indicates full mediation.

Note: The main alternate hypothesis below is the combination hypothesis of step 3 (M to Y when X are controlled) and step 4 (X to Y when M is controlled) analyses. Step 3 hypothesis is the established hypotheses of this study, **whereas** Step 4 hypothesis is merely developed to examine the established hypotheses of this study. Step 3 and step 4 analyses are required to test the mediation effect of established hypotheses (H1, H2, H3, & H4) in this study:

Hc: There is a significant relationship between independent variables (Training and development, Equitable reward system, Performance appraisal and Staffing), and a mediating variable (Job satisfaction) towards dependent variable (OCB).

The following is the multiple regression equation and model for 3rd multiple regression analysis in our research:



Where:

Y' = Organizational Citizenship Behavior - Dependent Variable

B_0 = Constant, “Y intercept”

B_{1-4} = Coefficient of independent variables

B_5 = Coefficient of mediating variable

X_1 = Training and Development

X_2 = Equitable Rewards System

X₃ = Performance Appraisal

X₄ = Staffing

M₁ = Job Satisfaction

e = Error term

3.8 Conclusion

This chapter explaining about research design, data collection approaches, sampling design, research instrument, measurement scale, data processing and data analysis. In this study, SAS software is used to analyse and interpret the data for the pilot study. In chapter 4, data will be interpreted in further details for both pilot study and full study.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

In this chapter, all the data we gathered from 385 respondents were analysed and interpreted through SAS Enterprise Guide 7.1 software. There are several analytical tools such as descriptive analysis (One-way frequencies), and inferential analysis (Pearson Correlation Coefficient Analysis and Multiple Regression Analysis) had been procured to measure the respondents' demographic profile, central tendencies of construct, reliability of data for each variable, model's predicting power. The results of these analyses will be displayed in form of tables and figures. Lastly, a brief conclusion will be given to summarize this chapter.

4.1 Descriptive Analysis

4.1.1 Respondent Demographic Profile

In our questionnaire, we collected personal information of respondents, such as gender, age group, ethnic group, educational level, working experience, employment status, and monthly income.

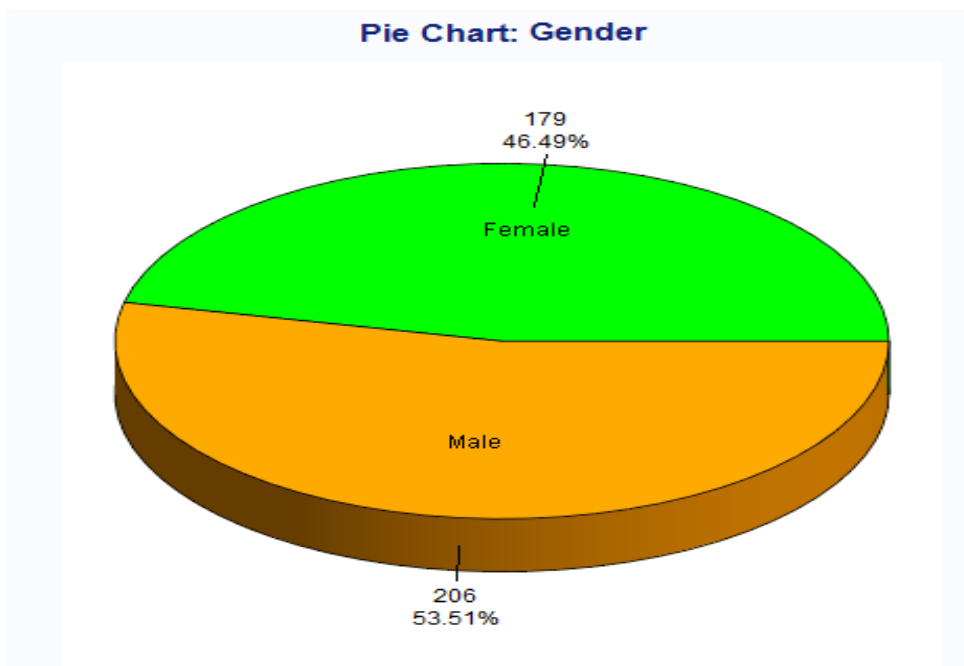
4.1.1.1 Gender

Table 4.1 Gender of respondents

Gender, 1=Male, 2=Female, 99=Missing Data				
Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Male	206	53.51	206	53.51
Female	179	46.49	385	100.00

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Figure 4.1 Gender of respondents



Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Table 4.1 and Figure 4.1 show the data on the respondent’s gender. From the results above, we can observe that the male respondents have higher percentage which is 53.51% as compared to female respondents which is 46.49%.

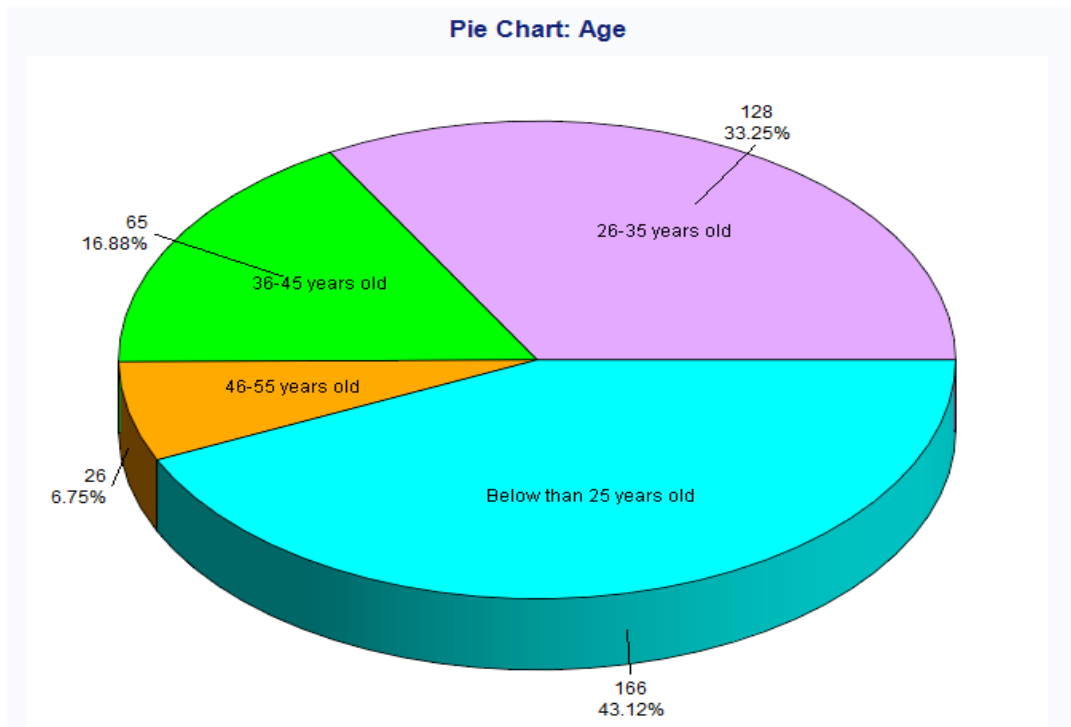
4.1.1.2 Age

Table 4.2 Age of respondents

Own aging group, 1=Below than 25, 2=26-35 years old, 3=36-45 years old, 4=46-55 years old, 5=More than 55 years old, 99=Missing Data				
Age	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Below than 25 years old	166	43.12	166	43.12
26-35 years old	128	33.25	294	76.36
36-45 years old	65	16.88	359	93.25
46-55 years old	26	6.75	385	100.00

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Figure 4.2 Age of respondents



Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Table 4.2 and Figure 4.2 show the data on age of respondents. From the results above, it is clearly shown that group 1 who falls on the group below 25 years old have a higher percentage which is 43.12%. Besides that, the group 2 has the second highest percentage which is 33.25%. Group 3 is representing 36-45 years old which is 16.88% and group 4 is representing 46-55 years old which is 6.75%.

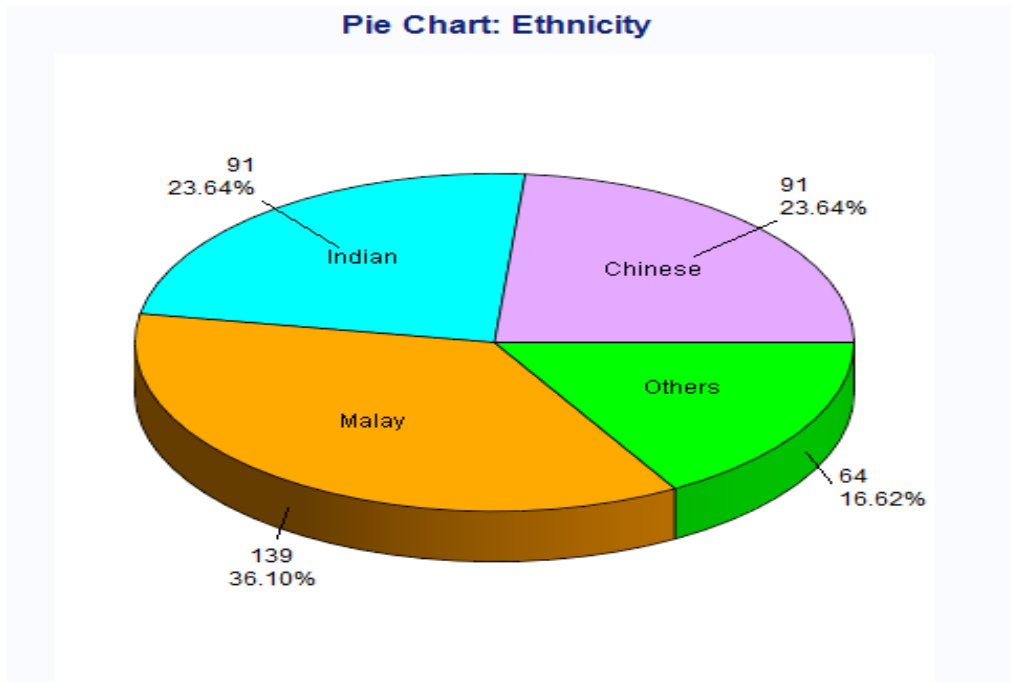
4.1.1.3 Ethnicity

Table 4.3 Ethnicity of respondents

Own ethnic group, 1=Malay, 2=Indian, 3=Chinese, 4=Others, 99=Missing Data				
Ethnicity	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Malay	139	36.10	139	36.10
Chinese	91	23.64	230	59.74
Indian	91	23.64	321	83.38
Others	64	16.62	385	100.00

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Figure 4.3 Ethnicity of respondents



Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Table 4.3 and Figure 4.3 show the data on Ethnicity of respondents. From the results above, it is clearly shown that Malay takes 36.10% of total respondents. Moreover, Ethnicity 2 and Ethnicity 3 have the same percentage which is 23.64% as represented by Indian and Chinese. Besides that, 16.62% of respondents are from others.

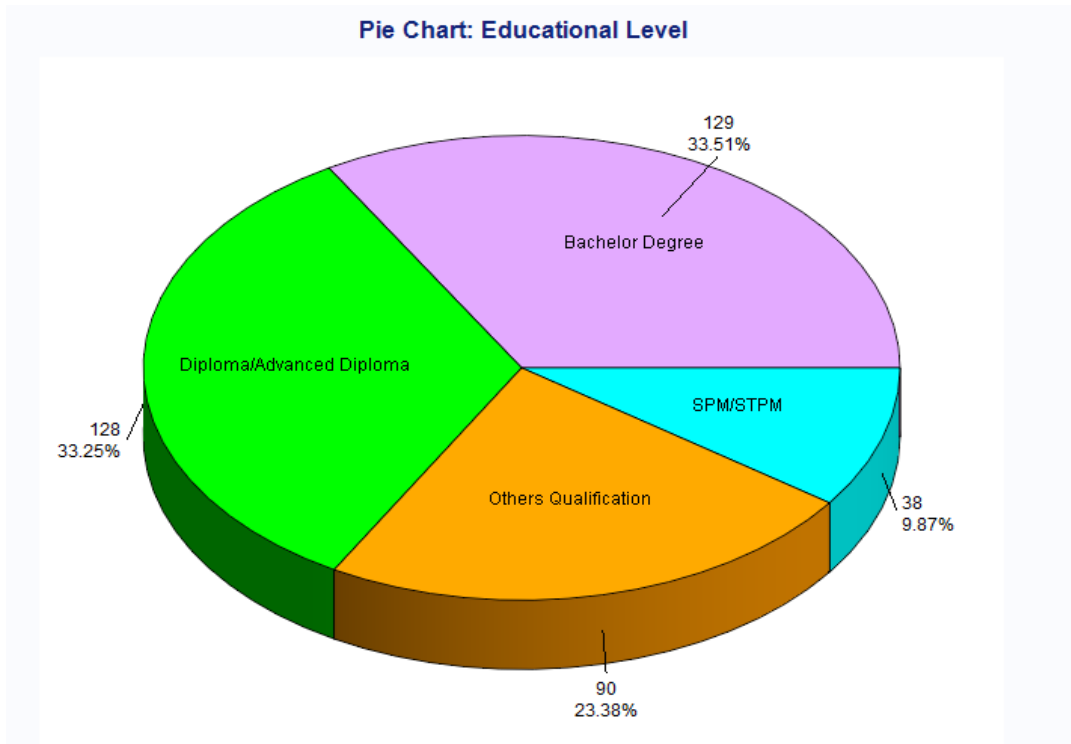
4.1.1.4 Educational Level

Table 4.4 Education of respondents

Own level of educational, 1=SPM/STPM, 2=Diploma/Advanced Diploma, 3=Bachelor Degree, 4=Others Qualification, 99=Missing Data				
Educational Level	Frequency	Percent	Cumulative Frequency	Cumulative Percent
SPM/STPM	38	9.87	38	9.87
Diploma/Advanced Diploma	128	33.25	166	43.12
Bachelor Degree	129	33.51	295	76.62
Others Qualification	90	23.38	385	100.00

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Figure 4.4 Education of respondents



Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Table 4.4 and Figure 4.4 show the data on education of respondents. From the results above, education level 3 is represented by Bachelor of Degree which has the highest percentage 33.51% as compared to education level 1 which is represented by SPM/STPM which has the lowest percentage 9.87%. Education level 2 is represented by Diploma/Advanced Diploma which has 33.25% and education level 4 represents others qualifications which has 23.38%.

