THE IMPACT OF PERCEIVED LEADERSHIP AND ETHICAL LEADERSHIP BEHAVIOUR ON JOB SATISFACTION AND ORGANISATIONAL COMMITMENT

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The Impact of Perceived Leadership and Ethical
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DECLARATION

 I hereby declare that:

(1) This GBMZ2016 Research Project is the end result of my 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) The word count of this research report is 21,469.

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DEDICATION

This research project is dedicated to my beloved parents, sister, and husband, whose supports and encouragement had made everything possible.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

The objectives of this research are to discover and examine the effect of perceived leadership behaviour (initiating structure, leadership consideration and leadership participation) and ethical leadership behaviour on job satisfaction and organisational commitment. In this research, both primary and secondary data were used and analyzed. This research was conducted through electronic survey on individuals who are located in Klang Valley and are currently working or had previously worked. The targeted population for this research was conveniently chosen, regardless of their demographical background. The content of questionnaire was developed based on the study from House and Dessler (1974) on perceived leadership behaviour, Ponnu and Tennakoon (2009) on ethical leadership, Wood, Chonko, and Hunt (1986) on job satisfaction, and Mowday, Steers, and Porter (1979) on organisational commitment respectively. Meanwhile, the electronic questionnaire was designed by using online survey software and distributed through emails and social networking sites. Several analysis methods were used in this research to examine the data collected, such as descriptive analysis, internal reliability analysis, and inferential analysis. The study revealed that there is a significant relationship between ethical leadership behaviour and job satisfaction, showing the Beta value of 0.523 at .the significance level of .000; while initiating structure and leadership consideration were both found to be influential and significantly related to organisational commitment at the significance level of .000 and .011 respectively. Others hypotheses were rejected.

CHAPTER 1

INTRODUCTION

1.0 Introduction

This research will explore the impact of perceived leadership, which include instrumental leadership (initiating structure), supportive leadership (leadership consideration), and participative leadership (leadership participation); and ethical leadership behaviour on employees' job satisfaction and organisational commitment. The relationship between the dependent variables (employees' job satisfaction and organisational commitment) and independent variables (initiating structure, leadership consideration, leadership participation, and ethical leadership) will be examined in order to answer to the research questions and achieve the objectives of this research. This chapter will discuss the background of the research, research objectives and questions, hypotheses of the research and state the problems that prompted for this research. Moreover, the importance of the study and chapters layout of this research will also be presented.

1.1 Background of the Study

Employees' job satisfaction and organisational commitment has always been a commonly discussed topic. Especially in today's organisations, managers find it hard to ignore issues related to their employees' job satisfaction and to retain employees' commitment towards the organisation (Lo, Ramayah, Hii, & Songan, 2010). As the marketplace had become more competitive over time, organisations

do not only strive to gain excellent customers satisfaction that has direct relationship with the organisation's performance; but also, take into important considerations on employees' satisfaction as well, because employees' satisfaction is believed to be correlated to customers' satisfaction, especially in service industry.

As mentioned by Smith (as cited in Emery, College, Barker, & Fredonia, 2007), there is no way that customers will be happy when they are served by unhappy employees. Thus, this shows the importance of organisations focusing on employees' job satisfaction, in order to create a group of happy employees before achieving customers' satisfaction, which has effect on the organisation's overall performance. In a survey done by Adecco Malaysia (Khalid, Salim, Loke, & Khalid, 2011) in year 2009, approximately 44 percent of respondents had expressed that job satisfaction is one of the key factors that make them happy at work. Employees who are happy and satisfied with their job will more likely to contribute and commit to the organisation, in turn, assisting the organisation to achieve its goals and obtain desired outcomes. This can be explained in Heskett, Schneider, Bowen, and Marshall (as cited in Emery et al., 2007) study, where high level of customers' satisfaction is achieved through high level of quality services that are provided by motivated employees due to high level of job satisfaction; while these employees are also highly committed in their jobs and result in greater customers' satisfaction. In other words, both employees' job satisfaction and organisational commitment played equally important roles in organisation's achievement. As such, it is important for organisations to realize the drivers to these aspects.

Based on different researches, employees' satisfaction and organisational commitment were found to be influenced by various factors, such as organisational culture, company policy and salary, leadership style, organisation's vision attributes, role conflict during work, recognition, work condition, and others (Lee & Ahmad, 2009; Lo et al., 2010; Dale & Fox, 2008; Dirani, 2009; Kantabutra & Avery, 2007; Anton, 2009; Tan & Waheed, 2011). Furthermore, there are also researchers who believed that the demographic profile of employees will also affect their job satisfaction (Khalid et al., 2011). Among these factors,

leadership style will be selected as the study subject in this research. According to Fang (2009), leadership style is an important topic in management study as it has significant impact on employees' job performance and job satisfaction, which is also closely related to the success or failure of an organisation. As Chan's (2010) research stated, managers and their leadership style has significant impact on the success of organisations in obtaining its goals and objectives.

As such, this research will thoroughly look into leadership style as the factor, and focus on the impacts of perceived leadership behaviour and ethical leadership on employees' job satisfaction and organisational commitment. Perceived leadership behaviour includes instrumental leadership (initiating structure), supportive leadership (leadership consideration), and participative leadership (leadership participation). Instrumental leadership is described as task-oriented leadership that emphasised on goal achievement and value productivity (Greenberg & Baron, 2007) while supportive leadership is characterised by leaders who have great concern on subordinates' needs and emotional support (House and Dessler, as cited in Bearden & Netemeyer, 1999), and participative leadership encourages employees' participation in making and implementing decisions regardless of their levels in the organisation's hierarchy (Rok, 2009). Meanwhile, ethical leadership emphasised in conducting ethical practices through action and behaviour in order to effectively communicate and influence the employees' ethical beliefs (Brown et al., as cited in Rubin et al., 2010).

1.2 Problem Statement

According to a research done by Brown, Forde, Spencer, and Charlwood (2008), the job satisfaction level among British employees has been increasing over the year, from 1998 to 2004. Brown et al. (2008) explained that this phenomenon is resulted from the increased awareness of organization's management towards the relationship between productivity and employees well-being, which includes job satisfaction. This findings showed that organisation nowadays understand employees play a very essential role in the organisational performance; and it is

essential to keep the employees happy and motivated, and retaining them by implementing various efforts. Many organizations today are highly concerned in maintaining work-life balance and job satisfaction, for example DiGi, Air Asia, Sony, and more, in order to increase the well-being of its employees. Generally, it seems that employees are known as one of the most important assets in helping the organization to achieve its desired goals.

However, not every organization has high percentage of satisfied employees. According to a recent survey conducted by Conference Board (Amble, 2007), Americans job satisfaction rate were found to be at its lowest in the past two decades; and employees were often expressing their frustration in their job. Besides, a research done Noordin and Jusoff (2009) research also showed that Malaysian academic staffs were only moderately satisfied with their work and high percentage of employees would leave their current job in the coming years.

Similarly, a research done on the job satisfaction level among employees working in the automotive industry in Malaysia also found that employees' job satisfaction were at a rather low rate, which indicated a worsening condition of an organization (Dawal & Taha, 2006). Researchers explained that the downward trend in employees' job satisfaction could cause trouble for the overall engagement of the country's employees and eventually, the productivity of the employees. In other words, it will also affect the organisation's performance because the overall outcome of an organisation relies a lot on its employees. In terms of the factors that affect employees' job satisfaction, each researcher offered a different set of study and findings. Nevertheless, there are limited researches or surveys on the level of employees' organisational commitment, which will be further explored in this research.

1.3 Research Objectives

To adequately answer the research questions, the research objectives are being formulated as below:

1. To discover the effect of perceived leadership behaviour (initiating structure, leadership consideration and leadership participation) and ethical leadership behavior on job satisfaction.

2. To examine the effect of perceived leadership behaviour (initiating structure, leadership consideration and leadership participation) and ethical leadership behavior on organisational commitment.

1.4 Research Questions

1. Would perceived leadership behaviour (initiating structure, leadership consideration and leadership participation) and ethical leadership behaviour affect job satisfaction?

2. Would perceived leadership behaviour (initiating structure, leadership consideration and leadership participation) and ethical leadership behaviour affect organisational commitment?

1.5 Hypotheses of the Study

H1: There is a significant relationship between initiating structure and job satisfaction.

H2: There is a significant relationship between leadership consideration and job satisfaction.

H3: There is a significant relationship between leadership participation and job satisfaction.

H4: There is a significant relationship between ethical leadership behaviour and job satisfaction.

H5: There is a significant relationship between initiating structure and organisational commitment.

H6: There is a significant relationship between leadership consideration and organisational commitment.

H7: There is a significant relationship between leadership participation and organisational commitment.

H8: There is a significant relationship between ethical leadership behaviour and organisational commitment.

1.6 Significance of the Study

In today's challenging business environment, it is common that each organisation had implemented different sets of leadership, which top management believed as one of the drivers to succeed in organisation's goals and performance that set beyond competitors. However, while implementing the said practices, have leaders considered what kind of impacts it will create on the employees? And whether it will generate positive effects in particular to employees' job satisfaction and organisational commitment? The leadership behaviours that are practiced may lead the organisation to success among competitors; nevertheless, whether the same practices could bring success internally is another story. Although organisations may have conducted surveys on employees' job satisfaction, chances of them relating it to the effectiveness of leadership behaviours is unknown.

In fact, it is essential for leaders to find out and understand both employees' satisfaction and level of commitment in relation to the leadership behaviours. According to a survey done by the Society of Human Resource Management, employees' relationship with management was found to rank in most of the aspects in achieving job satisfaction; where 51 percent of employees and 66 percent of Human Resource professionals expressed that the communication between employees and senior management was an important factor for them to

feel satisfied at work (Employee Job Satisfaction, 2009). On the other hand, research also showed that leadership behaviour is closely related to employees' organisational commitment (Brown, 2003). When leadership behaviour is practiced appropriately, it does not only create positive impacts on employees' job satisfaction and organisational commitment; it will also simultaneously contribute to the organisation's performance. Job satisfaction was found impactful on organisation's productivity and profitability (Alimo-Metcalfe, Alban-Metcalfe, Bradley, Mariathasan, & Samele, 2008) while strong organisational commitment could reduce employees' intention to leave an organisation and thus perform better (Special Research Report, 2006).

Therefore, this research is important for organisations to find out the effectiveness of the types of leadership behaviour that is currently practiced on employees. Furthermore, it is important to understand which type of leadership behaviour will lead to high job satisfaction and organisational commitment among employees.

1.7 Scope of the Study

This research will be focusing on the impact of perceived leadership behaviour and ethical leadership behaviour on both employees' job satisfaction and organisational commitment. Study will be done on the data that are collected from respondents of the related survey. These respondents are working individuals from Klang Valley, whom are currently working or had previously worked, regardless of their demographical profile. Meanwhile, this research will also find out which type of leadership behaviour has the ability to create higher job satisfaction and greater organisational commitment among the respondents.

1.8 Chapter Layout

Chapter One: Introduction

Chapter one introduces the overall research project by presenting the research background, research objectives and research questions; explaining the problems occurred in current context that prompted for this research; and justifying the importance of this research. This chapter will be able to provide an overview to readers to understand what the research is all about.

Chapter Two: Literature Review

Chapter two is a collection of literature review that is compiled from secondary data, which refers to other researchers' publications, such as books, magazines, and journals from online database. Information that is related to the research topic will be studied and will serve as a reference to create the research framework. The empirical study of other researchers will also demonstrate the relationship between related variables, which will be used to develop the research hypotheses.

Chapter Three: Methodology

Chapter three is the guideline for researcher to further accomplish this research. This chapter clearly explained the methods and techniques that researcher will be using for data collection and analysis. The processes of research from selection of samples, gathering of data and methods to analyse data will be based on the description of this chapter.

Chapter Four: Data Analysis

This chapter will be presenting the findings of the research. Data will be analysed based on the methods and approach decided in the earlier chapter. Interpretation will be done on the analysed data by referring to related parameters created by other researchers.

Chapter Five: Discussion, Conclusion, implication

Chapter five will discuss on the research findings that were presented in the earlier chapter. The discussion will include some statements by other researchers to support the findings. Meanwhile, the research will end with a summary of the entire research project and suggestions to other researchers for future research on similar topic.

1.9 Conclusion

Chapter one is the plan of the research. This chapter illustrated an overview of the important processes that will be implemented for the completion of this research. Moreover, the research objectives and questions that were presented in this chapter will served as the direction of the research, which allow researcher to refer while proceeding to further stage of this research.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

Researches done by other researchers will be used as reference and the secondary data of this research. This chapter will summarise and consolidate the findings from other researchers' studies that could help to explain the related variables involved in this research and assists in resolving the research questions. The study included in this chapter will define and explain each variables of this research, which are ethical leadership behaviour, perceived leadership (initiating structure, leadership consideration, and leadership participation), job satisfaction, and organisational commitment. Furthermore, this chapter will also illustrate the relationship between the dependent and independent variables.

2.1 Leadership

Leadership is a common phrase encountered when people are discussing about the ability of a particular person to lead a team, workgroup, department or an organization. In schools or universities, students will choose someone whom they perceived to possess leadership as the class representative; while at work, this scenario happens when Human Resources practitioners are choosing candidates for certain positions that oblige them to lead. Meanwhile, discussion on leadership also happens among subordinates or followers, pondering whether a particular leader has the leadership that are required to fit his or hers position.

Looking at such general phenomenon, leadership seems to be significantly related to someone who holds a leader position. However, Bedeian et al (as cited in Derue & Ashford, 2010) studies found that not all supervisors are seen as leaders while some individuals without the "leader-like" position are well accepted as leaders among their subordinates or colleagues. This shows that leadership is not an exclusive attribute that leaders possessed but could emerge among others as well. According to various researchers such as Quinn, Sluss, Ashford, Shamir, and Eilam (as cited in Derue & Ashford, 2010), leadership can be possessed by people regardless of their formal role or position within an organization because it is formed through a situation where individuals mutually recognize the role relationship of leader and follower. In other words, leadership will come into picture when one person is willing to play the role of follower while the other takes the role to lead; and at the same time, this relationship and the function of roles are mutually understood and accepted by both parties.

On the other hand, Lewis, Goodman, Fandt (2004), Lord and Brown (2004) had a different perception and definition on leadership. Instead of relating it to the role relationship construction, these researchers believed that leadership is not merely a position, title or privilege but it is in fact a responsibility and a social influence process where the leader changes the way followers pictured themselves. According to Lewis et al. (2004) and Draft (as cited in Lee & Ahmad, 2009), the social process is related to the influences of relationship among leaders and followers, where the leaders has indirect ability to sway people who intended real changes and outcomes that reflect their shared purposes; by setting an example of inspirations that motivates people in pursuing beneficial goals. This demonstrates that leadership has great impact on people, especially to the followers. Leaders with great leadership are able to influence their followers' minds, thoughts, feelings and even actions. As stated in Perryer and Jordan's (2005) study, successful leadership often has the ability to create a climate whereby employees are extended with supports in achieving their individual, team, and organisational objectives.

However, in order to achieve this, the type of leadership style practiced throughout the process plays a significant part. Several studies (Rubin, Dierdorff,

& Brown, 2010) validated the fact that positive leadership such as transformational leadership, leader-member exchange, and charismatic leadership will generate positive organisation outcome and enhance employees' satisfaction, motivation, commitment, and effort; while negative leadership such as aggression, abusive supervision and other forms of unconstructive leadership will create outcomes that are vice versa, for instance counterproductive, decreased in employees' performance and job satisfaction. Therefore, choosing the right leadership style to manage the followers is one important decision for leaders. As mentioned by Chan (2010), different types of leadership styles will create different impacts on employees' job satisfaction, commitment, productivity, and eventually the organisation's performance; hence, it is crucial for leaders to implement the appropriate leadership styles when managing people in order to achieve the desired goals and objectives.

Apart from that, the approaches used by leaders to practice the different types of leadership towards employees are also an important factor. An in depth study was carried out by Wu, Tsui & Kinicki (2010) on the differentiated leadership where findings showed that different leadership can be implemented at group or individual level among employees, depending on the ultimate objective leaders desire to achieve. Based on the study, leaders could practice one style across a group of employees, treating them as a whole when they desire to create a common ground, collective vision, shared value, and ideology among the employees; while on the other hand, leaders could also choose to exercise different styles of leadership towards different employees individually in order to have a direct and closer relationship with them, which will serve as a support to the employees' socio-emotion and to develop and empower them (Wu et al., 2010). It seems that leadership styles and the approaches for leadership implementation are both significantly related to the impact created on employees' performance. Nevertheless, the main focus in this research will be the effect of different leadership styles on employees' job satisfaction and commitment.