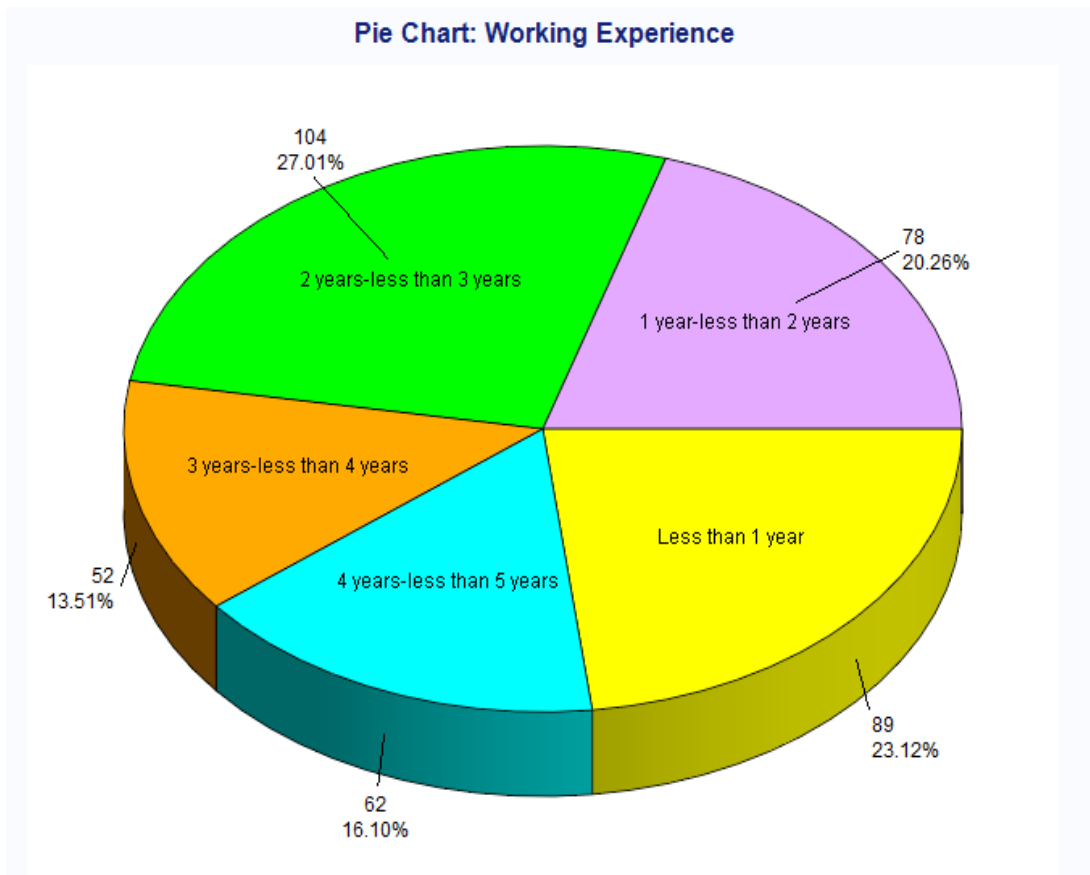
4.1.1.5 Working experience

Table 4.5 Working experience of respondents

Years of working experience, 1=Less than 1 year, 2=1 year-less than 2 years, 3=2 years-less than 3 years, 4=3 years-less than 4 years, 5=4 years-less than 5 years, 6=5 years or more, 99=Missing Data				
Working Experience	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Less than 1 year	89	23.12	89	23.12
1 year-less than 2 years	78	20.26	167	43.38
2 years-less than 3 years	104	27.01	271	70.39
3 years-less than 4 years	52	13.51	323	83.90
4 years-less than 5 years	62	16.10	385	100.00

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Figure 4.5 Working experiences of respondents



Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Table 4.5 and Figure 4.5 show the data of working experience of respondents. From the results above, respondents who have 2 years – less than 3 years of working experiences have the highest percentage which is 27.01% as compared to respondents who have 3 years – less than 4 years of working experiences which takes the lowest percentage of 13.51%. Besides that, respondents who have working experience less than 1 year is 23.12%. Moreover, respondents who have working experiences between 1 year - less than 2 years are 20.26% and respondents who have working experiences between 4 years -less than 5 years are 16.10%.

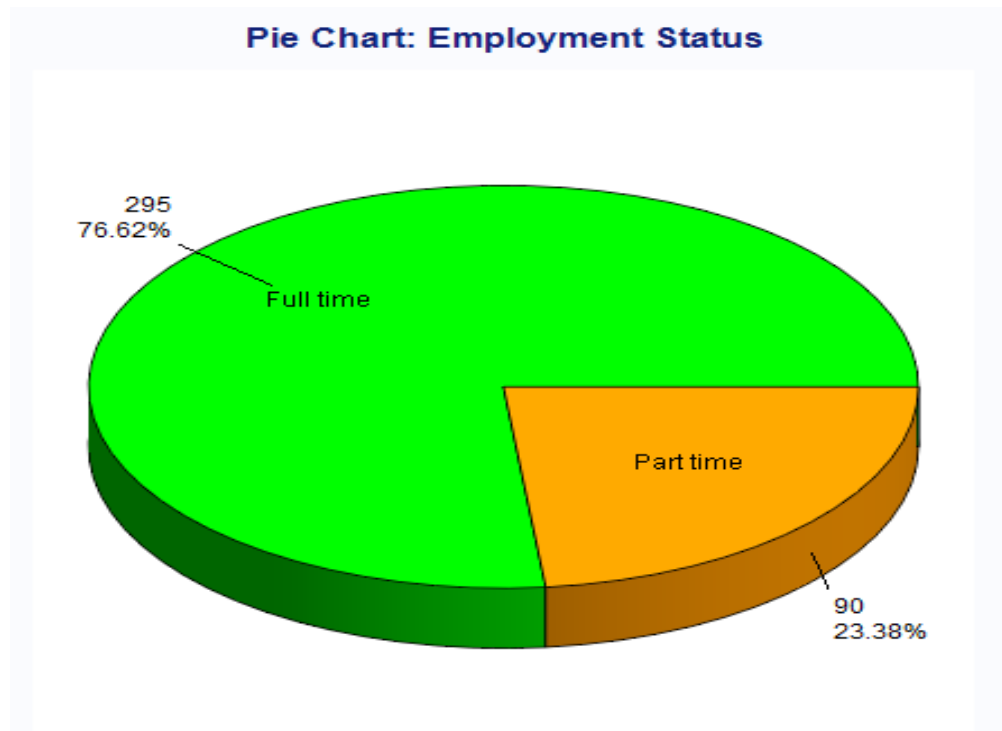
4.1.1.6 Employment Status

Table 4.6 Employment status of respondents

Own working status, 1=Full time, 2=Part time, 99=Missing Data				
Employment Status	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Full time	295	76.62	295	76.62
Part time	90	23.38	385	100.00

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Figure 4.6 Employment statuses of respondents



Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Table 4.6 and Figure 4.6 show the data on the employment status of respondents. From the results above, we have clearly shown that the full-time employees have the highest percentage which is 76.62% as compared to part-time employee which is 23.38%.

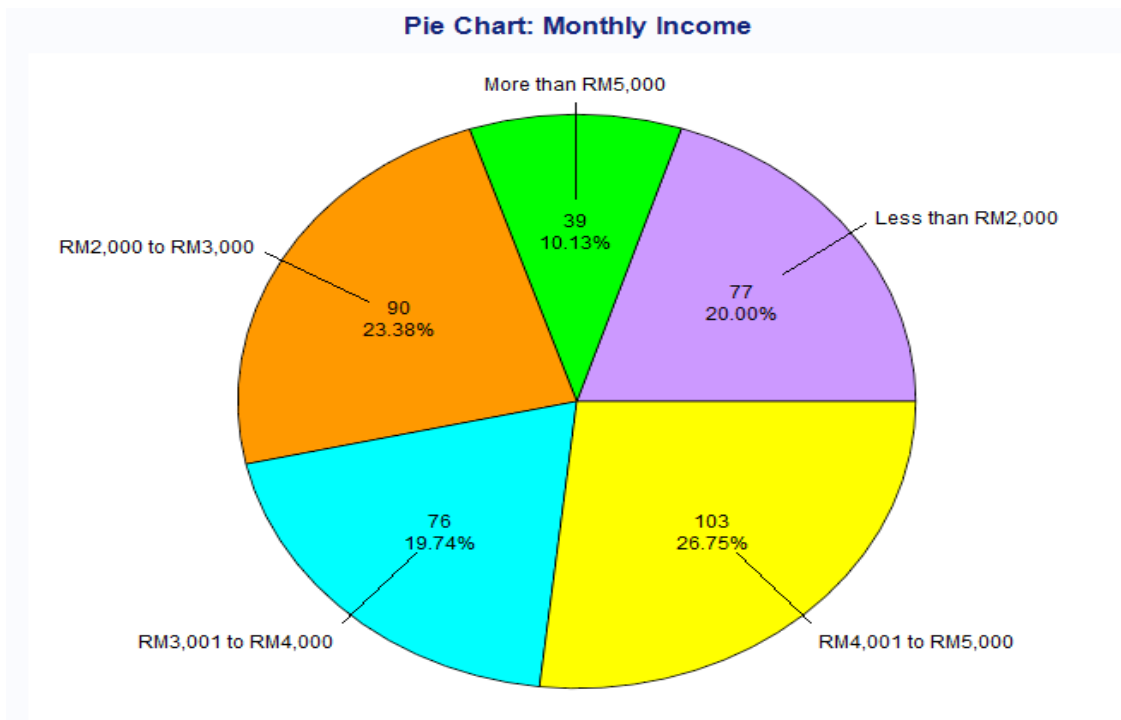
4.1.1.7 Monthly Income

Table 4.7 Monthly incomes of respondents

Own employment income, 1=Less than RM2,000, 2=RM2,000 to RM3,000, 3=RM3,001 to RM4,000, 4=RM4,001 to RM5,000, 5=More than RM5,000, 99=Missing Data				
Monthly Income	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Less than RM2,000	77	20.00	77	20.00
RM2,000 to RM3,000	90	23.38	167	43.38
RM3,001 to RM4,000	76	19.74	243	63.12
RM4,001 to RM5,000	103	26.75	346	89.87
More than RM5,000	39	10.13	385	100.00

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Figure 4.7 Monthly incomes of respondents



Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Table 4.7 and Figure 4.7 show the data on monthly incomes of respondents. From the results above, respondents who have income between RM4, 001 to RM5, 000 takes the highest percentage which is 26.75% as compared to those who has an income more than RM 5, 000 which is 10.13%. For respondents who have income

less than RM1, 000 is 20% and respondents who have income between RM3, 001 to RM4, 000 is 19.74%. Besides that, 23.28% are those respondents who have income between RM2, 000 to RM3, 000.

4.1.2 Central Tendencies Measurement of Construct

4.1.2.1 Training and Development

Table 4.8 Measure Central Tendencies of Training and Development

Dimension Items	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation	Mean Ranking
Training and Development 1	7.79	40.78	38.18	10.13	3.12	2.60000	0.88741	5
Training and Development 2	5.45	34.81	45.19	8.31	6.23	2.75065	0.91581	4
Training and Development 3	4.42	29.87	44.68	12.21	8.83	2.91169	0.97227	1
Training and Development 4	3.90	36.62	41.56	13.77	4.16	2.77662	0.88210	3
Training and Development 5	4.16	34.29	41.30	15.84	4.42	2.82078	0.90230	2

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

The table 4.8 shows that there are overall of five items regarding to the dimension of training and development. “Training and Development 3” statement has the highest mean value of 2.91169 and standard deviation of 0.97227. In this statement, there are 4.42% of respondents who are strongly disagreed to this statement, 29.87% of respondents who are disagreed to this statement, 44.68% of

respondents who are respond neutral to this statement, 12.21% of respondents who are agreed to this statement and 8.83% of respondents who are strongly agreed to this statement.

“Training and Development 5” statement has the second highest mean score of 2.82078 and standard deviation of 0.90230 which ranked third place among the items. In this statement, there are 4.16% of respondents who are strongly disagreed to this statement, 34.29% of respondents who are disagreed to this statement, 41.30% of respondents who are respond neutral to this statement, 15.84% of respondents who are agreed to this statement and 4.42% of respondents who are strongly agreed to this statement.

“Training and Development 4” statement has the mean value of 2.77662 which ranked third and standard deviation of 0.88210 which ranked second lowest. In this statement, there are 3.90% of respondents who are strongly disagreed to this statement, 36.62% of respondents who are disagreed to this statement, 41.56% of respondents who are respond neutral to this statement, 13.77% of respondents who are agreed to this statement and 4.16% of respondents who are strongly agreed to this statement.

“Training and Development 2” statement has the second lowest mean score of 2.75065 and second highest standard deviation of 0.91581. In this statement, there are 5.45% of respondents who are strongly disagreed to this statement, 34.81% of respondents who are disagreed to this statement, 45.19% of respondents who are respond neutral to this statement, 8.31% of respondents who are agreed to this statement and 6.23% of respondents who are strongly agreed to this statement.

“Training and Development 1” has the lowest mean score of 2.60000 and standard deviation of 0.88741 which ranked lowest among the items. In this statement, there are 7.79% of respondents who are strongly disagreed to this statement, 40.78% of respondents who are disagreed to this statement, 38.18% of respondents who are respond neutral to this statement, 10.13% of respondents who are agreed to this statement and 3.12% of respondents who are strongly agreed to this statement.

4.1.2.2 Equitable Reward System

Table 4.9 Measure Central Tendencies of Equitable Reward System

Dimension Items	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation	Mean Ranking
Equitable Reward System 1	5.71	37.66	38.44	14.55	3.64	2.72727	0.90767	2
Equitable Reward System 2	6.75	40.52	36.62	12.47	3.64	2.65714	0.91108	4
Equitable Reward System 3	4.94	41.04	38.70	7.53	7.79	2.72208	0.95914	3
Equitable Reward System 4	5.19	34.81	40.26	13.51	6.23	2.80779	0.95167	1
Equitable Reward System 5	9.09	38.18	35.32	16.88	0.52	2.61558	0.88844	5

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

The table 4.9 shows that there are overall of five items regarding to the dimension of equitable reward system. “Equitable Reward System 4” statement has the highest mean value of 2.80779 and second highest standard deviation of 0.95167. In this statement, there are 5.19% of respondents who are strongly disagreed to this statement, 34.81% of respondents who are disagreed to this statement, 40.26% of respondents who are respond neutral to this statement, 13.51% of respondents who are agreed to this statement and 6.23% of respondents who are strongly agreed to this statement.

“Equitable Reward System 1” statement has the second highest mean score of 2.72727 and standard deviation of 0.90767 which ranked second lowest among the items. In this statement, there are 5.71% of respondents who are strongly disagreed to this statement, 37.66% of respondents who are disagreed to this

statement, 38.44% of respondents who are respond neutral to this statement, 14.55% of respondents who are agreed to this statement and 3.64% of respondents who are strongly agreed to this statement.

“Equitable Reward System 3” statement has the mean value of 2.72208 which ranked third and standard deviation of 0.95914 which ranked first. In this statement, there are 4.94% of respondents who are strongly disagreed to this statement, 41.04% of respondents who are disagreed to this statement, 38.70% of respondents who are respond neutral to this statement, 7.53% of respondents who are agreed to this statement and 7.79% of respondents who are strongly agreed to this statement.

“Equitable Reward System 2” statement has the second lowest mean score of 2.65714 and third highest standard deviation of 0.91108. In this statement, there are 6.75% of respondents who are strongly disagreed to this statement, 40.52% of respondents who are disagreed to this statement, 36.62% of respondents who are respond neutral to this statement, 12.47% of respondents who are agreed to this statement and 3.64% of respondents who are strongly agreed to this statement.

“Equitable Reward System 5” has the lowest mean score of 2.61558 and standard deviation of 0.88844 which ranked lowest among the items. In this statement, there are 9.09% of respondents who are strongly disagreed to this statement, 38.18% of respondents who are disagreed to this statement, 35.32% of respondents who are respond neutral to this statement, 16.88% of respondents who are agreed to this statement and 0.52% of respondents who are strongly agreed to this statement.

4.1.2.3 Performance Appraisal

Table 4.10 Measure Central Tendencies of Performance Appraisal

Dimension Items	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation	Mean Ranking
Performance Appraisal 1	5.97	39.48	39.48	7.27	7.79	2.71429	0.96901	4
Performance Appraisal 2	2.86	31.17	45.19	15.06	5.71	2.89610	0.89245	1
Performance Appraisal 3	3.12	36.10	43.38	12.73	4.68	2.79740	0.87231	2
Performance Appraisal 4	3.90	38.18	36.88	17.40	3.64	2.78701	0.90216	3

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

The table 4.10 shows that there are overall of four items regarding to the dimension of performance appraisal. “Performance Appraisal 2” statement has the highest mean value of 2.89610 and second lowest standard deviation of 0.89245. In this statement, there are 2.86% of respondents who are strongly disagreed to this statement, 31.17% of respondents who are disagreed to this statement, 45.19% of respondents who are respond neutral to this statement, 15.06% of respondents who are agreed to this statement and 5.71% of respondents who are strongly agreed to this statement.

“Performance Appraisal 3” statement has the second highest mean score of 2.79740 and standard deviation of 0.87231 which ranked lowest among the items. In this statement, there are 3.12% of respondents who are strongly disagreed to this statement, 36.10% of respondents who are disagreed to this statement, 43.38% of respondents who are respond neutral to this statement, 12.73% of respondents who are agreed to this statement and 4.68% of respondents who are strongly agreed to this statement.

“Performance Appraisal 4” statement has the mean value of 2.78701 which ranked second lowest and standard deviation of 0.90216 which ranked second. In this statement, there are 3.90% of respondents who are strongly disagreed to this statement, 38.18% of respondents who are disagreed to this statement, 36.88% of respondents who are respond neutral to this statement, 17.40% of respondents who are agreed to this statement and 3.64% of respondents who are strongly agreed to this statement.

“Performance Appraisal 1” has the lowest mean score of 2.71429 and standard deviation of 0.96901 which ranked first place among the items. In this statement, there are 5.97% of respondents who are strongly disagreed to this statement, 39.48% of respondents who are disagreed to this statement, 39.48% of respondents who are respond neutral to this statement, 7.27% of respondents who are agreed to this statement and 7.79% of respondents who are strongly agreed to this statement.

4.1.2.4 Staffing

Table 4.11 Measure Central Tendencies of Staffing

Dimension Items	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation	Mean Ranking
Staffing 1:	5.71	39.48	41.82	7.53	5.45	2.67532	0.90199	5
Staffing 2:	6.75	30.39	42.34	15.06	5.45	2.82078	0.95557	1
Staffing 3:	4.94	41.56	38.18	8.05	7.27	2.71169	0.95060	4
Staffing 4:	4.16	35.06	42.60	12.99	5.19	2.80000	0.90370	2
Staffing 5:	6.49	33.25	40.00	18.18	2.08	2.76103	0.89561	3

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

The table 4.11 shows that there are overall of five items regarding to the dimension of staffing. “Staffing 2” statement has the highest mean value of 2.82078 and highest standard deviation of 0.95557. In this statement, there are 6.75% of respondents who are strongly disagreed to this statement, 30.39% of respondents who are disagreed to this statement, 42.34% of respondents who are respond neutral to this statement, 15.06% of respondents who are agreed to this statement and 5.45% of respondents who are strongly agreed to this statement.

“Staffing 4” statement has the second highest mean score of 2.80000 and standard deviation of 0.90370 which ranked third place among the items. In this statement, there are 4.16% of respondents who are strongly disagreed to this statement, 35.06% of respondents who are disagreed to this statement, 42.60% of respondents who are respond neutral to this statement, 12.99% of respondents who are agreed to this statement and 5.19% of respondents who are strongly agreed to this statement.

“Staffing 5” statement has the mean value of 2.76103 which ranked third and standard deviation of 0.89561 which ranked lowest. In this statement, there are 6.49% of respondents who are strongly disagreed to this statement, 33.25% of respondents who are disagreed to this statement, 40.00% of respondents who are respond neutral to this statement, 18.18% of respondents who are agreed to this statement and 2.08% of respondents who are strongly agreed to this statement.

“Staffing 3” statement has the second lowest mean score of 2.71169 and second highest standard deviation of 0.95060. In this statement, there are 4.94% of respondents who are strongly disagreed to this statement, 41.56% of respondents who are disagreed to this statement, 38.18% of respondents who are respond neutral to this statement, 8.05% of respondents who are agreed to this statement and 7.27% of respondents who are strongly agreed to this statement.

“Staffing 1” has the lowest mean score of 2.67532 and standard deviation of 0.90199 which ranked second lowest among the items. In this statement, there are 5.71% of respondents who are strongly disagreed to this statement, 39.48% of respondents who are disagreed to this statement, 41.82% of respondents who are respond neutral to this statement, 7.53% of respondents who are agreed to this statement and 5.45% of respondents who are strongly agreed to this statement.

4.1.2.5 Job Satisfaction

Table 4.12 Measure Central Tendencies of Job Satisfaction

Dimension Items	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation	Mean Ranking
Job Satisfaction 1	5.97	37.66	38.96	12.47	4.94	2.72727	0.93033	7
Job Satisfaction 2	6.75	37.92	39.96	12.73	3.64	2.68571	0.90854	9
Job Satisfaction 3	4.68	40.00	39.22	7.79	8.31	2.75064	0.96832	6
Job Satisfaction 4	4.42	34.81	42.08	13.25	5.45	2.80519	0.91627	2
Job Satisfaction 5	6.75	30.65	41.82	16.10	4.68	2.81299	0.94447	1
Job Satisfaction 6	4.16	38.18	40.52	12.47	4.68	2.75325	0.89495	5
Job Satisfaction 7	3.90	36.62	41.56	15.06	2.86	2.76364	0.85618	4
Job Satisfaction 8	4.68	35.84	41.30	13.25	4.94	2.77922	0.91035	3
Job Satisfaction 9	6.49	40.00	35.06	14.81	3.64	2.69091	0.92733	8
Job Satisfaction 10	8.05	37.40	37.92	14.55	2.08	2.65195	0.89758	10

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

The table 4.12 shows that there are overall of five items regarding to the dimension of job satisfaction. “Job Satisfaction 5” statement has the highest mean value of 2.81299 and second highest standard deviation of 0.94447. In this statement, there are 6.75% of respondents who are strongly disagreed to this statement, 30.65% of respondents who are disagreed to this statement, 41.82% of respondents who are respond neutral to this statement, 16.10% of respondents who are agreed to this statement and 4.68% of respondents who are strongly agreed to this statement.

“Job Satisfaction 4” statement has the second highest mean score of 2.80519 and standard deviation of 0.91627 which ranked fifth place among the items. In this

statement, there are 4.42% of respondents who are strongly disagreed to this statement, 34.81% of respondents who are disagreed to this statement, 42.08% of respondents who are respond neutral to this statement, 13.25% of respondents who are agreed to this statement and 5.45% of respondents who are strongly agreed to this statement.

“Job Satisfaction 8” statement has the mean value of 2.77922 which ranked third and standard deviation of 0.91035 which ranked sixth. In this statement, there are 4.68% of respondents who are strongly disagreed to this statement, 35.84% of respondents who are disagreed to this statement, 41.30% of respondents who are respond neutral to this statement, 13.25% of respondents who are agreed to this statement and 4.94% of respondents who are strongly agreed to this statement.

“Job Satisfaction 7” statement has the fourth highest mean value of 2.76364 and lowest standard deviation of 0.85618. In this statement, there are 3.90% of respondents who are strongly disagreed to this statement, 36.62% of respondents who are disagreed to this statement, 41.56% of respondents who are respond neutral to this statement, 15.06% of respondents who are agreed to this statement and 2.86% of respondents who are strongly agreed to this statement.

“Job Satisfaction 6” statement has the fifth highest mean score of 2.75325 and standard deviation of 0.89495 which ranked second lowest among the items. In this statement, there are 4.16% of respondents who are strongly disagreed to this statement, 38.18% of respondents who are disagreed to this statement, 40.52% of respondents who are respond neutral to this statement, 12.47% of respondents who are agreed to this statement and 4.68% of respondents who are strongly agreed to this statement.

“Job Satisfaction 3” statement has the mean value of 2.75064 which ranked sixth and standard deviation of 0.96832 which ranked first. In this statement, there are 4.68% of respondents who are strongly disagreed to this statement, 40.00% of respondents who are disagreed to this statement, 39.22% of respondents who are respond neutral to this statement, 7.79% of respondents who are agreed to this statement and 8.31% of respondents who are strongly agreed to this statement.

“Job Satisfaction 1” statement has the seventh highest mean value of 2.72727 and third highest standard deviation of 0.93033. In this statement, there are 5.97% of respondents who are strongly disagreed to this statement, 37.66% of respondents who are disagreed to this statement, 38.96% of respondents who are respond neutral to this statement, 12.47% of respondents who are agreed to this statement and 4.94% of respondents who are strongly agreed to this statement.

“Job Satisfaction 9” statement has the eighth highest mean score of 2.69091 and standard deviation of 0.92733 which ranked fourth place among the items. In this statement, there are 6.49% of respondents who are strongly disagreed to this statement, 40.00% of respondents who are disagreed to this statement, 35.06% of respondents who are respond neutral to this statement, 14.81% of respondents who are agreed to this statement and 3.64% of respondents who are strongly agreed to this statement.

“Job Satisfaction 2” statement has the second lowest mean score of 2.68571 and seventh highest standard deviation of 0.90854. In this statement, there are 6.75% of respondents who are strongly disagreed to this statement, 37.92% of respondents who are disagreed to this statement, 39.96% of respondents who are respond neutral to this statement, 12.73% of respondents who are agreed to this statement and 3.64% of respondents who are strongly agreed to this statement.

“Job Satisfaction 10” has the lowest mean score of 2.65195 and standard deviation of 0.89758 which ranked eighth place among the items. In this statement, there are 8.05% of respondents who are strongly disagreed to this statement, 37.40% of respondents who are disagreed to this statement, 37.92% of respondents who are respond neutral to this statement, 14.55% of respondents who are agreed to this statement and 2.08% of respondents who are strongly agreed to this statement.

4.1.2.6 Organisational Citizenship Behaviour

Table 4.13 Measure Central Tendencies of Organisational Citizenship Behaviour

Dimension Items	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Standard Deviation	Mean Ranking
OCB 1	5.19	32.21	43.90	12.73	5.97	2.82078	0.93072	2
OCB 2	3.12	35.32	46.23	12.21	3.12	2.76883	0.82036	4
OCB 3	3.38	32.21	42.34	17.40	4.68	2.88792	0.89742	1
OCB 4	5.19	36.36	37.92	17.66	2.86	2.76623	0.89989	5
OCB 5	7.27	41.30	36.62	11.17	3.64	2.62597	0.90735	7
OCB 6	5.19	41.82	38.18	7.01	7.79	2.70390	0.96047	6
OCB 7	5.45	35.06	39.22	13.77	6.49	2.80779	0.96525	3
OCB 8	8.83	41.82	30.91	15.58	2.86	2.61818	0.94768	8
OCB 9	5.45	38.44	39.48	7.01	9.61	2.76883	1.00315	4

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

The table 4.13 shows that there are overall of five items regarding to the dimension of organisational citizenship behaviour. “OCB 3” statement has the highest mean value of 2.88792 and second lowest standard deviation of 0.89742. In this statement, there are 3.38% of respondents who are strongly disagreed to this statement, 32.21% of respondents who are disagreed to this statement, 42.34% of respondents who are respond neutral to this statement, 17.40% of respondents who are agreed to this statement and 4.68% of respondents who are strongly agreed to this statement.

“OCB 1” statement has the second highest mean score of 2.82078 and standard deviation of 0.93072 which ranked fifth place among the items. In this statement, there are 5.19% of respondents who are strongly disagreed to this statement, 32.21%

of respondents who are disagreed to this statement, 43.90% of respondents who are respond neutral to this statement, 12.73% of respondents who are agreed to this statement and 5.97% of respondents who are strongly agreed to this statement.

“OCB 7” statement has the mean value of 2.80779 which ranked third and standard deviation of 0.96525 which ranked second. In this statement, there are 5.45% of respondents who are strongly disagreed to this statement, 35.06% of respondents who are disagreed to this statement, 39.22% of respondents who are respond neutral to this statement, 13.77% of respondents who are agreed to this statement and 6.49% of respondents who are strongly agreed to this statement.

“OCB 9” statement has the fourth highest mean value of 2.76883 and highest standard deviation of 1.00315. In this statement, there are 5.45% of respondents who are strongly disagreed to this statement, 38.44% of respondents who are disagreed to this statement, 39.48% of respondents who are respond neutral to this statement, 7.01% of respondents who are agreed to this statement and 9.61% of respondents who are strongly agreed to this statement.

“OCB 2” statement has the mean value of 2.76883 which ranked fourth and standard deviation of 0.82036 which ranked lowest. In this statement, there are 3.12% of respondents who are strongly disagreed to this statement, 35.32% of respondents who are disagreed to this statement, 46.23% of respondents who are respond neutral to this statement, 12.21% of respondents who are agreed to this statement and 3.12% of respondents who are strongly agreed to this statement.

“OCB 4” statement has the fifth highest mean score of 2.76623 and standard deviation of 0.89989 which ranked seventh among the items. In this statement, there are 5.19% of respondents who are strongly disagreed to this statement, 36.36% of respondents who are disagreed to this statement, 37.92% of respondents who are respond neutral to this statement, 17.66% of respondents who are agreed to this statement and 2.86% of respondents who are strongly agreed to this statement.

“OCB 6” statement has the mean value of 2.70390 which ranked sixth and standard deviation of 0.96047 which ranked third. In this statement, there are 5.19% of respondents who are strongly disagreed to this statement, 41.82% of respondents who are disagreed to this statement, 38.18% of respondents who are

respond neutral to this statement, 7.01% of respondents who are agreed to this statement and 7.79% of respondents who are strongly agreed to this statement.

“OCB 5” statement has the second lowest mean value of 2.62597 and sixth highest standard deviation of 0.90735. In this statement, there are 7.27% of respondents who are strongly disagreed to this statement, 41.30% of respondents who are disagreed to this statement, 36.62% of respondents who are respond neutral to this statement, 11.17% of respondents who are agreed to this statement and 3.64% of respondents who are strongly agreed to this statement.

“OCB 8” statement has the lowest mean score of 2.61818 and fourth highest standard deviation of 0.94768. In this statement, there are 8.83% of respondents who are strongly disagreed to this statement, 41.82% of respondents who are disagreed to this statement, 30.91% of respondents who are respond neutral to this statement, 15.58% of respondents who are agreed to this statement and 2.86% of respondents who are strongly agreed to this statement.

4.2 Scale of Measurement

The scale of measurement in the research is to test the reliability of the responses in questionnaire. For this study, there are 385 respondents involve in the reliability analysis.

4.2.1 Reliability Analysis

The reliability of a measure indicates the extent to which it is without error and hence ensures consistent measurement across time and various items in the instrument (Sekaran and Bougie. 2010). Reliability test is important to the questionnaire if it is correct. It provides a measurement of validity and reliability from the survey form which testing for both consistency results by using Cronbach Coefficient alpha, which is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. According to Zikmund et al. (2010), reliability coefficient scale between 0.95 and 1.0 signifies

the data are nearly completely consistent, 0.80 and 0.95 indicates the data have a very good scale in reliability, 0.70 and 0.80 represents the data have a good scale in reliability, 0.60 to 0.70 indicates the data have a fair scale in reliability, whereas an alpha coefficient less than 0.60 is regarded as poor reliability scale.

Table 4.14: Reliability Statistics for variables

Variables		Number of items	Cronbach's alpha		Results of reliability test
			Pilot Study	Full Study	
Independent Variable (IV)	Training and Development	5	0.767523	0.784171	Good
	Equitable Reward System	4	0.928811	0.903400	Very Good
	Performance Appraisal	5	0.745203	0.778802	Good
	Staffing	5	0.767523	0.857956	Very Good
Mediator Variable (MV)	Job Satisfaction	10	0.824071	0.918104	Very Good
Dependent Variable (DV)	Organizational Citizenship Behaviour (OCB)	9	0.956415	0.938734	Very Good

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Table 4 above referred to the reliability analysis results for pilot study and actual full study. Based on the guidelines provided by Zikmund et al. (2010), most of the variables of this study fall under the range of very good scale in reliability. There are 3 type of variables are being test in the study which included independent variable, mediator variables and dependent variable. According to the table, the result showed the Cronbach's alpha values of each individual are more than 0.7.

All variables have least qualified of good reliability in the level of internal consistency respectively.

First of all, training and development variable which measured by 5 items showed that the Cronbach's alpha value in pilot study is 0.767523 while 0.784171 in full study. This alpha value is ranked the lowest among all independent variables.

Secondly, the independent variable equitable reward system which is constructed by 4 items stated that the Cronbach's alpha value in pilot study is 0.928811 has slightly decreased to Cronbach's alpha value of 0.903400 in full study.

Furthermore, each performance appraisal and staffing independent variables which measured by 5 items indicates the Cronbach's alpha value of 0.745203 and 0.767523 respectively in pilot study. The Cronbach's alpha value for performance appraisal variable showed an incremental increase to 0.778802 in full study, whereas staffing variable showed sharply increase to 0.857956 in full study.