As mentioned, there are different types of leadership styles, such as transformational, autocratic, situational, visionary, transactional, strategic leadership and more. Yet, despite of the many types of leadership studied by

researchers, this research will specifically look into ethical leadership behaviour and perceived leadership behaviour, which consists of instrumental leadership, supportive leadership and participative leadership.

2.2 Ethical Leadership Behaviour

It is a common scenario in the industry today that organisations are actively engaging in ethical practices. Corporate social responsibility has gradually been used as a marketing tool from the perspective of public relations and to capture more market share. Meanwhile, apart from implementing good practices in the society, many organisations also tried to build a corporate image where they are well known for their ethical practices within the organisation, in terms of business practices that involved suppliers, alliances, share holders or customers, employees' welfare, and other corporate functions. According to Banerjea (2010), ethics in business is generally implemented in three different approaches, which include compliance to the law, the usage of public relations to gain media attention and stakeholders interest by creating good reputation in ethical conduct, and lastly, implementing the ethics initiatives as a shared-value philosophy through committed leadership, which will influence the way employees behaved and foster the ethical practices in daily work flow within an organisation.

Apparently, business ethics is now widely applied in the business environment and has become an important lesson that organisations would like to cultivate among its employees (Crane & Matten, 2007). In order to develop and promote the ethical behaviour among employees, Brown, Treviño, and Harrison (2005) suggested that leaders should be the central source of ethical guidance as they possessed the influencing power that could encourage and manipulate the ethical conduct of their followers. Meanwhile, other researchers (Nnabuife, 2010; Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009; Banerjea, 2010) also agreed on the importance of leader as an agent in promoting ethics. Among these researchers, Nnabuife (2010) explained that the definition of ethics is not only decided by individual self through an interchange of views in a belief system and culture; but leaders too should involve in defining the true meaning of what is

ethical while imposed it by acting in the defined ethical way when they lead. As such, ethical leadership seems to be the key to achieving it.

Ethical leadership is indeed a common practice in the industry today. Many renowned organisations such as Hewlett-Packard, L'Oreal, PepsiCo, Starbucks Coffee, Standard Chartered Bank, American Express and more ("2010 World's Most," 2011, ethisphere.com) are recognized as ethical companies, which are managed by leaders who hold strong beliefs in ethical practices, either in management, society or environment. These leaders often embraced a set of values that they perceived as ethical standards and believed it will lead to an effective business direction. Hence, they incorporated the values into the organisation's vision and promoted it in order to cultivate such philosophy among the employees. One of the examples is The Body Shop. Dame Anita Roddick, the Founder of The Body Shop has always believed that business must come with moral sympathy and honourable code of behaviours ("Our Values," 2010, www.thebodyshop.com.my). Therefore, the company's vision was also established in line with her beliefs, which is stated "The business of business should not just be about money, it should be about responsibility. It should be about public good, not private greed." Taking this as a business direction, the company continuously seek for natural ingredients for their products and uses environmental friendly resources in order to reduce damages to the mother earth; at the same time, insisted on fair trade that will bring supports and protection to the communities who depended on the business ("Our Company," 2010, www.thebodyshop.com.my). Following Dame Anita Roddick's initial philosophy, The Body Shop had upheld its practices till today, and the success of the company is observable.

Looking at the many examples above, it seems that companies whom leaders practiced ethical leadership will be able to create significant business results. However, ethical leadership is not as simple as just acting like one. Brown and colleagues (as cited in Rubin et al., 2010, p. 216; Neubert et al., 2009, p. 158) defined ethical leadership as "*the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication,*

reinforcement and decision making." This definition clearly shows that apart from presenting the ethical conduct through action and behaviour, leaders should also ensure it is being transmitted and understood by the followers. Therefore, it is important for leaders and followers to exercise two-way communication throughout the process, in order to achieve mutual understanding that will effectively promote the defined ethical conduct. According to Shatalebi and Yarmohammadian's (2011) study, communication is emphasised in ethical leadership because it is one of the axis of values that will enable leaders to harmonize and stabilize common values among employees, especially in diversified workplace.

On the other hand, ethical leadership is also described as a combination of vision and values. According to the CEO of Stone Mountain, Mr. Branscome ("Ethical Leadership," 2008) in an article, ethics emphasised on values and values-based management while leadership is about embracing and shared of vision; therefore, when applying this set of values to their vision, leaders are in fact practicing ethical leadership. Meanwhile, apart from conveying the vision and values to employees, leaders as the influencer in the organisation, must be able to portray and carry out the said values too. Toor and Ofori's (2009) study found that followers will tend to pursue ethical behaviour if leaders are demonstrating the highest moral standards and communicating the ethical conduct in their every day talk, decisions, and actions. This finding indicated that success of ethics cultivation among employees is depended heavily on how ethical leadership is employed in the organisation.

In other words, different ways of implementing ethical leadership will create different impact on the employees and organisation. As mentioned in Rubin et al. (2010) study, ethical leadership is supposed to have positive effects on both individual and organisation's effectiveness but not a form of ineffective leadership. If ethical leadership is appropriately carried out by the leaders, the organisation will be able to distinguish fruitful outcomes, such as increased efficiency in decision making, increased in employees' job satisfaction and commitments; improvement in product quality, customers loyalty, organisation's financial performance, and individual moral identity while minimizing

employees' stress level and turnover (Banerjea, 2010; Kim & Brymer, 2011; Zhu, 2008). Moreover, research also found that despite the idealized influences by ethical leadership, this type of leadership behaviour could also affect employees' satisfaction towards the leader, perception towards leader's effectiveness, willingness to put extra efforts in work and willingness to report problems to management (Brown et al., 2005; Rubin et al., 2010).

On top of that, studies also explained that leaders with ethical leadership behaviour will be able to gain trust from the followers as such behaviour is highly associated to honesty, integrity, and openness, which portrayed an image of trustworthy and fairness (Brown et al., 2005; Hogan, Curphy, & Hogan, as cited in Rubin et al., 2010). It is always important for leaders to practice transparency and sincerity when dealing with their followers. As generally, people will tend to feel more comfortable and confident working in an organisation that is open towards its employees, in terms of management directions, decisions, or even responses towards employees' enquiry and other issues that an employee would concern on. Reason is because organisations that practiced such behaviour are seemed to be more trustworthy.

According to Murphy and Enderle's (1995) study, openness should always come together with ethics because it is the best way to disarm employees' suspicion towards the organisation's motive and actions; and as a result, creating higher degree of motivation and emotional strength among the employees. In addition, research also found that while ethical leaders practiced openness, they are in fact simultaneously creating a strong moral atmosphere within the organisation, which in return enhanced the job satisfaction and organisational commitment among the employees (Kim & Brymer, 2011). Looking at these findings, it seems that openness is one of the important characteristics in ethical leadership behavior because of its ability to create trust among followers, which will then affect the outcome of ethical leadership. This is relatively true as per mentioned in an article by the International City/Country Management Association ("Ethical Leadership," 2008, p. 2) that "Trust is both the foundation of and the result of ethical leadership".

2.3 Perceived Leadership

The concept of perceived leadership is developed by House and Dessler in year 1974 based on Robert House's Path-Goal Theory of Leadership (Bearden & Netemeyer, 1999; Huang, 2000). An assumption was made from this theory that it is the management's responsibility to set clear goals, clarifies paths for goals achievement, and implements reward systems contingent in order to reach its expected performance (Greene & House, as cited in Mulki, Jaramillo, & Locander, 2009). This was also mentioned in a related study by Hsu, Hsu, Huang, Leong, and Li (2003) that the Path-Goal Theory focuses on the way leaders influenced their subordinates in perceiving their work goals, individual goals and paths to achieving the goals. Leadership is deemed effective in this process because leaders' behaviour is said to be impactful on the subordinates' motivation, ability to perform effectively and satisfaction while increasing subordinates' goal attainment and clarification on the path to goals achievement, through the impact of the related leaders' behaviour (Huang, 2000; House et al., as cited in Hsu et al., 2003). On the other hand, the Path-Goal Theory also suggested that subordinates will be motivated by a leader's behaviour only when they perceived the action from the impact and the leader is helping them to achieve their individual valued goals (Greenberg & Baron, 2007; Evans, as cited in Mulki et al., 2009).

As leaders' behaviour has a strong influencing power towards their followers in several aspects, it is believed that the leaders' behaviour is an explanatory variable which is related directly to the psychological states and performance of their subordinates (Bearden & Netemeyer, 1999). Looking at the effect of leaders' behaviour on subordinates' motivation, House and Dessler (as cited in Bearden & Netemeyer, 1999) advanced the study of Path-Goal Theory with respect of three aspects of leadership behaviour, which include instrumental leadership, supportive leadership, and participative leadership.

2.3.1 Instrumental Leadership Behaviour (Initiating Structure)

Instrumental leadership behaviour is a type of behaviour that is characterised by leaders who are often concerned with the facilitation of the organization's production goals (Rossel, n. d) and employed directive leadership style, such as clarifying and informing subordinates on what is expected from them, describing the role of each member, identifying procedures and guidance to be followed, ensuring subordinates understand what is being communicated, maintaining standards of performance and ensuring the standard rules and regulations are complied among the employees (House & Dessler, as cited in Podsakoff, Todor, & Schuler, 1983; Hsu et al., 2003), assigning specific tasks to subordinates accordingly by treating the project team as a temporary organisation (Chen & Partington, as cited in Wong, Wong, & Li, 2006). Meanwhile, in the effort of making sure the guidelines were followed, Mulki et al. (2009) added that leaders who practiced instrumental leadership behaviour will also try to communicate and implement appropriate reward systems that will motivate employees' conformity. This is to ensure that the employees could work productively (Bass, Misumi, & Peterson, as cited in Wong et al., 2006).

On the other hand, instrumental leadership is also referred as initiating structure (House & Dessler, as cited in Bearden & Netemeyer, 1999; Mulki et al., 2009). According to Greenberg and Baron (2007), initiating structure is one of the major dimensions of leader's behaviour that emphasised on task orientation. Looking at this, instrumental leadership behaviour can be equally defined as task oriented leadership. Leaders who characterised this type of leadership style are more likely to focus on a group's goals and means to achieve the goals by defining and structuring his or her role as well as those employees who are searching for goal achievement; they are also more dedicated to value productivity where leaders will established well-defined patterns of organisation and channels of communication (Greenberg & Baron, 2007; Wong et al., 2006). In addition, Schmid (2006) also mentioned that task oriented leaders often focused on planning, organizing, implementing, budgeting, administrative communication, coordinating, decision making, and other related roles that will enable him or her to attain the desired goal with minimal consideration on human factors. This is

aligned to the characteristic of instrumental leadership that focused on productivity goals instead of people oriented.

Nevertheless, it is not absolute zero relationship built with employees in instrumental leadership behaviour. According to Greenberg and Baron (2007), task oriented leaders preferred to organize work tasks as well as providing clear definition of working relationship to their employees, which is characterised by mutual trust, respect and concern for the employees' feelings, such as comfort, well-being, and satisfaction. This shows that while in the process of developing a formal work relationship with the employees, which is scaled towards productivity or task oriented achievement, instrumental leaders are also attempting to build the relationship with concern on employees' well-being. However, Bass (as cited in Sahertian & Soetjipto, 2011) found that there were also times when instrumental leaders tend to maintain a certain psychological distance from his or her followers and rather detached from the interactions with the followers. This will happen especially on purely task oriented leaders who find it difficult to trust on their subordinates and implemented tight supervision in management.

Despite of whether instrumental leadership is referred as initiating structure or task oriented leadership, such leadership behaviour had created impact in several ways. According to Rossel (n. d.), a team, group, or an organisation is more likely to achieve its desired goals effectively under the guidance of a leader who is characterised with instrumental leadership behaviour because this type of leaders are able to aspire for attributes that will get work done efficiently; and will reject any interferes that appear to affect the flow of work to completion. In the process of achieving ultimate goal, instrumental leaders will look into all aspects in order to reach his or her production oriented outcome. Moreover, instrumental leadership behaviour could reduce the role ambiguity among subordinates as leaders with such behaviour often set clear guiding principles and exercise external imposed controls to ensure adherence to norms, while make clarifications on the linkage between achievement and rewards (Podsakoff et al., 1983; Mulki et al., 2009). Therefore, researchers suggested that initiating structure (instrumental leadership behaviour) will be mostly effective when applied on job that involves

unstructured and highly complex tasks (Harris, Ogbonna, House, Schuler, as cited in Mulki et al., 2009).

In addition, according to Podsakoff et al. (1983) study, leaders who possessed instrumental leadership behaviour will try to increase his or her subordinates' expectations where they will feel their effort could result in effective performance, which then lead to satisfaction. On the other hand, a research done by Bycio et al. (as cited in Sahertian & Soetjipto, 2011) on the impact of task oriented leadership also shows that there were an improvement of normative commitment among the employees when contingent rewards behaviour, which is one of the characteristics of task oriented leader, was implemented. As such, instrumental leadership behaviour is also said to be positively related to employees' job satisfaction and organizational commitment.

2.3.2 Supportive Leadership Behaviour (Leadership Consideration)

Supportive leadership behaviour is defined as the "attitudes, communication, behaviours and actions by managers and supervisors that enable staff to feel supported" ("Supportive leadership workshop," as cited in Muller, Maclean, & Biggs, 2009, p. 1). In another way, it is described as the leadership behaviour that has the ability to create psychologically supportive and friendliness environment through the incorporation of employees' suggestions and ideas into the leader's decision making process (House, Greene, Harris, & Ogbonna, as cited in Mulki et al., 2009). Looking at these definitions, supportive leadership behaviour can be identified as a type of leadership style that takes employees' feelings and well-being into consideration while creating settings that will convince the employees that they were being supported.

As mentioned in the study of House and Dessler (as cited in Bearden & Netemeyer, 1999, p. 455), supportive leadership is "the degree to which leader behaviour can be characterised as friendly and approachable, and considerate of the needs of subordinates." Unlike instrumental leadership behaviour, leaders who practiced supportive leadership are more concern in giving emotional support to their followers rather than emphasizing too much on following guidelines to reach

goals achievement. According to House (as cited in Rafferty & Griffin, 2006), supportive leadership behaviour characterised leaders are those who concerned on followers' needs and preferences when making decision; and at the same time, able to provide informational, instrumental and emotional support to the followers, which include sympathy, evidence of liking, caring and listening. Supportive leaders are friendly, approachable, considerate, and fair as they treat all members as equal, and are able to make work more pleasant with minimum effort (House, as cited in Hsu et al., 2003; House & Mitchell, as cited in Huang, 2000).

Allen et al. (as cited in Mulki et al., 2009) pointed that the considerate characteristic of supportive leaders was found to be influential towards organisations in several aspects, such as employees' job satisfaction, organizational commitment, and employees' turnover intention. In a research done by Dixon and Hart (2010) on the impact of Path-Goal leadership style, supportive leadership behaviour was found to be significantly related to the turnover intention, showing effect of lowering employees' turnover intentions. Meanwhile, researchers also found that supportive leadership is linked to the field of occupational stress; whereby the characteristics of this type of leader is capable in influencing the well-being of employees through some kind of social support, which is especially impactful to those who are experiencing stress (Rafferty & Griffin, 2006). In other words, supportive leaders are able to reduce the stress level of employees because of the characteristics they embraced, such as considerate and approachable that allows employees to express their thoughts and concerns.

Moreover, supportive leadership behaviour is also believed to increase employees' work effectiveness, productiveness and appropriateness (Muller et al., 2009) through guidance of the leaders that helps subordinates to be effective and learnt in their roles, which then ultimately contributed to individual and organisation's goal accomplishment (Banai & Reisel, 2007). In fact, the supportive attitude that leaders portrayed plays an important role in this. According to Gouldner (as cited in Chullen, Dunford, Angermeier, Boss, & Boss, 2010), employees' work appropriateness and performance are developed as an obligation when they

observed that they are receiving supports, trusts and other tangible and intangible benefits from their leaders. Leaders' supportiveness is rather impactful towards employees' work attitude in the organisation. In the perspective of Organisational Support Theory, researchers explained that employees who perceived that they are supported by the organisation will tend to react with positive cooperative behaviour that lead to organisational goals achievement; vice versa, if the organisation fail in being supportive, employees will engage in job behaviours that are counterproductive, such as absenteeism, unsatisfactory work performance, and other negative conducts (Rhoades, Eisenberger, Shore, & Shore, as cited in Chullen et al., 2010). Meanwhile, House et al. (as cited in Banai & Reisel, 2007) also agreed that supportive leadership behaviour is closely related to positive followers' attitudes and confidence, which create positive impact on performance.