Apart from independent variable and dependent variable, the mediator variable which is job satisfaction also showed a very good result in reliability test. The Cronbach's alpha value for pilot study is 0.824071 and 0.918104 in full study.

Lastly, the dependent variable organizational citizenship behavior which constructed with nine items showed the coefficient alpha value of 0.956415 in pilot study and 0.938734 in full study. The alpha value is the highest among all the variables.

In conclusion, the general reliability test indicates that most of the dimensions of the questionnaire are consistent and reliable as they have coefficient alpha value from 0.70 to 1.0. Most of the variables such as equitable reward system, staffing, job satisfaction, organizational citizenship behaviour are having a very good reliability test result which Cronbach's alpha value are over 0.80 except for training and development and performance appraisal which the Cronbach's alpha value are fall under the range from 0.70 to 0.80.

4.3 Inferential Analysis

4.3.1 Pearson’s Correlation Analysis

Pearson’s correlation coefficient is use to point out the direction, strength and significance relationships between all of the variables that will be measured at an interval or ratio level. In this study, four of the independent variables will be tested by using this analysis such as training and development, equitable reward system, staffing, performance appraisal as well as job satisfaction as mediator towards the dependent variable which is Organizational Citizenship Behavior (OCB). If the p-value created from the analysis is shown less than the alpha value ($p < 0.0001$ or 0.05), then the relationship is considers significant between independent and dependent variables.

Figure 4.8: Pearson Correlation Coefficient

Coefficient Range	Strength
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
0.00 to ± 0.20	Slight, almost negligible

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

Table 4.15: Result of Pearson’s Correlation Coefficient Analysis

		Training and Development	Equitable Reward System	Performance Appraisal	Staffing	Job Satisfaction
Job Satisfaction	Pearson Correlations	0.64965	0.92739	0.74085	0.79978	1.0000
	Sig. (2-tailed)	<0.0001	<0.0001	<0.0001	<0.0001	-
OCB	Pearson Correlations	0.61683	0.90708	0.74340	0.81669	0.94772
	Sig. (2-tailed)	<0.0001	<0.0001	<0.0001	<0.0001	<0.0001

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

4.3.1.1 Training and development

H1: There is a significant relationship between training and development and organizational citizenship behavior in the presence of job satisfaction as mediator.

a. Direction: According to the result generated from the research, the positive relationship is happened between training and development and job satisfaction due to the positive value of the correlation coefficient. The training and development has a 0.64965 correlation with the job satisfaction. Thus, the higher the training and development is, the higher the job satisfaction.

Strength: The value of this correlation coefficient 0.64965 is fall under the coefficient range from ± 0.41 to ± 0.70 . So, the relationship between training development and job satisfaction is moderate.

Significance: The relationship between training and development and job satisfaction is significant because both of the p-value is < 0.0001 which is less than the alpha value 0.01.

b. Direction: According to the result generated from the research, the positive relationship is happened between job satisfaction and OCB due to the positive value of the correlation coefficient. The job satisfaction has a 0.94772 correlation with the OCB. Thus, the higher the job satisfaction is, the higher the OCB.

Strength: The value of this correlation coefficient 0.94772 is fall under the coefficient range from ± 0.91 to ± 1.00 . So, the relationship between job satisfaction and OCB is high.

Significance: The relationship between job satisfaction and OCB is significant because both of the p-value are < 0.0001 which is less than the alpha value 0.01.

4.3.1.2 Equitable reward system

H2: There is a significant relationship between equitable reward system and organizational citizenship behavior in the presence of job satisfaction as mediator.

a. Direction: According to the result generated from the research, the positive relationship is happened between equitable reward system and job satisfaction due to the positive value of the correlation coefficient. The equitable reward system has a 0.92739 correlation with the job satisfaction. Thus, the higher the equitable reward system is, the higher the job satisfaction.

Strength: The value of this correlation coefficient 0.92739 is fall under the coefficient range from ± 0.91 to ± 1.00 . So, the relationship between equitable reward system and job satisfaction is very strong.

Significance: The relationship between equitable reward system and job satisfaction is significant because both of the p-value are < 0.0001 which is less than the alpha value 0.01.

b. Direction: According to the result generated from the research, the positive relationship is happened between job satisfaction and OCB due to the positive value of the correlation coefficient. The job satisfaction has a 0.94772 correlation with the OCB. Thus, the higher the job satisfaction is, the higher the OCB.

Strength: The value of this correlation coefficient 0.94772 is fall under the coefficient range from ± 0.91 to ± 1.00 . So, the relationship between job satisfaction and OCB is high.

Significance: The relationship between job satisfaction and OCB is significant because both of the p-value are < 0.0001 which is less than the alpha value 0.01.

4.3.1.3 Performance appraisal

H3: There is a significant relationship between performance appraisal and organizational citizenship behavior in the presence of job satisfaction as mediator.

a. Direction: According to the result generated from the research, the positive relationship is happened between performance appraisal and job satisfaction due to the positive value of the correlation coefficient. The performance appraisal has a 0.74085 correlation with the job satisfaction. Thus, the higher the performance appraisal is, the higher the job satisfaction.

Strength: The value of this correlation coefficient 0.74085 is fall under the coefficient range from ± 0.71 to ± 0.90 . So, the relationship between performance appraisal and job satisfaction is high.

Significance: The relationship between performance appraisal and job satisfaction is significant because both of the p-value are < 0.0001 which is less than the alpha value 0.01.

b. Direction: According to the result generated from the research, the positive relationship is happened between job satisfaction and OCB due to the positive value of the correlation coefficient. The job satisfaction has a 0.94772 correlation with the OCB. Thus, the higher the job satisfaction is, the higher the OCB.

Strength: The value of this correlation coefficient 0.94772 is fall under the coefficient range from ± 0.91 to ± 1.00 . So, the relationship between job satisfaction and OCB is high.

Significance: The relationship between job satisfaction and OCB is significant because both of the p-value is < 0.0001 which is less than the alpha value 0.01.

4.3.1.4 Staffing

H4: There is a significant relationship between staffing and organizational citizenship behavior in the presence of job satisfaction as mediator.

a. Direction: According to the result generated from the research, the positive relationship is happened between staffing and job satisfaction due to the positive value of the correlation coefficient. The staffing has a 0.79981 correlation with the job satisfaction. Thus, the higher the staffing is, the higher the job satisfaction.

Strength: The value of this correlation coefficient 0.79978 is fall under the coefficient range from ± 0.71 to ± 0.90 . So, the relationship between staffing and job satisfaction is high.

Significance: The relationship between staffing and job satisfaction is significant because both of the p-value is < 0.0001 which is less than the alpha value 0.01.

b. Direction: According to the result generated from the research, the positive relationship is happened between job satisfaction and OCB due to the positive value of the correlation coefficient. The job satisfaction has a 0.94772 correlation with the OCB. Thus, the higher the job satisfaction is, the higher the OCB.

Strength: The value of this correlation coefficient 0.94772 is fall under the coefficient range from ± 0.91 to ± 1.00 . So, the relationship between job satisfaction and OCB is high.

Significance: The relationship between job satisfaction and OCB is significant because both of the p-value is < 0.0001 which is less than the alpha value 0.01.

4.3.2 Multiple Linear Regression Analysis

4.3.2.1 Multiple Regression Analysis 1 (Step 1 Analysis)

Table 4.16: Analysis of Variance 1

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	195.28642	48.82161	707.39	<.0001
Error	380	26.22636	0.06902		
Corrected Total	384	221.51278			

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Note: The main alternate hypothesis below is **merely developed** to examine the established hypotheses in this study. Step 1 analysis is required to test the mediation effect of established hypotheses (H1, H2, H3, & H4) in this study.

Ha: There is a significant relationship between four independent variables (Training and development, Equitable reward system, Performance appraisal and Staffing) and a dependent variable (Organizational citizenship behaviour- OCB).

Based on the Table 4.16, p-value (<0.0001) is less than alpha value 0.05. The F-statistic is significant. The model for this study is a good descriptor of the relation between the dependent variable and predictor variables. Therefore, the independent variables (Training and development, Equitable reward system, Performance appraisal and Staffing) are significant explain the variance in OCB. The alternate hypothesis is supported by the data.

Table 4.16: Analysis of Variance 1

Root MSE	0.26271	R-Square	0.8816
Dependent Mean	2.75094	Adj R-Sq	0.8804
Coeff Var	9.54985		

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

The R square indicates the extent or percentage the independent variables can explain the variations in the dependent variable. In this study, independent variables (Training and development, Equitable reward system, Performance appraisal and Staffing) can explain 88.16% of the variations in dependent variable (OCB). However, it is still leaves 11.84% (100% - 88.16%) unexplained in this study. In other words, there are other additional variables that are important in explaining OCB that have not been considered in this study.

Table 4.17: Parameter Estimates for Multiple Regression Analysis 1

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t-Value	Pr > t
Intercept	1	-0.11376	0.06557	-1.74	0.0835
Training and development	1	-0.00126	0.02662	-0.05	0.9623
Equitable Reward system	1	0.55126	0.03196	17.25	<.0001
Performance Appraisal	1	0.26318	0.02566	10.26	<.0001
Staffing	1	0.23239	0.03041	7.64	<.0001

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Ha1: There is a significant relationship between training and development (predictor variable) and OCB (dependent variable) when other predictor variables (Equitable reward system, Performance appraisal and Staffing) are controlled.

Based on the Table 4.17, training and development (predictor variable) is not significant to predict dependent variable (OCB) when other predictor variables (Equitable reward system, Performance appraisal and Staffing) are controlled for this study. This is because p-value for training and development is 0.9623 which is more than alpha value 0.05. Thus, the alternate hypothesis of hypothesis *a1* is not supported.

Ha2: There is a significant relationship between equitable reward system (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Performance appraisal and Staffing) are controlled.

Based on the Table 4.17, equitable reward system (predictor variable) is significant to predict dependent variable (OCB) when other predictor variables (Training and development, Performance appraisal and Staffing) are controlled for this study. This is due to the p-value for equitable reward system is <0.0001 which is less than alpha value of 0.05. Thus, the above alternate hypothesis of hypothesis *a2* is supported.

Ha3: There is a significant relationship between performance appraisal (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Equitable reward system and Staffing) are controlled.

Based on the Table 4.17, performance appraisal (predictor variable) is significant to predict dependent variable (OCB) when other predictor variables (Training and development, Equitable reward system and Staffing) are controlled for this study. This is due to the p-value for equitable reward system is <0.0001 which is less than alpha value of 0.05. Thus, the above alternate hypothesis of hypothesis *a3* is supported.

Ha4: There is a significant relationship between staffing (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Equitable reward system and Performance appraisal) are controlled.

Based on the Table 4.17, staffing (predictor variable) is significant to predict dependent variable (OCB) when other predictor variables (Training and development, Equitable reward system and Performance appraisal) are controlled

for this study. This is due to the p-value for equitable reward system is <0.0001 which is less than alpha value of 0.05. Thus, the above alternate hypothesis of hypothesis H_4 is supported.

The following is the multiple regression analysis equation for H_a . The regression equation can be created by substituting the parameter value of each dependent variable to the equation.

Equation of multiple regression analysis 1:

$$\text{Step 1 regression equation: } Y' = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$$

$$\text{OCB} = -0.11376 - 0.00126 (\text{Training and development}) + 0.55126 (\text{Equitable reward system}) + 0.26318 (\text{Performance appraisal}) + 0.23239 (\text{Staffing})$$

In this regression model, equitable reward system is the predictor variable that contributes the highest to the variation of the dependent variable (OCB) because the value of “Parameter Estimate” (under Table 4.17) for this predictor variable is the largest (0.55126) if compare to other predictor variables such as training and development, performance appraisal and staffing. This means that equitable reward system make the strongest unique contribution to explain the variation in dependent variable (OCB), when the variance explained by all other predictor variables is controlled for.

The second highest contribution is performance appraisal. Performance appraisal is the predictor variable that contributes the second highest to the variation of the dependent variable (OCB) because the value of “Parameter Estimate” (under Table 4.17) for this predictor variable is the second largest (0.26318) if compare to other predictor variables such as training and development, equitable reward system and staffing. This means that performance appraisal make the second strongest unique contribution to explain the variation in dependent variable (OCB), when the variance explained by all other predictor variables is controlled for.

The third highest contribution is staffing. Staffing is the predictor variable that contributes the third highest to the variation of the dependent variable (OCB) because the value of “Parameter Estimate” (under Table 4.17) for this predictor

variable is the third largest (0.23239) if compare to other predictor variables such as training and development, equitable reward system and performance appraisal. This means that staffing make the third strongest unique contribution to explain the variation in dependent variable (OCB), when the variance explained by all other predictor variables is controlled for.

The lowest contribution is training and development. Training and development is the predictor variable that contributes the lowest to the variation of the dependent variable (OCB) because the value of “Parameter Estimate” (under Table 4.17) for this predictor variable is the smallest (-0.00126) if compare to other predictor variables such as equitable reward system, performance appraisal and staffing. This means that training and development make the least contribution to explain the variation in dependent variable (OCB), when the variance explained by all other predictor variables is controlled for.

Table 4.18: Result of Hypothesis Test 1

Hypothesis	Description	Conclusion
Hypothesis <i>a1</i>	<i>Ha1</i> : There is a significance relationship between training and development (predictor variable) and OCB (dependent variable) when other predictor variables (Equitable reward system, Performance appraisal and Staffing) are controlled.	Rejected (Not significant)
Hypothesis <i>a2</i>	<i>Ha2</i> : There is a significance relationship between equitable reward system (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Performance appraisal and Staffing) are controlled.	Accepted (Significant)
Hypothesis <i>a3</i>	<i>Ha3</i> : There is a significance relationship between performance appraisal (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Equitable reward system and Staffing) are controlled.	Accepted (Significant)
Hypothesis <i>a4</i>	<i>Ha4</i> : There is a significance relationship between staffing (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Equitable reward system and Performance appraisal) are controlled.	Accepted (Significant)

Source: Developed for the research

4.3.2.2 Multiple Regression Analysis 2 (Step 2 Analysis)

Table 4.19: Analysis of Variance 2

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	167.03276	41.75819	862.14	<.0001
Error	380	18.40558	0.04844		
Corrected Total	384	185.43834			

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Note: The main alternate hypothesis below is the established hypotheses of this study. Step 2 analysis is required to test the mediation effect of established hypotheses (H1, H2, H3, & H4) in this study.

Hb: There is a significant relationship between four independent variables (Training and development, Equitable reward system, Performance appraisal and Staffing) and dependent variable (Job Satisfaction).

Based on the Table 4.19, p-value (<0.0001) is less than alpha value 0.05. The F-statistic is significant. The model for this study is a good descriptor of the relation between the dependent variable and predictor variables. Therefore, the independent variables (Training and development, Equitable reward system, Performance appraisal and Staffing) are significant explain the variance in job satisfaction. The alternate hypothesis is supported by the data.

Table 4.19: Analysis of Variance 2

Root MSE	0.22008	R-Square	0.9007
Dependent Mean	2.74208	Adj R-Sq	0.8997
Coeff Var	8.02607		

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

The R square indicates the extent or percentage the independent variables can explain the variations in the dependent variable. In this study, independent variables (Training and development, Equitable reward system, Performance appraisal and Staffing) can explain 90.07% of the variations in dependent variable (Job satisfaction). However, it is still leaves 9.93% (100% - 90.07%) unexplained in this study. In other words, there are other additional variables that are important in explaining job satisfaction that have not been considered in this study.

Table 4.20: Parameter Estimates for Multiple Regression Analysis 2

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t-Value	P _t > [t]
Intercept	1	0.10531	0.05493	1.92	0.0560
Training and development	1	0.04964	0.02230	2.23	0.0266
Equitable Reward system	1	0.57758	0.02677	21.57	<.0001
Performance Appraisal	1	0.21268	0.02149	9.89	<.0001
Staffing	1	0.12384	0.02547	4.86	<.0001

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

H_{b1}: There is a significant relationship between training and development (predictor variable) and job satisfaction (dependent variable) when other predictor variables (Equitable reward system, Performance appraisal and Staffing) are controlled.

Based on the Table 4.20, training and development (predictor variable) is significant to predict dependent variable (job satisfaction) when other predictor variables (Equitable reward system, Performance appraisal and Staffing) are controlled for this study. This is because p-value for training and development is 0.0266 which is less than alpha value 0.05. Thus, the alternate hypothesis of hypothesis *b1* is supported.

Hb2: There is a significant relationship between equitable reward system (predictor variable) and job satisfaction (dependent variable) when other predictor variables (Training and development, Performance appraisal and Staffing) are controlled.

Based on the Table 4.20, equitable reward system (predictor variable) is significant to predict dependent variable (job satisfaction) when other predictor variables (Training and development, Performance appraisal and Staffing) are controlled for this study. This is due to the p-value for equitable reward system is <0.0001 which is less than alpha value of 0.05. Thus, the above alternate hypothesis of hypothesis *b2* is supported.

Hb3: There is a significant relationship between performance appraisal (predictor variable) and job satisfaction (dependent variable) when other predictor variables (Training and development, Equitable reward system, and Staffing) are controlled.

Based on the Table 4.20, performance appraisal (predictor variable) is significant to predict dependent variable (job satisfaction) when other predictor variables (Training and development, Equitable reward system, and Staffing) are controlled for this study. This is due to the p-value for equitable reward system is <0.0001 which is less than alpha value of 0.05. Thus, the above alternate hypothesis of hypothesis *b3* is supported.

Hb4: There is a significant relationship between staffing (predictor variable) and job satisfaction (dependent variable) when other predictor variables (Training and development, Equitable reward system and Performance appraisal) are controlled.

Based on the Table 4.20, staffing (predictor variable) is significant to predict dependent variable (job satisfaction) when other predictor variables (Training and development, Equitable reward system and Performance appraisal) are controlled for this study. This is due to the p-value for equitable reward system is <0.0001 which is less than alpha value of 0.05. Thus, the above alternate hypothesis of hypothesis *b4* is supported.

The following is the multiple regression analysis equation for H_b. The regression equation can be created by substituting the parameter value of each dependent variable to the equation.

Equation of multiple regression analysis 2:

$$\text{Step 2 regression equation: } M' = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$$

$$\text{Job Satisfaction} = 0.10531 + 0.04964 (\text{Training and development}) + 0.57758 (\text{Equitable reward system}) + 0.21268 (\text{Performance appraisal}) + 0.12384 (\text{Staffing})$$

In this regression model, equitable reward system is the predictor variable that contributes the highest to the variation of the dependent variable (job satisfaction) because the value of “Parameter Estimate” (under Table 4.20) for this predictor variable is the largest (0.57758) if compare to other predictor variables such as training and development, performance appraisal and staffing. This means that equitable reward system make the strongest unique contribution to explain the variation in dependent variable (job satisfaction), when the variance explained by all other predictor variables is controlled for.

The second highest contribution is performance appraisal. Performance appraisal is the predictor variable that contributes the second highest to the variation of the dependent variable (job satisfaction) because the value of “Parameter Estimate” (under Table 4.20) for this predictor variable is the second largest (0.21268) if compare to other predictor variables such as training and development, equitable reward system and staffing. This means that performance appraisal make the second strongest unique contribution to explain the variation in dependent variable (job satisfaction), when the variance explained by all other predictor variables is controlled for.

The third highest contribution is staffing. Staffing is the predictor variable that contributes the third highest to the variation of the dependent variable (job satisfaction) because the value of “Parameter Estimate” (under Table 4.20) for this predictor variable is the third largest (0.12384) if compare to other predictor variables such as training and development, equitable reward system and performance appraisal. This means that staffing make the third strongest unique

contribution to explain the variation in dependent variable (job satisfaction), when the variance explained by all other predictor variables is controlled for.

The lowest contribution is training and development. Training and development is the predictor variable that contributes the lowest to the variation of the dependent variable (job satisfaction) because the value of “Parameter Estimate” (under Table 4.20) for this predictor variable is the smallest (0.04964) if compare to other predictor variables such as equitable reward system, performance appraisal and staffing. This means that training and development make the least contribution to explain the variation in dependent variable (job satisfaction), when the variance explained by all other predictor variables is controlled for.

Table 4.21: Result of Hypothesis Test 2

Hypothesis	Description	Conclusion
Hypothesis <i>b1</i>	<i>Hb1</i> : There is a significance relationship between training and development (predictor variable) and job satisfaction (dependent variable) when other predictor variables (Equitable reward system, Performance appraisal and Staffing) are controlled.	Accepted (Significant)
Hypothesis <i>b2</i>	<i>Hb2</i> : There is a significance relationship between equitable reward system (predictor variable) and job satisfaction (dependent variable) when other predictor variables (Training and development, Performance appraisal and Staffing) are controlled.	Accepted (Significant)
Hypothesis <i>b3</i>	<i>Hb3</i> : There is a significance relationship between performance appraisal (predictor variable) and job satisfaction (dependent variable) when other predictor variables (Training and development, Equitable reward system, and Staffing) are controlled.	Accepted (Significant)
Hypothesis <i>b4</i>	<i>Hb4</i> : There is a significance relationship between staffing (predictor variable) and job satisfaction (dependent variable) when other predictor variables (Training and development, Equitable reward system and Performance appraisal) are controlled.	Accepted (Significant)

Source: Developed for the research

4.3.2.3 Multiple Regression Analysis 3 (Step 3 & 4 Analysis)

Table 4.22: Analysis of Variance 3

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	5	203.06088	40.61218	834.17	<.0001
Error	379	18.45190	0.04869		
Corrected Total	384	221.51278			

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

*Note: The main alternate hypothesis below is the combination hypothesis of step 3 (M to Y when X are controlled) and step 4 (X to Y when M is controlled) analyses. Step 3 hypothesis is the established hypotheses of this study, whereas Step 4 hypothesis is **merely developed** to examine the established hypotheses of this study. Step 3 and step 4 analyses are required to test the mediation effect of established hypotheses (H1, H2, H3, & H4) in this study.*

Hc: There is a significant relationship between independent variables (Training and development, Equitable reward system, Performance appraisal and Staffing; holding (M) as controlling variable), and a mediating variable (Job satisfaction, holding (X) as controlling variable) towards dependent variable (OCB).

Based on the Table 4.22, p-value (<0.0001) is less than alpha value 0.05. The F-statistic is significant. The model for this study is a good descriptor of the relation between the dependent variable and predictor variables. Therefore, the independent variables (Training and development, Equitable reward system, Performance appraisal and Staffing) and mediating variable (Job satisfaction) are significant explain the variance in OCB. The alternate hypothesis is supported by the data.

Table 4.22: Analysis of Variance 3

Root MSE	0.22065	R-Square	0.9167
Dependent Mean	2.75094	Adj R-Sq	0.9156
Coeff Var	8.02085		

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

The R square indicates the extent or percentage the independent variables can explain the variations in the dependent variable. In this study, independent variables (Training and development, Equitable reward system, Performance appraisal and Staffing) and mediating variable (Job satisfaction) can explain 91.67% of the variations in dependent variable (OCB). However, it is still leaves 8.33% (100% - 91.67%) unexplained in this study. In other words, there are other additional variables that are important in explaining OCB that have not been considered in this study.

Table 4.23: Parameter Estimates for Multiple regression analysis 3

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t-Value	Pr > t
Intercept	1	-0.18220	0.05533	-3.29	0.0011
Training and development	1	-0.03352	0.02251	-1.49	0.1372
Equitable Reward system	1	0.17588	0.04004	4.39	<.0001
Performance Appraisal	1	0.12495	0.02417	5.17	<.0001
Staffing	1	0.15190	0.02632	5.77	<.0001
Job Satisfaction	1	0.64992	0.05143	12.64	<.0001

Source: Data generated by Statistical Analysis System (SAS) Enterprise Guide 7.1

Hc1: There is a significant relationship between training and development (predictor variable) and OCB (dependent variable) when other predictor variables (Equitable reward system, Performance appraisal, Staffing and Job satisfaction) are controlled.

Based on the Table 4.23, training and development (predictor variable) is not significant to predict dependent variable (OCB) when other predictor variables (Equitable reward system, Performance appraisal, Staffing and Job satisfaction) are controlled for this study. This is because p-value for training and development is 0.1372 which is more than alpha value 0.05. Thus, the alternate hypothesis of hypothesis *c1* is not supported.

Hc2: There is a significant relationship between equitable reward system (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Performance appraisal, Staffing and Job satisfaction) are controlled.

Based on the Table 4.23, equitable reward system (predictor variable) is significant to predict dependent variable (OCB) other predictor variables (Training and development, Performance appraisal, Staffing and Job satisfaction) are controlled for this study. This is due to the p-value for equitable reward system is <0.0001 which is less than alpha value of 0.05. Thus, the above alternate hypothesis of hypothesis *c2* is supported.

Hc3: There is a significant relationship between performance appraisal (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Equitable reward system, Staffing and Job satisfaction) are controlled.

Based on the Table 4.23, performance appraisal (predictor variable) is significant to predict dependent variable (OCB) when other predictor variables (Training and development, Equitable reward system, Staffing and Job satisfaction) are controlled for this study. This is due to the p-value for performance appraisal is <0.0001 which is less than alpha value of 0.05. Thus, the above alternate hypothesis of hypothesis *c3* is supported.

Hc4: There is a significant relationship between staffing (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Equitable reward system, Performance appraisal and Job satisfaction) are controlled.

Based on the Table 4.23, staffing (predictor variable) is significant to predict dependent variable (OCB) when other predictor variables (Training and development, Equitable reward system, Performance appraisal and Job satisfaction) are controlled for this study. This is due to the p-value for staffing is <0.0001 which is less than alpha value of 0.05. Thus, the above alternate hypothesis of hypothesis c4 is supported.

Hc5: There is a significant relationship between job satisfaction (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Equitable reward system, Performance appraisal and Staffing) are controlled.

Based on the Table 4.23, job satisfaction (predictor variable) is significant to predict dependent variable (OCB) when other predictor variables (Training and development, Equitable reward system, Performance appraisal and Staffing) are controlled for this study. This is due to the p-value for job satisfaction is <0.0001 which is less than alpha value of 0.05. Thus, the above alternate hypothesis of hypothesis c5 is supported.

The following is the multiple regression analysis equation for Hc. The regression equation can be created by substituting the parameter value of each dependent variable to the equation.

Equation of Multiple regression analysis 3

Step 3 & 4 regression equation: $Y' = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5M_1 + e$

$$OCB = -0.18220 - 0.03352 (\text{Training and development}) + 0.17588 (\text{Equitable reward system}) + 0.12495 (\text{Performance Appraisal}) + 0.15190 (\text{Staffing}) + 0.64992 (\text{Job satisfaction})$$

In this regression model, job satisfaction is the predictor variable that contributes the highest to the variation of the dependent variable (OCB) because the value of “Parameter Estimate” (under Table 4.23) for this predictor variable is the largest (0.64992) if compare to other predictor variables such as training and development, equitable reward system, performance appraisal and staffing. This means that job satisfaction make the strongest unique contribution to explain the variation in dependent variable (OCB), when the variance explained by all other predictor variables is controlled for.

The second highest contribution is equitable reward system. Equitable reward system is the predictor variable that contributes the second highest to the variation of the dependent variable (OCB) because the value of “Parameter Estimate” (under Table 4.23) for this predictor variable is the second largest (0.17588) if compare to other predictor variables such as training and development, performance appraisal, staffing and job satisfaction. This means that equitable reward system make the second strongest unique contribution to explain the variation in dependent variable (OCB), when the variance explained by all other predictor variables is controlled for.

The third highest contribution is staffing. Staffing is the predictor variable that contributes the third highest to the variation of the dependent variable (OCB) because the value of “Parameter Estimate” (under Table 4.23) for this predictor variable is the third largest (0.15190) if compare to other predictor variables such as training and development, equitable reward system, performance appraisal and job satisfaction. This means that staffing make the third strongest unique contribution to explain the variation in dependent variable (OCB), when the variance explained by all other predictor variables is controlled for.

The fourth highest contribution is performance appraisal. Performance appraisal is the predictor variable that contributes the fourth highest to the variation of the dependent variable (OCB) because the value of “Parameter Estimate” (under Table 4.23) for this predictor variable is the fourth highest (0.12495) if compare to other predictor variables such as training and development, equitable reward system, staffing and job satisfaction. This means that performance appraisal make the fourth strongest unique contribution to explain the variation in dependent

variable (OCB), when the variance explained by all other predictor variables is controlled for.

The lowest contribution is training and development. Training and development is the predictor variable that contributes the lowest to the variation of the dependent variable (OCB) because the value of “Parameter Estimate” (under Table 4.23) for this predictor variable is the smallest (-0.03352) if compare to other predictor variables such as equitable reward system, performance appraisal, staffing and job satisfaction. This means that training and development make the least contribution to explain the variation in dependent variable (OCB), when the variance explained by all other predictor variables is controlled for.

Table 4.24: Result of Hypothesis Test 3

Hypothesis	Description	Conclusion
Hypothesis c1	Hc1: There is a significance relationship between training and development (predictor variable) and OCB (dependent variable) when other predictor variables (Equitable reward system, Performance appraisal, Staffing and Job satisfaction) are controlled.	Rejected (Not Significant)
Hypothesis c2	Hc2: There is a significance relationship between equitable reward system (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Performance appraisal, Staffing and Job satisfaction) are controlled.	Accepted (Significant)
Hypothesis c3	Hc3: There is a significance relationship between performance appraisal (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Equitable reward system, Staffing and Job satisfaction) are controlled.	Accepted (Significant)
Hypothesis c4	Hc4: There is a significance relationship between staffing (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Equitable reward system, Performance appraisal and Job satisfaction) are controlled.	Accepted (Significant)
Hypothesis c5	Hc5: There is a significance relationship between job satisfaction (predictor variable) and OCB (dependent variable) when other predictor variables (Training and development, Equitable reward system, Performance appraisal and Staffing) are controlled.	Accepted (Significant)

Source: Developed for the research

4.3.2.4 Summary

In brief, p-value of each predictor variables must below confidence interval of 0.05 to indicate significance toward dependent variable, and vice versa. Based on the table 4.25, 4.26, 4.27 and 4.28, it indicates that all predictor variables are significant to dependent variable except hypothesis *a1* (Multiple regression analysis 1) that owns p-value of 0.9623, and hypothesis *c1* (Multiple regression analysis 3) that owns p-value of 0.1372 which beyond 5% level of significance.

In this research, several alternate hypotheses are developed to test the mediation effect of four main established hypotheses (H1, H2, H3, & H4) in this study. The step 2 and step 3 alternate hypotheses are the established hypotheses (H1, H2, H3, & H4) in this study, whereas step 1 and step 4 alternate hypotheses are merely developed to examine the established hypotheses (H1, H2, H3, & H4) in this study. Through the analysis results, it has clearly showed that there is a significance relationship between independent variables (Equitable reward system, Performance appraisal and Staffing except training and development) and dependent variable (OCB) in the presence of job satisfaction as the mediator. Besides that, it also proved that independent variables (Equitable reward system, Performance appraisal and Staffing except training and development) have a positive indirect effect on dependent variable (OCB), which portion of the relationship is partially mediated by job satisfaction.