2.3.3 Participative Leadership (Leadership Participation)

Participative leadership is a type of leadership that involves subordinates across levels of the organisation's hierarchy in making and implementing decisions (Rok, 2009). House and Dessler (as cited in Bearden & Netemeyer, 1999, p. 455) explained it as "the degree to which leaders allow subordinates to influence decisions by asking subordinates for input and suggestions." Similar to supportive leadership, participative leadership behaviour also takes employees' thoughts and feelings into considerations; but through the way of seeking and considering employees' opinions while allowing employees to participate throughout the decision making process of the organisation, regardless of which position or level of employment the employee holds.   In addition, participative leadership behaviour is defined as a management practices that seek for balance of involvement between managers and their subordinates in information-processing, decision making process, or problem solving effort; it is a process where influences is shared among members of the organization regardless of the hierarchical structure (Locke, Schweiger, & Wagner, as cited in Kim, 2002). This shows that under the management of participative leaders, two-way communication is being emphasised and practiced between leaders and

subordinates in order to reach a decision, which is mutually shared, discussed, and agreed.

Definitions provided by researchers demonstrated that the involvement of subordinates in decision making is a definite process in the practice of participative leadership. As mentioned in Chen and Tjosvold's (2006) study, participative leaders were often found to meet with the employees to discuss issues faced by the organisation together, consult employees' opinions and consider on the given suggestions before making any decisions. Moreover, Bass and Nystrom (as cited in Huang, Shi, Zhang, Cheung, 2006) also pointed out that participative leadership is indeed aimed to increase participation of followers in organisation's decision making; therefore, in order to achieve this, participative leaders will allow followers to have greater judgement control, attention, influence, support, information, and other resources; and involved them in problem solving and decision making.

Similar explanation on participative leadership was found in other researchers' study as well. According to House and Mitchell, (as cited in Huang, 2000, p. 42), participative leadership behaviour is "characterised by a leader who consults with subordinates, solicits their suggestions and takes these suggestions into consideration before making a decision." In addition, Kim (2002) also explained that participative leaders are those who tend to seek subordinates' input and valued the ideas during important decision making; this type of leader does not only leads but is more likely to response to subordinates' feedback and try to create an integration of thoughts and feelings of those who involved. In participative leadership practices, employees seemed to play an essential role in the management process.

On top of the characteristics mentioned, Greiner (1973) has also shared a list of the top 10 highest rated characteristics of participative leadership (Figure 1) that was compiled from a survey pertaining managers' viewpoint on the particular leadership style. Despite of the possible divergent interpretation in managers' understanding of participative leadership behaviour, the characteristics listed were consistent with the concept conveyed by educators on participation (Greiner, 1973). Hence, Figure 1 is believed to be the concrete explanation of participative

leadership. Similar to other researchers, Greiner (1973) back then also found that leaders who characterised participative leadership are those who allowed subordinates to take part in the decision making process and have the tendency to communicate effectively with the subordinates.

Figure 1: 10 Highest Participation Characteristics

Exhibit I. The 10 highest participation characteristics

Rank		Average scale rating*
1	Gives subordinates a share in decision making.	6.08
2	Keeps subordinates informed of the true situation, good or bad, under all circumstances.	5.69
3	Stays aware of the state of the organization's morale and does everything possible to make it high.	5.45
4	Is easily approachable.	5.38
5	Counsels, trains, and develops subordinates.	5.34
6	Communicates effectively with subordinates.	5.22
7	Shows thoughtfulness and consideration of others.	5.19
8	Is willing to make changes in ways of doing things.	4.96
9	Is willing to support subordinates even when they make mistakes.	4.92
10	Expresses appreciation when a subordinate does a good job.	4.80

*On the scale, 1 equals low participation and 7 equals high participation.

Note. From Greiner, L. E. (1973). What managers think of participative leadership. *Harvard Business Review,* p. 114.

Besides identifying the characteristics of participative leadership, the benefits of such leadership behaviour are also commonly discussed in various studies. According to Rok (2009), participative leadership could facilitate in the development of employees' empowerment, by creating a context that allows employees to express their opinions, which will then be taken into consideration by leaders in the organisation's internal and external strategy; and involving employees in the decision making process to let them understand that they are given a certain level of authority. These practices will be able to encourage employees to understand and increase their empowerment. Meanwhile, the opportunity for employees to participate in decision making process is also found to increase employees' confidence towards an organisation. Rok (2009) explained

when employees are involved in the major process of the organisation, they will perceived the organisation's system as fair and are less likely to feel that the corporate responsibility practiced by the organisation is merely for public relations purposes only.

On the other hand, researchers found that participative leadership does not only encourage empowerment but also promote the value of cooperation between employees. According to several studies, participative leadership behaviour was found to be helpful in encouraging managers and employees, despite of their diversified backgrounds and perspectives, to collaborate and work more productively together, which will ultimately improve the decision making (De Jong et al., as cited in Chen & Tjosvold, 2006). While most of the researchers linked participative leadership to employees' participation in decision making, Kim (2002) examined it on the involvement in strategic planning. Kim (2002) found that if participative leaders allow employees to participate in the strategic planning process, employees will be able to understand the precise plan for their implementation and clarify their roles that will help to reduce role uncertainty and role conflict during the implementation stage. Kim's research shows that the association of participative leadership is not limited only from the aspects of decision making, but more to be explored.

Nevertheless, participative leadership is also believed to be closely related to organisational commitment. As discussed by Eisenberger et al. (as cited in Huang et al., 2006), leaders who practiced participative leadership behaviour is more likely to create and improve organisational commitment among employees, especially on those who have been induced with the feeling of empowerment. Due to such impact, participative leadership was credited as one of the approach to secure employees' commitment towards the organisation (Lashley et al., as cited in Huang et al., 2006). Furthermore, like both instrumental and supportive leadership behaviour, participative leadership is also found to be positively related to employees' job satisfaction (Jamal & Xie, as cited in Huang et al., 2006; Drucker, Likert, Daley, & Bernstein, as cited in Kim, 2002).

2.4 Job Satisfaction and Organizational Commitment

Job satisfaction is a collection of feelings that an employee holds towards his or her job on the differences between the amount of rewards, monetary or otherwise that they received and the amount they believed they should receive (Robbins, as cited in Lee & Ahmad, 2009; Robbins, as cited in Fang, 2009). According to Locke (as cited in Madlock, 2008, p. 5), job satisfaction is "a pleasurable or positive emotional state from the appraisal of one's job or experiences" and is impactful to employees' performance and turnover intention (Kumara et al., as cited in Ho, Yong, Poon, & Ooi, 2009). Unlike the traditional job satisfaction theory proposed by Waters and Waters (as cited in Fang, 2009) that emphasized work-related variables as the contributor to worker satisfaction, Hoppock (as cited in Chang & Lee, 2007) suggested that job satisfaction could also be affected by other variables, such as mental, physical, and environment satisfaction of an employee. Hoppock's research shows that the examination of employees' satisfaction should not merely base on work-related factors, but more to be explored. Yet, most of the current studies on employees' satisfaction are associated to job-related aspects.

While discussing about the influences to job satisfaction, Fang (2009) pointed out that job satisfaction is often affected by factors such as quality of their relationship with supervisor or employer, the quality of the physical environment in which they work or the degree of fulfilment in their work. These factors could determine the satisfaction and dissatisfaction of the employees in their workplace. In terms of relationship quality, interpersonal communication could also play a part of it. In one of the researchers, Sharbrough et al. (as cited in Madlock, 2008) identified a positive relationship between the communication competency of leaders and employees' job satisfaction, where higher satisfaction level is achieved when leaders used motivational language to communicate with the employees. Employees feel more motivated and tend to work more pleasantly. On the other hand, job dissatisfaction may also appear when there is an existence of deterioration relationships between leaders and subordinates, which is a result from the lack of interpersonal communication (Korte & Wynne, as cited in Madlock, 2008).

Moreover, researchers also found that job satisfaction has a significant relationship with the leadership behaviour in an organization (Appelbaum et al., & Yousef, as cited in Lee & Ahmad, 2009; Lashbrook, as cited in Fang, 2009). For instance, transformational leadership is able to create higher job satisfaction compared to transactional leadership while laissez-faire leadership is unlikely to be related to job satisfaction (Lashbrook, as cited in Fang, 2009). Similar findings were also concluded in Ho et al. (2000) study. Meanwhile, in another related research, Bass (as cited in Larsson & Vinberg, 2010) revealed that employees' job satisfaction is also found to be positively affected in the management of relation-oriented leaders and the combined leadership style, which is the integration of both relation and structure-oriented leadership.