The tables below show the **results of four main hypotheses** in this study:

Table 4.25: Result of **H1** in this Study

Hypothesis Test Results of Multiple Regression analysis 1 to 3	Hypotheses of the Study	Conclusion
<u>Unmediated Model:</u> Step 1~ <i>Ha1</i> : Relationship between training and development and OCB.-	H1: There is a significant relationship between training and development and organizational citizenship behaviour in the	Step 1 : Hypothesis Rejected (Not significant) Step 2: Hypothesis Accepted (Significant)

<p><i>Rejected (Not Significant)</i></p> <p><u>Mediated Model:</u></p> <p>Step 2~ Hb1: Relationship between training and development and job satisfaction. - <i>Accepted (Significant)</i></p> <p>Step 3~ Hc5: Relationship between job satisfaction and OCB. - <i>Accepted Significant)</i></p> <p>Step 4~ Hc1: Relationship between training and development and OCB. - <i>Rejected (Not Significant)</i></p>	<p>presence of job satisfaction as mediator.</p>	<p>Step 3: Hypothesis Accepted (significant)</p> <p>Step 4: Hypothesis Rejected (Not Significant)</p> <p>Result of H1:</p> <p>~Hypothesis Rejected</p> <p>~No mediation as Step 1 hypothesis rejected</p>
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Source: Developed for the research

Table 4.26: Result of **H2** in this study

Hypothesis Test Results of Multiple Regression analysis 1 to 3	Hypotheses of the Study	Conclusion
<p><u>Unmediated Model:</u></p> <p>Step 1~ Ha2: Relationship between equitable reward system and OCB. - <i>Accepted (Significant)</i></p> <p><u>Mediated Model:</u></p> <p>Step 2~ Hb2: Relationship</p>	<p>H2: There is a significant relationship between equitable reward system and organizational citizenship behaviour in the presence of job satisfaction as mediator.</p>	<p>Step 1: Hypothesis Accepted (Significant)</p> <p>Step2: Hypothesis Accepted (Significant)</p> <p>Step 3: Hypothesis Accepted (Significant)</p> <p>Step 4: Hypothesis Accepted (Significant)</p> <p>Result of H2:</p>

<p>between equitable reward system and job satisfaction. - <i>Accepted (Significant)</i></p> <p>Step 3~ Hc5: Relationship between job satisfaction and OCB. - <i>Accepted (Significant)</i></p> <p>Step 4~ Hc2: Relationship between equitable reward system and OCB. - <i>Accepted (Significant)</i></p>		<p>~ Hypothesis Accepted</p> <p>~ Partial mediation as parameter estimate in Step 4 analysis decreases as compared to Step 1 analysis.</p>
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Source: Developed for the research

Table 4.27: Result of **H3** in this study

Hypothesis Test Results of Multiple Regression analysis 1 to 3	Hypotheses of the Study	Conclusion
<p><u>Unmediated Model:</u></p> <p>Step 1~ Ha3: Relationship between performance appraisal and OCB. - <i>Accepted (Significant)</i></p> <p><u>Mediated Model:</u></p> <p>Step 2~ Hb3: Relationship between performance appraisal and job satisfaction. - <i>Accepted (Significant)</i></p> <p>Step 3~ Hc5: Relationship</p>	<p>H3: There is a significant relationship between performance appraisal and organizational citizenship behaviour in the presence of job satisfaction as mediator.</p>	<p>Step 1: Hypothesis Accepted (Significant)</p> <p>Step 2: Hypothesis Accepted (Significant)</p> <p>Step 3: Hypothesis Accepted (Significant)</p> <p>Step 4: Hypothesis Accepted (Significant)</p> <p>Result of H3:</p>

<p>between job satisfaction and OCB. - <i>Accepted (Significant)</i></p> <p>Step 4~ Hc3: Relationship between performance appraisal and OCB. - <i>Accepted (Significant)</i></p>		<p>~ Hypothesis Accepted</p> <p>~ Partial mediation as parameter estimate in Step 4 analysis decreases as compared to Step 1 analysis.</p>
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Source: Developed for the research

Table 4.28: Result of **H4** in this study

Hypothesis Test Results of Multiple Regression analysis 1 to 3	Hypotheses of the Study	Conclusion
<p><u>Unmediated Model:</u></p> <p>Step 1~ Ha4: Relationship between staffing and OCB. - <i>Accepted (Significant)</i></p> <p><u>Mediated Model:</u></p> <p>Step 2~ Hb4: Relationship between staffing and job satisfaction. - <i>Accepted (Significant)</i></p> <p>Step 3~ Hc5: Relationship between job satisfaction and OCB. - <i>Accepted (Significant)</i></p> <p>Step 4~ Hc4: Relationship</p>	<p>H4: There is a significant relationship between staffing and organizational citizenship behaviour in the presence of job satisfaction as mediator.</p>	<p>Step 1: Hypothesis Accepted (Significant)</p> <p>Step 2: Hypothesis Accepted (Significant)</p> <p>Step 3: Hypothesis Accepted (Significant)</p> <p>Step 4: Hypothesis Accepted (Significant)</p> <p>Result of H4:</p> <p>~ Hypothesis Accepted</p> <p>~Partial mediation as parameter estimate in Step 4 analysis decreases as</p>

between staffing and OCB. - <i>Accepted (Significant)</i>		compared to Step 1 analysis.
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Source: Developed for the research

4.4 Conclusion

In summary, we had concluded the descriptive analysis by using One -Way Frequencies analysis. Besides that, we also conducted pilot test and full scale reliability test through SAS software. The overall results showed that the data are highly consistent and coefficient values of each variable are above 0.70. Moreover, we also used Pearson test to measure the direction, strength and significance of independent variables toward mediating variable as well as mediating variable towards dependent variable. The overall test results are highly satisfactory. Through the multiple regression analysis, we revealed that there is a significance relationship between independent variables (Equitable reward system, Performance appraisal and Staffing, except training and development) and dependent variable (OCB) in the presence of job satisfaction as the mediator. In the next chapter, we will discuss and provide a brief conclusion on the analysis results generated by SAS software.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

In the final chapter, more detailed interpretations on the research finding will be conducted. This chapter starts with an introduction, and then followed by the summary of statistical analysis as presented in the previous chapter. Moreover, researchers also provide discussions on major findings, managerial implications, limitation of studies, and several recommendations for future study. The chapter ends with an overall conclusion of the research project in line with the research objective test.

5.1 Discussion for Major Findings

5.1.1 Hypothesis 1: Training and Development

H1: There is a significant relationship between training and development and organizational citizenship behavior in the presence of job satisfaction as mediator.

The hypothesis above examined the **two relevant relationships** related to this study. **The first relationship is between X and M.** According to the generated result for 1st relationship, the p-value is <0.0001 which is less than 0.05 alpha value. There is a positive relationship between equitable reward system and job satisfaction which the Person correlation coefficient value is a 0.64965 and it also indicate moderate relationship in strength. In multiple regression 2 (Step 2), training and development is significant to predict job satisfaction as the p-value is 0.0266 which is less than alpha value 0.05, so hypothesis is accepted.

According to Sahinidis and Bouris (2008), organizational training is vital in increasing employee job satisfaction. The results of their research had shown that employee perceived training effectiveness have a strong positive effect towards

employee job satisfaction. The author proposed that employees are satisfied with their job when they realized that organizational training can assist them in solving daily work task problems, enhancing operational efficiency and performance standards. This indicates that if work context (eg: Training contents, program design techniques and training outcome) satisfying employees' expectations, necessities, opinions and individual distinctiveness, such employee will tend to be more satisfied with their job and organization, or else vice versa.

The second relationship is between M and Y. According to the generated result for 2st relationship, the p-value is <0.0001 which is less than 0.05 alpha value. There is a positive relationship between job satisfaction and OCB which the Pearson correlation coefficient value is a 0.94772 and it also indicate a very strong correlation. In multiple regression 3 (Step 3), training and development is significant to predict job satisfaction when other predictor variables are controlled as the p-value is 0.1372 which is less than alpha value 0.05, so hypothesis is accepted.

According to Organ, Podsakoff, and Mackenzie (2006), the authors proposed that employee job satisfaction has a strong linkage in fostering citizenship behaviour within an organization. The authors claim that when employees are satisfied with their workplace environment (eg: workplace incentives and rewards, training opportunities and effectiveness, workplace fairness, and job security), it will entail their motivation to reciprocate more voluntary efforts and behaviours to benefit the organization.

According to Baron and Kenny (1986), to prove that the relationship between X and Y is partially mediated, fully mediated or no mediated by M, researcher must refer to 4 steps analysis in the study. The research results show that the alternate hypothesis (Ha1) in first step analysis is not significant, so the hypothesis is rejected. The alternate hypotheses in second (Hb1) and third (Hc5) step analysis is significant, so the alternate hypotheses is accepted. The alternate hypothesis (Hc1) in fourth step analysis is not significant, so the hypothesis is rejected. **The overall results** show that the relationship between training and development and OCB is no mediated by job satisfaction. The hypothesis H1 is rejected. This is because if one or more of relationships from steps 1 through 3 are not significant, it is

concluded that mediation is not likely. Since the first step and fourth step of analysis is not significant, it reveals that the portion of relationship between training and development and OCB is not mediated by job satisfaction. Therefore, H1 is not supported based by previous studied.

Table 5.1: Result of H1 in this Study

Hypothesis Test Results of Multiple Regression analysis 1 to 3	Hypotheses of the Study	Conclusion
<p><u>Unmediated Model:</u></p> <p>Step 1~ <i>H_{a1}</i>: Relationship between training and development and OCB.- <i>Rejected (Not Significant)</i></p> <p><u>Mediated Model:</u></p> <p>Step 2~ <i>H_{b1}</i>: Relationship between training and development and job satisfaction. - <i>Accepted (Significant)</i></p> <p>Step 3~ <i>H_{c5}</i>: Relationship between job satisfaction and OCB. - <i>Accepted Significant)</i></p> <p>Step 4~ <i>H_{c1}</i>: Relationship between training and development and OCB. - <i>Rejected (Not Significant)</i></p>	<p>H1: There is a significant relationship between training and development and organizational citizenship behavior in the presence of job satisfaction as mediator.</p>	<p>Step 1 : Hypothesis Rejected (Not significant)</p> <p>Step 2: Hypothesis Accepted (Significant)</p> <p>Step 3: Hypothesis Accepted (significant)</p> <p>Step 4: Hypothesis Rejected (Not Significant)</p> <p>Result of H1:</p> <p>~Hypothesis Rejected</p> <p>~No mediation as Step 1 hypothesis rejected</p>

Source: Developed for the research

5.1.2 Hypothesis 2: Equitable Reward System

H2: There is a significant relationship between equitable reward system and organizational citizenship behavior in the presence of job satisfaction as mediator.

The hypothesis above examined the **two relevant relationships** related to this study. **The first relationship is between X and M.** According to the generated result for 1st relationship, the p-value is <0.0001 which is less than 0.05 alpha value. There is a positive relationship between equitable reward system and job satisfaction which the Pearson correlation coefficient value is a 0.92739 and it also indicate very strong correlation. In multiple regression 2 (Step 2), equitable reward system is significant to predict job satisfaction as the p-value is <0.0001 which is less than alpha value 0.05, so hypothesis is accepted.

Equitable reward system was established to be positively correlated with job satisfaction because the employees who show high job satisfaction normally is inspired by rewards given by an organization (As cited in Amabile et al., 1994), and usually those rewards will lead to employee engagement (As cited in Vandenberghe and Trembley 2008). When employees are satisfied with their job when they are treated fairly and the rewards they gain from their job are equivalent to the rewards receive by their colleagues Nzuve (2007). Therefore, this indicates that there is a positive and significant relationship between equitable reward system and job satisfaction.

The second relationship is between M and Y. According to the generated result for 2nd relationship, the p-value is <0.0001 which is less than 0.05 alpha value. There is a positive relationship between job satisfaction and OCB which the Pearson correlation coefficient value is a 0.94772 and it also indicate very strong correlation. In multiple regression 3 (Step 3), equitable reward system is significant to predict job satisfaction when other predictor variables are controlled as the p-value is <0.0001 which is less than alpha value 0.05, so hypothesis is accepted.

This relationship has been proven by several researches and proposed that job satisfaction, as an integral part of organizational environment (eg: reward fairness, perceived training opportunities), has a significance positive relationship towards organizational citizenship behaviour (Talachi et al., 2014; Swaminathan & Jawahar, 2013; Shokrkon & Naami 2009). If employees who satisfied with their current job, they will be more willing to work for organization and this will lead them more engaging in productive, responsible and helpful behaviour at work (i.e. OCB).

According to Baron and Kenny (1986), to prove that the relationship between X and Y is partially mediated, fully mediated or no mediated by M, researcher must refer to 4 steps analysis in the study. The research results show that the alternate hypotheses in first step analysis (Ha2), second step analysis (Hb2), third step analysis (Hc5), and fourth step analysis (Hc2) is significant, so the hypotheses is accepted. **The overall results** show that the relationship between equitable reward system and OCB is partially mediated by job satisfaction. The hypothesis H1 is accepted. This is because when relationships from steps 1 through 3 are significant, it is concluded that mediation is possible. Since the first three steps of analyses are significant, and the parameter estimate of first step analysis (0.55075) is decreased when compares to parameter estimate of fourth step analysis (0.17543). Thus, it reveals that the portion of relationship between equitable reward system and OCB is partially mediated by job satisfaction. Therefore, H2 is supported based by previous studied.

Table 5.2: Result of **H2** in this study

Hypothesis Test Results of Multiple Regression analysis 1 to 3	Hypotheses of the Study	Conclusion
<u>Unmediated Model:</u> Step 1~ Ha2: Relationship between equitable reward system and OCB. -	H2: There is a significant relationship between equitable reward system and organizational citizenship behavior in	Step 1: Hypothesis Accepted (Significant) Step2: Hypothesis Accepted

<p><i>Accepted (Significant)</i></p> <p><u>Mediated Model:</u></p> <p>Step 2~ Hb2: Relationship between equitable reward system and job satisfaction. - <i>Accepted (Significant)</i></p> <p>Step 3~ Hc5: Relationship between job satisfaction and OCB. - <i>Accepted (Significant)</i></p> <p>Step 4~ Hc2: Relationship between equitable reward system and OCB. - <i>Accepted (Significant)</i></p>	<p>the presence of job satisfaction as mediator.</p>	<p>(Significant)</p> <p>Step 3: Hypothesis Accepted (Significant)</p> <p>Step 4: Hypothesis Accepted (Significant)</p> <p>Result of H2:</p> <p>~ Hypothesis Accepted</p> <p>~ Partial mediation as parameter estimate in Step 4 analysis decreases as compared to Step 1 analysis.</p>
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Source: Developed for the research

5.1.3 Hypothesis 3: Performance Appraisal

H3: There is a significant relationship between performance appraisal and organizational citizenship behavior in the presence of job satisfaction as mediator.

The hypothesis above examined the **two relevant relationships** related to this study. **The first relationship is between X and M.** According to the generated result for first relationship, the p-value is <0.0001 which is less than 0.05 alpha value. There is a positive relationship between equitable reward system and job satisfaction which the Pearson correlation coefficient value is a 0.74085 and it

also indicate very strong correlation. In multiple regression 2 (Step 2), equitable reward system is significant to predict job satisfaction as the p-value is <0.0001 which is less than alpha value 0.05, so hypothesis is accepted.

There is a positive relationship between job satisfaction and fair performance appraisal system. (Ramous, Yuhui, Lavish, Zipporah & Isaac, 2016). Based on the study of Ahmed et al (2010), a better Performance appraisal which is aligned with the human resource management policies favors job satisfaction and decreases the chances of turnover among workers. There is another research done by Fatt et al (2010) indicated that the higher level of employee's perception towards procedural justice and distributive justice of performance appraisal attempted to build the higher level of workers' job satisfaction and organizational citizenship behavior.

The second relationship is between M and Y. According to the generated result for 2nd relationship, the p-value is <0.0001 which is less than 0.05 alpha value. There is a positive relationship between job satisfaction and OCB which the Pearson correlation coefficient value is a 0.94772 and it also indicate very strong correlation. In multiple regression 3 (Step 3), equitable reward system is significant to predict job satisfaction when other predictor variables are controlled as the p-value is <0.0001 which is less than alpha value 0.05, so hypothesis is accepted.

According to study of Najafi, Noruzy, Azar, Nazari-Shirkouhi, and Dalvand (2011), organizational citizenship behavior and organizational commitment are positive influenced by employee job satisfaction with workplace environment(eg: organizational justice in appraisal). Robbins (2001) claimed that high job satisfaction is crucial to managers who know that an organization has a responsibility to offer employees with jobs that are intrinsically rewarding and challenging. Based on Fatt et al (2010) reported that the higher level of employee's perception towards distributive justice and procedural justice of performance appraisal attempted to build the higher level of workers' job satisfaction and organizational commitment as well as organizational citizenship behavior.

According to Baron and Kenny (1986), to prove that the relationship between X and Y is partially mediated, fully mediated or no mediated by M, the research must refer to 4 steps analysis in the study. The research results show that the alternate hypotheses in first step analysis (*Ha3*), second step analysis (*Hb3*), third step analysis (*Hc5*) and fourth step analysis (*Hc3*) is significant, so the hypotheses is accepted. **The overall results** show that the relationship between equitable reward system and OCB is partially mediated by job satisfaction. The hypothesis H1 is accepted. This is because when relationships from steps 1 through 3 are significant, it is concluded that mediation is possible. Since the first three steps of analyses are significant, and the parameter estimate of first step analysis (0.26320) is decreased when compares to parameter estimate of fourth step analysis (0.12499). Thus, it reveals that the portion of relationship between performance appraisal and OCB is partially mediated by job satisfaction. Therefore, H3 is supported based by previous studied.

Table 5.3: Result of **H3** in this study

Hypothesis Test Results of Multiple Regression analysis 1 to 3	Hypotheses of the Study	Conclusion
<p><u>Unmediated Model:</u></p> <p>Step 1~ <i>Ha3</i>: Relationship between performance appraisal and OCB. - <i>Accepted (Significant)</i></p> <p><u>Mediated Model:</u></p> <p>Step 2~ <i>Hb3</i>: Relationship between performance appraisal and job satisfaction. - <i>Accepted (Significant)</i></p>	<p>H3: There is a significant relationship between performance appraisal and organizational citizenship behavior in the presence of job satisfaction as mediator.</p>	<p>Step 1: Hypothesis Accepted (Significant)</p> <p>Step 2: Hypothesis Accepted (Significant)</p> <p>Step 3: Hypothesis Accepted (Significant)</p> <p>Step 4: Hypothesis Accepted (Significant)</p>

<p>Step 3~ Hc5: Relationship between job satisfaction and OCB. - <i>Accepted (Significant)</i></p> <p>Step 4~ Hc3: Relationship between performance appraisal and OCB. - <i>Accepted (Significant)</i></p>		<p>Result of H3:</p> <p>~ Hypothesis Accepted</p> <p>~ Partial mediation as parameter estimate in Step 4 analysis decreases as compared to Step 1 analysis.</p>
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Source: Developed for the research

5.1.4 Hypothesis 4: Staffing

H4: There is a significant relationship between staffing and organizational citizenship behavior in the presence of job satisfaction as mediator.

The hypothesis above examined the **two relevant relationships** related to this study. **The first relationship is between X and M.** According to the generated result for 1st relationship, the p-value is <0.0001 which is less than 0.05 alpha value. There is a positive relationship between staffing and job satisfaction which the Pearson correlation coefficient value is a 0.79981 and it also indicate a high correlation. In multiple regression 2 (Step 2), staffing is significant to predict job satisfaction as the p-value is <0.0001 which is less than alpha value 0.05, so hypothesis is accepted.

Arthur (1994) states that a proper staffing process will helps to improve employees-job fit which lead to strengthen employee’s motivation, which means when the employees is fit their abilities to the assigned job, the motivation level

will be increased and hence increase in employees' job satisfaction. According to Godard (2004), cultured selection and training will highlight the qualities and human relations abilities, knowledge and skill which improve employee's job satisfaction to the firm. Therefore, this indicates that there is a positive relationship between staffing and job satisfaction among the employees in an organization.

The second relationship is between M and Y. According to the generated result for 2nd relationship, the p-value is <0.0001 which is less than 0.05 alpha value. There is a positive relationship between job satisfaction and OCB which the Pearson correlation coefficient value is a 0.94772 and it also indicate very strong correlation. In multiple regression 3 (Step 3), staffing is significant to predict job satisfaction when other predictor variables are controlled as the p-value is <0.0001 which is less than alpha value 0.05, so hypothesis is accepted.

Guest (1997) studied selection staffing as one of the most critical human resource activity which was crucial for organizational citizenship behaviour. The adoption of selective staffing strategy that looking closely at the job attribute preferences of organisation's future employees will influence the nature of the workforce (employee's attitude - Job satisfaction), which thusly may influence employee's citizenship behaviour. According to Guion (2011); Schmitt and Chan (1998), selective staffing strategy helps in selecting job applicants with high quality of job-related KSAOs can help in enhancing task effectiveness and accomplishment level, which leads to high job satisfaction level and OCB level. They satisfied with their job because they feel that the job description fit them well as they could complete the assigned tasks successfully and smoothly with their own abilities. This results employees to reciprocate more voluntary behaviour or efforts toward their organisation such as helping or sharing colleagues' workload. Therefore, proper selective staffing strategy will help in positioning correct employees to suitable job positions and it can make employees complete their task with more efficient, which has positive influence toward high employees' job satisfaction and OCB level (Ghebregiorgis, 2007)

According to Baron and Kenny (1986), to prove that the relationship between X and Y is partially mediated, fully mediated or no mediated by M, the research

must refer to 4 steps analysis in the study. The research results show that the alternate hypotheses in first step analysis (*Ha4*), second step analysis (*Hb4*), third step analysis (*Hc5*) and fourth step analysis (*Hc4*) is significant, so the hypotheses is accepted. **The overall results** show that the relationship between staffing and OCB is partially mediated by job satisfaction. The hypothesis H1 is accepted. This is because when relationships from steps 1 through 3 are significant, it is concluded that mediation is possible. Since the first three steps of analyses are significant, and the parameter estimate of first step analysis (0.23316) is decreased when compares to parameter estimate of fourth step analysis (0.15263). Thus, it reveals that the portion of relationship between staffing and OCB is partially mediated by job satisfaction. Therefore, H4 is supported based by previous studied.

Table 5.4: Result of **H4** in this study

Hypothesis Test Results of Multiple Regression analysis 1 to 3	Hypotheses of the Study	Conclusion
<p><u>Unmediated Model:</u></p> <p>Step 1~ <i>Ha4</i>: Relationship between staffing and OCB. - <i>Accepted (Significant)</i></p> <p><u>Mediated Model:</u></p> <p>Step 2~ <i>Hb4</i>: Relationship between staffing and job satisfaction. - <i>Accepted (Significant)</i></p> <p>Step 3~ <i>Hc5</i>: Relationship between job satisfaction and OCB. - <i>Accepted (Significant)</i></p>	<p>H4: There is a significant relationship between staffing and organizational citizenship behavior in the presence of job satisfaction as mediator.</p>	<p>Step 1: Hypothesis Accepted (Significant)</p> <p>Step 2: Hypothesis Accepted (Significant)</p> <p>Step 3: Hypothesis Accepted (Significant)</p> <p>Step 4: Hypothesis Accepted (Significant)</p> <p>Result of H4: ~ Hypothesis</p>

<p>Step 4~ Hc4: Relationship between staffing and OCB. - <i>Accepted (Significant)</i></p>		<p>Accepted ~Partial mediation as parameter estimate in Step 4 analysis decreases as compared to Step 1 analysis.</p>
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Source: Developed for the research

5.2 Implication of the Study

Based on the generated research results, it is notable that three independent variables such as equitable reward system, performance appraisal, and staffing have a relatively significant positive impact on OCB in the presence of job satisfaction as mediator (H2, H3, & H4). Contrarily, independent variable such as training and development was found no positive significant impact on OCB in the presence of job satisfaction (H1).

5.2.1 Researcher Implication

For researcher standpoint, perhaps continuous study on H1 can be further investigated to prove the causal effect of training and development and job satisfaction toward OCB. Although in our study H1 is rejected, however it is undeniable that study had shown training and development has significance relationship towards OCB in the presence of job satisfaction. According to Dysvik and Kuvaas (2008), the authors suggested that perceived TAD opportunities have a significant correlation towards employee outcome (OCB) in the presence of intrinsic motivation or satisfaction as mediator. More specifically, when

employees are provided with TAD opportunities, this might lead to employee obligation toward giving a contribution back to the organization through voluntary behaviours that exceed minimal requirements of employment. It might therefore, be argued that intrinsic motivation serves as a “promoter” for employees to exhibit high level of OCB provided manifest in high levels of perceived training opportunities. Therefore, researcher scholar may continue to establish a long term study on training and development to explore the relationship between training and development and OCB which mediate by employee job satisfaction.

5.2.2 Managerial Implication

From this research, we have discovered that the importance of equitable reward system towards managerial perspective. Normally, rewards are influencing employee opinions, attitudes, and behavior in many areas and yet the efficiency and effectiveness of organization are influenced as well. According to Memon, Panhwar, and Rohra (2010), the authors proposed that if managers implement equitable compensation strategies, proper employee’s promotional structure, and effective training, it will enhance employee motivation towards organizational loyalty (As cited in Kwenin, Muathe, and Nzulwa,2013). Moreover, some researchers have mentioned that equitable reward systems influences job satisfaction directly towards the employee’s performance (Dobre, 2013). If managers able to do a well-planned reward system such as employee promotion, the organization will gain advantage from inspiring employees to perform good citizenship behavior and increase the efficiency, employee satisfaction, and diminish expenses, turnover rate as well as absenteeism (Podsakoff, Whiting, Podsakoff & Blume, 2009).

In addition to that, organizational justice in performance appraisal system was found positively influenced towards job satisfaction (Ramous, Yuhui, Lavish, Zipporah & Isaac, 2016), and it usually linked employees to behave in a citizen-like manner -OCB (Gonzalez & Garazo, 2006). Employees perceived fairness of performance appraisal system when managers making employees be aware of specific quantifiable metrics applied in employee’s performance evaluation, and 360 degree multi-rater reviews were adopted to provide an in- depth feedback (As

cited in Mohapatra , 2015) to gauge accurately an employee's workplace performance. Organization that executed these approaches not only can motivate employees to perform outstandingly well in workplace for better performance reviews, but also can avoid manager from purposefully bias or sabotages employee performance which due to manager feels threatened by an subordinate who shows talent, defiance of business orders or ambition to reach a higher level in the business. In brief, fairness of performance appraisal system can enhance employee job satisfaction level, which in turn leads to employee obligation toward giving a contribution back to the organization through voluntary behaviors that exceed minimal requirements of employment.

Last but not least, company with staffing strategy will have high effective task and organisation citizenship behaviour performance (Van Iddekinge, 2009). Therefore, assign the right people to complete task with their ability is an important task for a firm. Employees only satisfy with the job when they do the task with their ability (Arthur et.al, 1994). Good staffing in firm will makes employees willing to done more task that beyond the firm give them with no return, which mean that the organisation citizenship behaviour will increase. If managers perform a good staffing strategy, employees could do their job more efficient and effectively. Therefore, if the employees satisfied with their current job, they will perform good citizenship behaviour toward the organization.

In conclusion, the research findings provide progressive knowledge for manager in comprehending the strategic human resource management (equitable reward system, performance appraisal, and staffing) in effectively enhance employee job satisfaction and organisational citizenship behaviour (OCB) level in hotel industry. Moreover, it also improves the managerial decision making towards high OCB level since OCB has the most evident impact on high employee turnover rate in global hotel industry in 21st century.

5.3 Limitation of Study

5.3.1 Limited Time to Complete

There are few limitations that we have identified in this study. Firstly, we faced scarcity of time to complete. Due to some group members are going to internship, therefore we cannot have a weekly meeting. That might influence our progressing well. Besides that, we are requested to complete the whole research within 17 weeks. It is quite hard for us to do well. In addition to that, we are only testing four main hypotheses and analyzing research result 13 hypotheses rather than exploring more in details for 13 hypotheses in literature review to support our mediation report.

5.3.2 Lack of Communication

Moreover, we also faced communication problem among team mates when we are conducting this study. Communication is a vital tool for exchanging each other's ideas and opinions. Sometimes, we may misunderstand with each other's opinions when discussion was conducted through social networking service (Facebook and WhatsApp). This issue happened, especially some team mates were away to internship. During that period, online social media such as Facebook and WhatsApp has brought us a lot of convenience to reach each other well, at the same time communication issues also emerged.

5.3.3 Limited Availability Source

There have limited journal article to support our study. It might influence our result of the studies. However, there is not many researchers have extensively studied the relationship between Strategic Human Resource Management and Organizational Citizenship Behavior and Job Satisfaction as mediator. Besides

that, some journal articles is not free for us to use and it needs to pay some payment only allows us to refer.

5.4 Recommendations for Future Research

According to the limitation of the study, we have a few recommended to the future studied. In order to avoid the issues of the limited time and lack of communication, it might can extend the time to complete in order can get the accurate data. Moreover, we also can have a lot of time to meet and discuss with each order to reduce misunderstanding. Therefore, extend time is a one method to avoid the problem happen.

Besides that, there are few ways to collect data from respondents. Future researchers may consider not only use questionnaire to collect data, it also can use interview to collect data as well. Therefore, future researcher can better understanding from respondents through the interview.

In addition to that, future researchers are suggested to complete all of the 13 hypotheses or four steps analysis for mediation research report in order to strengthen the relationship between independent variables and dependent variable in the presence of mediator.

Lastly, future researchers are suggested to add more journal article which is included job satisfaction as mediator between strategic human resource management and organizational citizenship behavior. Therefore, it may able to help other research scholars to find more related information to support their studies.

5.5 Conclusion

The objective of this study is to examine how strategic human resource management affects OCB in the presence of job satisfaction as mediator in Malaysian hotel industry. Based on the research result, all the established hypotheses (H2, H3, & H4, except H1) are accepted and supported by data. We

can conclude that all independent variables (equitable reward system, performance appraisal, staffing, except training and development) have a significant relationship toward dependent variable (OCB) in the presence of job satisfaction as mediator. The study also proved an ideal organizational environment can effectively enhance organizational citizenship behavior level through high employee job satisfaction level. The research project is served as future reference for future study regarding organizational citizenship behavior (OCB).

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APPENDIX 1.1: PERMISSION LETTER



UNIVERSITI TUNKU ABDUL RAHMAN

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

1st September 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>
Loh Wooi Siang	13ABB02471
Lim Kee Kiat	13ABB03225
Ho Chee Shan	13ABB02676
Low Kar Seng	13ABB01618
Chin Ee Wen	13ABB02953

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

Mr Gopalan a/l Raman
Supervisor,
Faculty of Business and Finance
Email: gopalanr@utar.edu.my

APPENDIX 1.2: SURVEY QUESTIONNAIRE



UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF BUSINESS AND FINANCE
BACHELOR OF BUSINESS ADMINISTRATION (HONS)
UNDERGRADUATE RESEARCH PROJECT:
STRATEGIC HUMAN RESOURCE MANAGEMENT AND JOB
SATISFACTION TOWARD ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR

Survey Questionnaire

Dear respondent,

We are final year students from Universiti Tunku Abdul Rahman (UTAR) studying Bachelor of Business Administration (Hons) and recently conducting a final year research project entitled “Strategic human resource management and Job Satisfaction toward Organizational Citizenship Behaviour”. The aim of the research questionnaire is to study whether the effects of training and development, equitable reward system, performance appraisal, and staffing towards organizational citizenship behaviour in Malaysia hotel industry, as well as the effect of job satisfaction as the mediator. We would like to take your precious time to participate in our research. Please answer ALL questions provided in the questionnaire.

Instructions:

1. This questionnaire consists of FOUR (4) sections. Section A, B, C, & D. Please answer ALL questions in ALL sections.
2. Completion of this form will take you approximately 10 to 15 minutes.
3. The contents of this questionnaire will be kept strictly PRIVATE AND

CONFIDENTIAL and SOLELY FOR ACADEMIC PURPOSE.

4. Please use either a black or blue pen to tick and circle at appropriate boxes provided.

We will greatly appreciate your efforts and helpful responses to participate in this survey. Thank you in advanced for your kindness to spare some time in helping us to complete this research project.

Thank you.