Madlock (2008) explained that proper leadership must be carried out in organizations to avoid poor interpersonal relationship between superiors and employees that will lead to work stress and dissatisfaction. Leadership style practiced in an organization is an essential factor in influencing job satisfaction. As emphasized in Fang (2009) study, any organization requires a certain degree of leadership ability because organization is about management, and maintaining employees' job satisfaction is part of it. Thus, in order to create high level of job satisfaction among employees, organizations should always be cautious in determining the types of leadership style that will be performed by the management.

Although most of the research shows that job satisfaction is driven by different factors; at the same time, it can also be an influencer to other aspects. Some researchers proposed that job satisfaction could affect the absenteeism, tardiness, morale, turnover, and the interest in work of an employee; and is also one of the factors that encouraged employees to achieve the organizational goals, increased employees confidence and interests in work (Davis, as cited in Chang & Lee, 2007; Lee & Ahmad, 2009).

On the other hand, in most of the studies, job satisfaction was found to be frequently associated with organisational commitment. Organisational commitment is a mental state that reflects the necessity, the desire, and the obligation or attachment of an employee to remain in an organisation (Meyer &

Allen, as cited in Anton, 2009). It is found to be associated with other aspects such as job involvement and turnover of employees, and apparently job satisfaction (Mathieu & Zajac, as cited in Duong & Swierczek, 2008). Lee and Mitchell (as cited in Dale & Fox, 2008) explained that organisational commitment can be referred as a shared belief and acceptance of values among employees in an organisation to go beyond the call of duty in order to enhance the organisations' goals and maintain the relationship with the organisation. As mentioned by Meyer and Allen (as cited in Dirani, 2009), organisational commitment is one of the factors that will affect employees' productivity and the organisation's performance. Therefore, organisational commitment also plays an important role in an organisation functions as equally to job satisfaction. At the same time, Iverson and Buttigieg (as cited in Lo et al., 2010) also explained that employees with a sense of organisational commitment are often more likely to accept change and engage in insertion behaviour that will contribute to the organization's performance.

Apart from discussing the impact of organisational commitment, several researchers had also examined on the factors that could affect it. Dirani's (2009) research demonstrated that organisational commitment is closely linked to the context in which employees are working; as employees were found to be strongly motivated and committed were involved in the process of setting, owning, and implementing the organisation's vision. Moreover, the supportiveness of leaders towards the employees had also contributed to positive outcome in terms of organisational commitment among employees. On the other hand, a study done by another group of researchers has shown a different perspective of organisational commitment. Hausknecht, Hiller, and Vance (2008) found that the employees' commitment is depends on the level of requirement for commitment in the employees' job function; for example, employees who worked in a high-commitment unit will engage in more committed behaviours such as regular attendance at work. There seems to be different implications on organisational commitment, which can be explored further in this study.

2.5 Research Framework
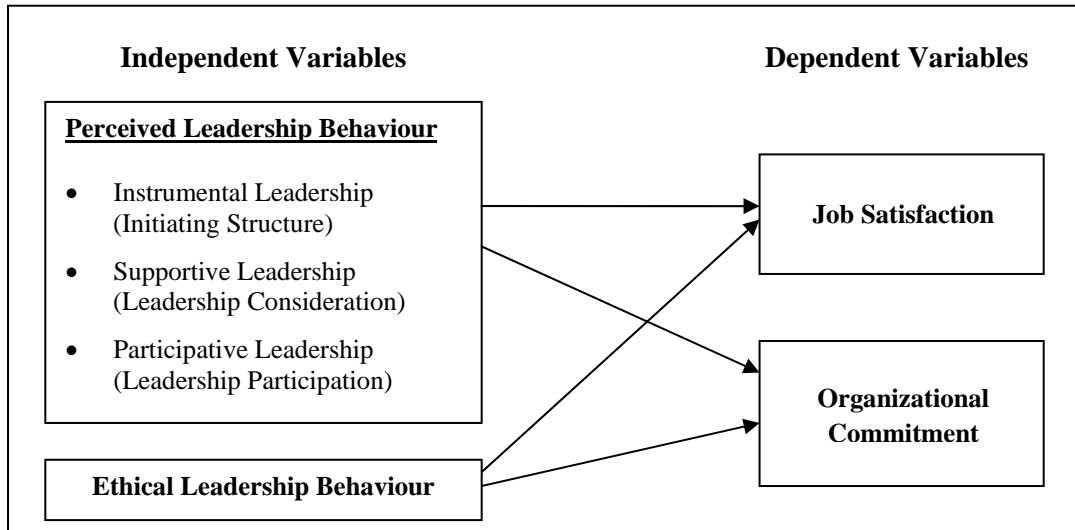
The independent variables in this research are ethical leadership and perceived leadership behaviour that includes instrumental leadership, supportive leadership, and participative leadership. These variables will create effects on the dependent variables, which include the job satisfaction of employees and their organizational commitment. Figure 2 illustrated the relationship between these variables.

2.6 Hypotheses Development

H1: There is a significant relationship between initiating structure and job satisfaction.

This hypothesis is to find out whether initiating structure behaviour has significant impact on employees' job satisfaction. According to studies, initiating structure is one of the dimensions of instrumental leadership behaviour that emphasised on task orientation (Greenberg & Baron, 2007). Leader who possessed this type of leadership style often described the role of each member in the team and ensure employees are well informed on the expected outlook, which then lead to job

satisfaction as employees believed that their effort could result in effective performance (Podsakoff et al., 1983; Hsu et al., 2003).

H2: There is a significant relationship between leadership consideration and job satisfaction.

According to House et al. (as cited in Mulki et al., 2009), leaders who emphasised on leadership consideration will show support and concern towards employees well being, which then creates psychologically encouragement and friendliness environment that convinced and enable employees to feel supported. This type of supportive leadership behaviour is found to be impactful on employees' job satisfaction as mentioned in Allen et al. (as cited in Mulki et al., 2009) study. Referring to several related studies, this hypothesis is developed to examine the relationship between leadership consideration behaviour towards employees' job satisfaction in organisations.

H3: There is a significant relationship between leadership participation and job satisfaction.

Research found that leadership participation is positively related to employees job satisfaction (Jamal & Xie, as cited in Huang et al., 2006; Drucker, Likert, Daley, & Bernstein, as cited in Kim, 2002). This is mainly due to the behaviour where participative leader encourages and allows subordinates to participate in important organisation processes, such as decision making and strategy planning, by seeking and considering employees' opinions and thoughts, regardless of the employees' position or level of employment (House & Dessler, as cited in Bearden & Netemeyer, 1999). Such leadership style will create positive impact on employees' job satisfaction because when employees are involved in major organisation processes, they will perceived the organisation's system as fair and are motivated in work (Rok, 2009). This hypothesis is developed to determine whether leadership participation in organisations will impact employees' job satisfaction.

H4: There is a significant relationship between ethical leadership behavior and job satisfaction.

This hypothesis is developed to find out the relationship between ethical leadership behaviour and employees' job satisfaction. According to Kim and Brymer (2011), ethical leaders who practiced openness in communication will be able to disarm employees' suspicion towards organisation's actions and create a strong moral atmosphere within the organisation, which in return enhanced the job satisfaction among employees.

H5: There is a significant relationship between initiating structure and organizational commitment.

This hypothesis is to examine the relationship between instrumental leadership and employees' organizational commitment. Studies showed that in order to encourage employees to work productively, instrumental leaders often practiced clear communication and implementation on appropriate rewards systems that helped to increase employees' motivation (Mulki et al., 2009; Bass, Misumi, & Peterson, as cited in Wong et al., 2006). This practice was found effective in improving employees' commitments (Bycio et al., as cited in Sahertian & Soetjipto, 2011).

H6: There is a significant relationship between leadership consideration and organizational commitment.

Leaders who practiced leadership consideration are more likely to be friendly, approachable, considerate in subordinates' needs, and concern in giving emotional support to the employees (House & Dessler, as cited in Bearden & Netemeyer, 1999). According to Gouldner (as cited in Chullen et al., 2010), this type of supportive leadership style will affect employees' organizational commitment because when employees believed that they are receiving supports, trusts, and other benefits from their leaders, they tend to develop work appropriateness and performance as an obligation in the organisation. As such, this hypothesis is developed to find out whether leadership consideration will affect employees organizational commitment.

H7: There is a significant relationship between leadership participation and organizational commitment.

This hypothesis is to find out whether leadership participation will affect employees' organizational commitment. According to Kim (2002), in participative leadership management, leaders will often involve employees in strategic planning and decision making process, which will then contribute to employees' job satisfaction. As Kim (2002) explained, when employees are given the opportunities to involve in management processes, they will have better understanding on their designated roles and induced with the feeling of empowerment. As such, employees who are empowered will feel more committed to the organisation due to the sense of obligation (Lashley et al., as cited in Huang et al., 2006).

H8: There is a significant relationship between ethical leadership behavior and organizational commitment.

This hypothesis aimed to find out whether employees' organizational commitment will be affected by ethical leadership behavior. Based on several studies, ethical leadership behaviour is found to have the ability to gain trust from employees because such behaviour is perceived as honest, integrate, open, trustworthy, and fair (Brown et al., 2005; Hogan, Curphy, & Hogan, as cited in Rubin et al., 2010). These characteristics of ethical leadership behaviour could enhance employees' organizational commitment as it creates conformity and confidence of those who are working in the organisation (Kim & Brymer, 2011).

2.7 Conclusion

Reviewing studies by other researchers has help to provide better understanding of the research background and further knowledge on the variables that will be engaged in this research. Meanwhile, the research framework had completely illustrated the correlation of each variable while hypotheses were developed

through the study and assumptions made from other researchers' findings and reviews. The relationships between dependent and independent variables will further be examined in the following sections.

CHAPTER 3

METHODOLOGY

3.0 Introduction

Methodology will served as a guideline and to be carried out in this research project to answer the research questions. According to Hocking, Stacks and McDermott (2003), methods and procedures should be stated clearly so that it could be replicated and evaluated by others. This chapter will present the research design, research methods, instruments, and construct measurements used for data collection and data measurements. Moreover, sampling topics will also be discussed such as sampling design, sample size, and other sampling related aspects. This chapter will also explain on the way data will be processed and analysed.

3.1 Research Design

Research design is a "blueprint" of the project to collect the desired information in the best possible way (Malhotra, as cited in Polonsky & Waller, 2005). Therefore, it is an important backbone to conducting this research efficiently and organized. There are several research designs recommended by academics and this study will use both descriptive and casual research. According to Polonsky and Waller (2005), descriptive research is used to find out the description of certain characteristics or functions like market conditions or customers opinions and buying behaviour. The methodologies suggested for this type of research design are surveys, diary panels, and observations, where researchers have obtained prior

knowledge of the topic and plan to use structured approach to collect the desired information. In this research, the reviews on other researchers' studies and findings has provided knowledge on research variables such as job satisfaction, organisational commitment, perceived leadership, and ethical leadership behaviour. These secondary data gathered will then be applied and adopted while developing questionnaire for survey purpose.

On the other hand, casual research is designed for cause-and-effect relationships type of research (Polonsky & Waller, 2005). Similar to descriptive research, this type of research design also worked on structured approach and is suitable for research that intend to examine on the relationship of two or more variables (Ghauri & Gronhaug, 2005). Churchill (as cited in Polonsky & Waller, 2005) suggested that the primary method for casual research is hypotheses testing. In this research, hypotheses will be developed based on the understanding of the topic that was obtained through the study of other researchers' findings. In line with the approach of casual research, this study aimed to examine the relationship between independent variables (perceived leadership and ethical leadership behaviour) and dependent variables (job satisfaction and organisational commitment).

3.2 Data Collection Methods

After deciding on the research design, the following step for this research project is to choose the appropriate methods to collect the required data. Since the research design applied to this research are descriptive and casual research that require understanding on the topic and structured approach; both primary and secondary data will be as the main source for data collection.

3.2.1 Primary Data

The primary data referred to the first hand data that will be obtained from a huge pool of respondents through the quantitative research method. As mentioned by

Dillon, Madden, and Firtle (as cited in Polonsky and Waller, 2005, p. 112), quantitative research methods involved "relatively huge numbers of respondents [and are] designed to generate information that can be projected to the whole population." Therefore, quantitative research method would be most suitable for this research that targeted to reach as much participants as possible. Among several quantitative research methods, electronic surveys will be used in this research.

According to Ghauri and Gronhaug (2005, p. 124), survey is "an effective tool to get opinions, attitudes and descriptions as well as for getting cause-and-effect relationships." Therefore, using survey as the data collection method will be suitable for this research, which aimed to examine the relationship of the independent and dependent variables. In order to conduct the survey, an electronic questionnaire will be designed using the online survey software, namely SurveyGizmo. This particular tool enable user to create online questionnaire easily, run pilot survey, generate survey link that user could invite potential respondents to answer the questionnaire, and also helped to consolidate and tabulate responses data. User could then export the report in SPSS software or Microsoft Excel for further analysis.

For this particular research, the survey link generate through SurveyGizmo will be distributed through email with a short description of this research project and enclosed with the survey link as invitation to potential respondents. In addition, the survey link will also be shared through social networking site, such as Facebook and Windows Live Messenger. As this survey is targeted to only Malaysian working individuals; hence, this criterion will be stated clearly in the message to respondents, in order to avoid confusion and invalid responses from the wrong participants.

3.2.2 Secondary Data

On the other hand, secondary data referred to the information obtained from the research findings done by other researchers that were published in books or journal articles. According to Polonsky and Waller (2005), secondary data is

somehow useful in a research project as it assists the researcher to resolve and answer the research problem, and is more efficient in terms of cost and time. The analysis and findings done by previous researchers on the similar topic will served as references for researchers understanding and ease the research process. These data are useful in developing the research framework and hypotheses.

The secondary data in this research will be collected through the study of journals and articles that are related to the research topic. These data can be obtained from printed materials such as academic reference books, professional magazines, and newspapers. Nevertheless, electronic materials are also widely available nowadays and will be selected as the main channel to obtain secondary data in this research. The electronic materials include electronic books, academic e-journals, e-magazines, professional's reports and PhD dissertations, which can be found from various online databases. The most frequently visited online databases will be ProQuest, EBSCOhost, ScienceDirect, and other databases that are available on the online library portal of Universiti Tunku Abdul Rahman. Data from these online databases are as sufficient as those available in faculty library. Online databases can be accessed at anytime and anywhere conveniently. Therefore, it is more time and cost efficient.

3.3 Sampling Design

The sampling process is important because as Wimmer and Dominick (2003, p. 84) described, a sample is a "subset of the population that is representative of the entire population." Therefore, if the sample is selected correctly and the process is conducted appropriately, the sample will be able to represent the entire population. According to Gliner and Morgan (2000), using samples in research is more cost and time efficient because researchers could avoid interviews or observations that are expensive and take lesser time to study the participants compared to using the whole population.

3.3.1 Target Population

Population or target population is "the entire group of people, events or things of interest that the researcher wishes to investigate" (Cavana, Delahaye, & Sekaran, 2001, p. 252). This research aimed to examine employees' job satisfaction and organizational commitment associated with perceived leadership and ethical leadership, specifically in Malaysia context. Therefore, the targeted population of this research are all Malaysians who are currently working as an employee in an organisation or have been working as an employee previously. Based on the data provided by Department of Statistics Malaysia, the total employed population (as at 18 January 2012) in the country is approximately 12,260,000 ("Key Data – Malaysia," 2012, www.statistics.gov.my). Looking at the large pool of possible participants, this research will narrow down to target population whom are currently located in Klang Valley only. This is to reduce the time and cost involve for the research, and at the mean time, increase the credibility of data collected.

3.3.2 Sampling Frame and Sampling Location

Sampling frame, also referred as population frame, is a listing of participants who meet the criterion and are accessible by researcher through various resources such as telephone or membership directory, university registration listing, and others (Cavana et al., 2001; Gliner & Morgan, 2000). However, sampling frame may not be applicable in this research because nonprobability sampling method will be applied for samples selection. Target population from Klang Valley will be conveniently chosen as samples for the research.

3.3.3 Sampling Elements

Sampling element is explained as "a single member of the population" (Cavana et al., 2001). In other words, each individual from the targeted population is considered as an element. However, in this research, the sampling element is relatively wide because the population that are relevant to the study comprised of working individuals who are currently working or previously worked, from all age

group, gender, education background, and industry. The sampling element of this research could be from any demographic profile as long as they have experienced in working as an employee.

3.3.4 Sampling Techniques

As mentioned, nonprobability sampling method will be used in this research to conduct the samples selection because of the limited time and cost. Moreover, due to the unavailability of sampling frame, the research samples will be conveniently chosen. The samples will be chosen regardless of their age, gender, education background, job title and position, and other criteria in order to avoid bias responses.

An electronic survey link will be sent through email to accessible contacts of 150 individuals. These individuals are encouraged to forward the survey link to their available contacts as well. Thus, the ultimate reach of the survey may not limit to 150 individuals only, assuming individuals of the initial phase will forward the survey link to their other friends and relatives. On the other hand, the research samples may consist of volunteer sample as well because those who received the survey invitation link can choose to answer the questionnaire based on their willingness.