Sincerely,

Name	Student ID	Contact no.
Loh Wooi Siang	13ABB02471	0174646477
Lim Kee Kiat	13ABB03225	0174396841
Ho Chee Shan	13ABB02676	0149067749
Low Kar Seng	13ABB01618	0162385496
Chin Ee Wen	13ABB02953	0162330677

Section A: Demographic Profile

In this section, we are interested in your personal background in detail. Please tick (✓) ONLY ONE answer for each question below in the appropriate checkbox.

Your answer will be kept strictly confidential.

1. What is your gender?

- Male
- Female

2. What is your age group?

- Below than 25
- 26 – 35 years old
- 36 – 45 years old
- 46 – 55 years old
- More than 55 years old

3. What is your ethnic group?

- Malay
- Indian
- Chinese
- Others, please specify: _____

4. What is the highest level of education you have completed?

- SPM/STPM
- Diploma/Advanced Diploma
- Bachelor Degree
- Other qualification, please specify: _____

5. How long have you been employed in hotel industry?

- Less than 1 year
- 1 year - less than 2 years
- 2 years - less than 3 years
- 3 years – less than 4 years

- 4 years – less than 5 years
- 5 years or more

6. What is your current employment status?

- Full time
- Part time

7. What is your monthly income?

- Less than RM 2,000
- RM 2,000 to RM 3,000
- RM 3,001 to RM 4,000
- RM 4,001 to RM 5,000
- More than RM 5,000

Section B: Strategic Human Resource Management towards Organizational Citizenship Behaviour

This section is seeking your opinion regarding strategic human resource management of your company. Respondents are required to circle ONLY ONE number which reflects your most appropriate response. Please indicate to what extent you agreed or disagreed with each statement. A 5-point Likert scale will be used in this section.

1-Strongly Disagree | 2-Disagree | 3-Neutral | 4-Agree | 5-Strongly Agree

Dimension: Training and Development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. There are formal training programs to teach new hires the skills they need to perform the job in order to increase their promotability in this organization.	1	2	3	4	5
2. We offer orientation programs that train employees on the history and processes of the organization.	1	2	3	4	5
3. We have a mentoring system to help develop these employees.	1	2	3	4	5

4. We use job rotation to expand the skills of hotel employees.	1	2	3	4	5
5. Apart from On–Job-Training, hotel also provides employees with formal job training, either on or off the premises.	1	2	3	4	5

Dimension: Equitable Reward System	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The pay level in this work unit relative to other firms is same.	1	2	3	4	5
2. The pay level in this work unit relative to past years is higher.	1	2	3	4	5
3. The pay is closely tied to individual performance.	1	2	3	4	5
4. The pay reflects differences in contribution.	1	2	3	4	5
5. The pay based on comparison to others in unit.	1	2	3	4	5

Dimension: Performance Appraisal	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Performance appraisals are used to plan skill development and training for future advancement with the hotel.	1	2	3	4	5
2. Performance appraisals are based on objective observable performance results.	1	2	3	4	5
3. Multiple employees provide input to the performance appraisal evaluation of employees in this area.	1	2	3	4	5
4. Employees in these jobs regularly (at least once per year) receive a formal evaluation of their performance.	1	2	3	4	5

Dimension: Staffing	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Applicants undergo structured interviews (job related questions, same questions asked of all applicants, rating scales) before being hired.	1	2	3	4	5
2. Applicants for this job take formal test (paper and pencil or work sample) before being hired.	1	2	3	4	5
3. Applicants for positions in this area undergo more than one interview before being hired.	1	2	3	4	5
4. Employees are provided a preview of what work in the organization will be like, including the more negative aspects, as part of the selection process in this area.	1	2	3	4	5
5. Employee selection focuses on overall fit to the hotel rather than specific skills.	1	2	3	4	5

Section C: Mediating Variable

The following questions represent job satisfaction that will affect organisational citizenship behaviour (OCB). Respondents are required to circle ONLY ONE number which reflects your most appropriate response. Please indicate to what extent you agreed or disagreed with each statement. A 5-point Likert scale will be used in this section.

1-Strongly Dissatisfied | 2-Dissatisfied | 3-Neutral | 4-Satisfy | 5-Strongly Satisfied

Dimension: Job Satisfaction	Strongly Dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly Satisfied
1. The chance to work alone on the job.	1	2	3	4	5
2. The chance to do different things from time to time.	1	2	3	4	5
3. The way my job provides for steady employment.	1	2	3	4	5
4. The chance to tell people what to do.	1	2	3	4	5
5. The chance to do something that makes use of my abilities.	1	2	3	4	5

6. The way company policies are put into practice.	1	2	3	4	5
7. My pay and the amount of work I do.	1	2	3	4	5
8. The chances for advancement in this job.	1	2	3	4	5
9. The freedom to use my own judgment	1	2	3	4	5
10. The praise I get for doing a good job.	1	2	3	4	5

Section D: Dependent Variable

The following questions represent Organisational Citizenship Behaviour (OCB) that will be affected by Strategic Human Resource Management (SHRM) in the present of mediator, job satisfaction. Respondents are required to circle ONLY ONE number which reflects your most appropriate response. Please indicate to what extent you agreed or disagreed with each statement. A 5-point Likert scale will be used in this section.

1-Strongly Disagree | 2-Disagree | 3-Neutral | 4-Agree | 5-Strongly Agree

Dimension: Organisational Citizenship Behaviour (OCB)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I help my colleagues who have been absent from work.	1	2	3	4	5
2. I help colleagues who have heavy workloads.	1	2	3	4	5
3. I am mindful of how my behaviour affects other people's job.	1	2	3	4	5
4. I go out of way to help new employees.	1	2	3	4	5
5. I take a personal interest in my colleagues' job.	1	2	3	4	5

6. My attendance at work is above the norm.	1	2	3	4	5
7. I follow informal rules so as to maintain order.	1	2	3	4	5
8. I attend meetings that are not mandatory but considered important.	1	2	3	4	5
9. I perform duties that are not required but which improve corporate image.	1	2	3	4	5

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 vennylaw@gmail.com (Law Voon Ee)

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.

Thank you for your time, opinion and comments.

~ The End ~

APPENDIX 2.1: DESCRIPTIVE ANALYSIS

GENDER:

One-Way Frequencies
Demographic profile: Gender
The FREQ Procedure

Gender, 1=Male, 2=Female, 99=Missing Data				
Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	206	53.51	206	53.51
2	179	46.49	385	100.00

AGE:

One-Way Frequencies
Demographic profile: Age
The FREQ Procedure

Own aging group, 1=Below than 25 years old, 2=26-35 years old, 3=36-45 years old, 4=46-55 years old, 5=More than 55 years old, 99=Missing Data					
Age	Frequency	Percent	Cumulative Frequency	Cumulative Percent	
1	166	43.12	166	43.12	
2	128	33.25	294	76.36	
3	65	16.88	359	93.25	
4	26	6.75	385	100.00	

ETHNICITY:

One-Way Frequencies
Demographic profile: Ethnicity
The FREQ Procedure

Own ethnic group, 1=Malay, 2=Indian, 3=Chinese, 4=Others, 99=Missing Data				
Ethnicity	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	139	36.10	139	36.10
2	91	23.64	230	59.74
3	91	23.64	321	83.38
4	64	16.62	385	100.00

EDUCATIONAL LEVEL:

One-Way Frequencies
Demographic profile: Educational level
 The FREQ Procedure

Own level of educational, 1=SPM/STPM, 2=Diploma/Advanced Diploma, 3=Bachelor Degree, 4=Others Qualification, 99=Missing Data				
Educational level	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	38	9.87	38	9.87
2	128	33.25	166	43.12
3	129	33.51	295	76.62
4	90	23.38	385	100.00

WORKING EXPERIENCE:

One-Way Frequencies
Demographic profile: Working Experience
 The FREQ Procedure

Years of working experience, 1=Less than 1 year, 2=1 year-less than 2 years, 3=2 years-less than 3 years, 4=3 years-less than 4 years, 5=4 years-less than 5 years, 6=5 years or more, 99=Missing Data				
Working Experience	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	89	23.12	89	23.12
2	78	20.26	167	43.38
3	104	27.01	271	70.39
4	52	13.51	323	83.90
5	62	16.10	385	100.00

EMPLOYMENT STATUS:

One-Way Frequencies
Demographic profile: Employment Status
 The FREQ Procedure

Own working status, 1=Full time, 2=Part time, 99=Missing Data				
Employment Status	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	295	76.62	295	76.62
2	90	23.38	385	100.00

MONTHLY INCOME:

One-Way Frequencies
Demographic profile: Monthly Income
 The FREQ Procedure

Own employment income, 1=Less than RM2,000, 2=RM2,000 to RM3,000, 3=RM3,001 to RM4,000, 4=RM4,001 to RM5,000, 5=More than RM5,000, 99=Missing Data					
Monthly Income	Frequency	Percent	Cumulative Frequency	Cumulative Percent	
1	77	20.00	77	20.00	
2	90	23.38	167	43.38	
3	76	19.74	243	63.12	
4	103	26.75	346	89.87	
5	39	10.13	385	100.00	

APPENDIX 2.2: PILOT TEST

TRAINING AND DEVELOPMENT:

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.767523
Standardized	0.775856

EQUITABLE REWARD SYSTEM:

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.928811
Standardized	0.930414

PERFORMANCE APPRAISAL:

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.745203
Standardized	0.743816

STAFFING:

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.767523
Standardized	0.775856

JOB SATISFACTION:

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.824071
Standardized	0.827850

ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.956415
Standardized	0.957445

APPENDIX 2.3: FULL STUDY RELIABILITY TEST

TRAINING AND DEVELOPMENT:

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.784171
Standardized	0.787142

EQUITABLE REWARD SYSTEM:

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.903400
Standardized	0.903495

PERFORMANCE APPRAISAL:

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.778802
Standardized	0.781403

STAFFING:

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.857956
Standardized	0.858026

JOB SATISFACTION:

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.918104
Standardized	0.918960

ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB):

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.938734
Standardized	0.939102

APPENDIX 2.4: PEARSON CORRELATION COEFFICIENT ANALYSIS:

Correlation Analysis
The CORR Procedure

6 Variables: Training and Development Equitable Reward System Performance Appraisal Staffing Job Satisfaction OCB

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Training and Development	385	2.77195	0.66852	1067	1.00000	4.40000	Training and Development, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data
Equitable Reward System	385	2.70597	0.78474	1042	1.40000	4.40000	Equitable Reward System, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data
Performance Appraisal	385	2.79870	0.70531	1078	1.00000	4.50000	Performance Appraisal, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Disagree, 99=Missing data
Staffing	385	2.75377	0.73615	1060	1.20000	4.40000	Staffing, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data
Job Satisfaction	385	2.74208	0.69492	1056	1.30000	4.60000	Job Satisfaction, 1=Strongly Dissatisfied, 2=Dissatisfied, 3=Neutral, 4=Satisfied, 5=Strongly Satisfied, 99=Missing data
OCB	385	2.75094	0.75951	1059	1.33333	4.55556	OCB, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data

Pearson Correlation Coefficients, N = 385
Prob > |r| under H0: Rho=0

	Training and Development	Equitable Reward System	Performance Appraisal	Staffing	Job Satisfaction	OCB
Training and Devel	1.00000	0.63392	0.52814	0.56737	0.64965	0.61683
Training and Develo		<.0001	<.0001	<.0001	<.0001	<.0001
Equitable Reward	0.63392	1.00000	0.65147	0.79468	0.92739	0.90708
Equitable Reward S	<.0001		<.0001	<.0001	<.0001	<.0001
Performance Appr	0.52814	0.65147	1.00000	0.57061	0.74085	0.74340
Performance Apprai	<.0001	<.0001		<.0001	<.0001	<.0001
Staffing	0.56737	0.79468	0.57061	1.00000	0.79978	0.81669
Staffing, 1=Strongly	<.0001	<.0001	<.0001		<.0001	<.0001
Job Satisfaction	0.64965	0.92739	0.74085	0.79978	1.00000	0.94772
Job Satisfaction, 1=	<.0001	<.0001	<.0001	<.0001		<.0001
OCB	0.61683	0.90708	0.74340	0.81669	0.94772	1.00000
OCB, 1=Strongly Di	<.0001	<.0001	<.0001	<.0001	<.0001	

APPENDIX 2.5: MULTIPLE REGRESSION ANALYSIS

MULTIPLE REGRESSION ANALYSIS 1 (STEP 1 ANALYSIS):

Linear Regression Results 1
(Relationship between Independent Variables to Dependent Variable)

The REG Procedure
 Model: Linear_Regression_Model
 Dependent Variable: OCB OCB, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data

Number of Observations Read	385
Number of Observations Used	385

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	195.28642	48.82161	707.39	<.0001
Error	380	26.22636	0.06902		
Corrected Total	384	221.51278			

Root MSE	0.26271	R-Square	0.8816
Dependent Mean	2.75094	Adj R-Sq	0.8804
Coeff Var	9.54985		

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Parameter Estimates						
Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	Intercept	1	-0.11376	0.06557	-1.74	0.0835
Training and Development	Training and Development, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data	1	-0.00126	0.02662	-0.05	0.9623
Equitable Reward System	Equitable Reward System, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data	1	0.55126	0.03196	17.25	<.0001
Performance Appraisal	Performance Appraisal, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Disagree, 99=Missing data	1	0.26318	0.02566	10.26	<.0001
Staffing	Staffing, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data	1	0.23239	0.03041	7.64	<.0001

MULTIPLE REGRESSION ANALYSIS 2 (STEP 2 ANALYSIS):

Linear Regression Results 2

(Relationship between Independent Variables to Mediating Variable)

The REG Procedure

Model: Linear_Regression_Model

Dependent Variable: Job Satisfaction Job Satisfaction, 1=Strongly Dissatisfied, 2=Dissatisfied, 3=Neutral, 4=Satisfied, 5=Strongly Satisfied, 99=Missing data

Number of Observations Read	385
Number of Observations Used	385

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	167.03276	41.75819	862.14	<.0001
Error	380	18.40558	0.04844		
Corrected Total	384	185.43834			

Root MSE	0.22008	R-Square	0.9007
Dependent Mean	2.74208	Adj R-Sq	0.8997
Coeff Var	8.02607		

Parameter Estimates						
Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	Intercept	1	0.10531	0.05493	1.92	0.0560
Training and Development	Training and Development, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data	1	0.04964	0.02230	2.23	0.0266
Equitable Reward System	Equitable Reward System, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data	1	0.57758	0.02677	21.57	<.0001
Performance Appraisal	Performance Appraisal, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Disagree, 99=Missing data	1	0.21268	0.02149	9.89	<.0001
Staffing	Staffing, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data	1	0.12384	0.02547	4.86	<.0001

MULTIPLE REGRESSION ANALYSIS 3 (STEP 3 & 4 ANALYSIS):

Linear Regression Results 3

(Relationship between Independent Variables and Dependent Variable in the presence of Mediating Variable)

The REG Procedure

Model: Linear_Regression_Model

Dependent Variable: OCB OCB, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data

Number of Observations Read	385
Number of Observations Used	385

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	5	203.06088	40.61218	834.17	<.0001
Error	379	18.45190	0.04869		
Corrected Total	384	221.51278			

Root MSE	0.22065	R-Square	0.9167
Dependent Mean	2.75094	Adj R-Sq	0.9156
Coeff Var	8.02085		

Parameter Estimates

Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	Intercept	1	-0.18220	0.05533	-3.29	0.0011
Training and Development	Training and Development, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data	1	-0.03352	0.02251	-1.49	0.1372
Equitable Reward System	Equitable Reward System, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data	1	0.17588	0.04004	4.39	<.0001
Performance Appraisal	Performance Appraisal, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Disagree, 99=Missing data	1	0.12495	0.02417	5.17	<.0001
Staffing	Staffing, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing data	1	0.15190	0.02632	5.77	<.0001
Job Satisfaction	Job Satisfaction, 1=Strongly Dissatisfied, 2=Dissatisfied, 3=Neutral, 4=Satisfied, 5=Strongly Satisfied, 99=Missing data	1	0.64992	0.05143	12.64	<.0001