Nevertheless, there were critics on how close nonprobability sample is to represent the population (Adams, Khan, Raeside, & White, 2007) because the participants were not selected through proper and systematic procedure. Yet, Wimmer and Dominick (2003) believed that convenient sampling could still help in collecting exploratory information and useful data.

3.3.5 Sample Size

According to Wimmer and Dominick (2003), the sample size for a research is mostly based on the type and purpose of the research, time and financial constraints, and other possible factors; therefore, there are no specific formulas or methods to determine a sample size for every research method or statistical

procedures. Generally, qualitative research requires small numbers of participants because of the in-depth of information required while quantitative research requires as many participants as possible to gain more confidence in the research results (Hartas, 2010). An estimation of sample size was done by Cresswell (as cited in Hartas, 2010) on different types of researches, where 30 participants is an acceptable sample size for correlational study that explores the relationship between variables while approximately 350 participants for survey research. Since this research involved both types of research nature, 150 participants will be determined as the adequate sample size, considering the range of 30 to 350 participants. The total number of 150 participants is also further confirmed by taking age group as the subsample (below 25, 25-34, 35-44, 45-54, 55 and above), where a sample size of 30 is applied for each age group. As Roscoe (as cited in Cavana et al., 2001) proposed, sample size can be determined by breaking them into subsamples and it is usually necessary to have a minimum of 30 samples for each category. Meanwhile, the decision on sample size for this research has also taken into consideration on the time and financial constraint.

3.4 Research Instrument

To carry out survey as the method of data collection, questionnaire has been decided as the research instrument for this quantitative research. This particular instrument will be used as the tool to collect data and responses, which will be analyzed in the following chapter.

3.4.1 Purpose of Using Questionnaire

Questionnaire is one of the most commonly used instruments in survey research. This is mainly because the ability of questionnaire in collecting large amount of data at a reasonable cost and without geographical constraint (Wimmer & Dominick, 2003). Moreover, questionnaire could provide a variety of statistics for data analysis because it allows researchers to collect and examine variables such as demographic information, attitudes and behaviour of the respondents (Wimmer

& Dominick, 2003). Looking at the research objectives set for this research while considering the financial and time constraint, questionnaire seems to be the most suitable tools to reach out to large number of respondents within Klang Valley, and collect necessary data to resolve the research questions. Furthermore, this research will use electronic questionnaire, which is more convenient and able to reach respondents from any parts of Klang Valley within a short time period. With the help of available Internet tools, the electronic questionnaire can reach a large pool of samples very quickly. Distributing the questionnaire in electronic format will reduce the time and overall research cost compared to having researcher to hand the printed questionnaires to respondents personally or distribute through mails, which is more time consuming and may encounter geographical boundaries.

Although there may be a risk that the response rate may be low and respondents may have security concern or less computer literate, electronic survey is still practical because it is faster, easy to administrate, less expensive, and allows respondents to complete the questionnaire in their own time and at their convenience (Polonsky & Waller, 2005; Cavana et al., 2001). Therefore, electronic questionnaire will be used as the main instrument for data collection in this research. Moreover, looking at the current context of Internet usage, there should be less concern on the respondents' literacy to computer or Internet.

3.4.2 Questionnaire Design

The survey questionnaire will be constructed in five sections. Before any questions were asked, an introduction of this survey will be placed on the top part of the questionnaire. This is to explain the survey objective to the respondents and also to express courtesy and appreciation for their participation.

The first section will be highlighting on demographic profile of the respondents, such as gender, age, education qualification, current industry they are working in, and the duration of job. Section two and three focused on the questions that are related to the characteristics of perceived leadership (initiating structure, leadership consideration, and leadership participation) and ethical leadership

behaviour. Both sections are structured to determine the type of leadership styles that the respondents encountered with their superiors.

For the fourth and fifth section, questions are aimed to find out the level of job satisfaction and organizational commitment among employees. In the survey questionnaire, Section two to five will be adopting questionnaires from House and Dessler (1974) on perceived leadership behaviour, Ponnu and Tennakoon (2009) on ethical leadership, Wood, Chonko, and Hunt (1986) on job satisfaction, and Mowday, Steers, and Porter (1979); and Hunt, Chonko, & Wood (1985) on organisational commitment respectively. Apart from questionnaire by Ponnu and Tennakoon, other questionnaires will be extracted from Bearden and Netemeyer (1999). The main type of question used for section two to five is the Likert scale, which featured five different categories of answer that ranged from 1 to 5 in a question. For example, 1 = never and 5 = always or 1 = strongly disagree and 5 = strongly agree. Respondents will be asked to choose the range that is most applicable to their experience or opinion.

Furthermore, all questions will be designed as close-ended questions for the ease of answering and lesser time consumption. According to Wimmer and Dominick (2003), close-ended questions allow respondents to answer from the list of choices uniformly where the responses can be easily quantified in later stage. At the same time, questions are also constructed in short and precise format so that respondents could easily read and understand what is being asked.

3.4.3 Pilot Test

Pilot test is important to find out whether the questionnaire is designed appropriately to the study and to discover the areas of misunderstanding for rectification (Wimmer & Dominick, 2003). To ensure the questionnaire is well-structured and will obtain useful results effectively, a pretesting is done before the survey was actually launched. The pilot test was conducted on 10 respondents by sending them the electronic survey link. This is also to ensure that the survey link can be accessed and results can be submitted upon completion without any interference. The pretesting process was carried out 1 week before the actual

launched date of the survey to allow sufficient time for necessary amendments. Fortunately, the results of pilot test were adequate and no major problem was encountered. This may be due to the adoption of other researchers' or scholars' questionnaire, which helped to reduce the occurrence of errors during the questionnaire construction.

3.5 Construct Measurements

Measurements are often implied in empirical research as it can be considered as the assigned numerals to empirical properties, events, or objects based on certain rules (Ghauri & Gronhaug, 2005; Wimmer & Dominick, 2003). In this research, measurements were constructed and used to determine and evaluate the responses on the research variables. Measurements are important because the quality of information gathered through data collection is highly depends on the measurement procedures (Ghauri & Gronhaug, 2005).

3.5.1 Origin of Construct

The construct measurements used in this research are adopted from several researchers' studies that were being discussed by Bearden and Netemeyer (1999) on perceived leadership behaviour (initiating structure, leadership consideration, and leadership participation), job satisfaction, and organizational commitment; and Ponnu and Tennakoon (2009) on ethical leadership behaviour.

Table 1: Construct Measurements and Sources

Construct	Sources
Perceived Leadership Behaviour	House and Dessler (1974) in Bearden and Netemeyer (1999)
Ethical Leadership Behaviour	Ponnu and Tennakoon (2009)
Job Satisfaction	Wood, Chonko, and Hunt (1986) in Bearden and Netemeyer (1999)

Organizational Commitment	Mowday, Steers, and Porter (1979); and Hunt, Chonko, and Wood (1985) in Bearden and Netemeyer (1999)

The perceived leadership behaviour scales are adopted from House and Dessler (1974) study, which is published in the book by Bearden and Netemeyer (1999). Based on Table 2, there are three category of construct in perceived leadership. Each construct is given its items of measurements. Each item is provided with the five point Likert scale, given 1 = never, 2 = seldom, 3 = occasionally, 4 = often, and 5 = always. Respondents are required to choose only one scale for each item.

Table 2: Construct of Perceived Leadership and Measurement Items

Construct	Measurement Items
Initiating Structure	- He lets group members know what is expected of them - He decides what shall be done and how it shall be done - He makes sure that his part in the group is understood - He schedules the work to be done - He maintains definite standards of performance - He asks that the group members follow standard rules and regulations - He explains the way any task should be carried out
Leadership Consideration	- He is friendly and polite - He does little things to make it pleasant to be a member of the group - He puts suggestions made by the group into operation - He treats all group members as his equals - He gives advance notice of changes - He keeps to himself - He looks out for the personal welfare of group members - He is willing to make changes - He helps me overcome problems which stop me from carrying out my task - He helps me make working on my tasks more pleasant
Leadership Participation	- When faced with a problem, he consults with his subordinates - Before making decisions, he gives serious consideration to what his subordinates have to say - He asks subordinates for their suggestions concerning how to carry out assignments

	• Before taking action, he consults with his subordinates
	• He asks subordinates suggestions on what assignments should be made

The ethical leadership behaviour scale is adopted from Ponnu and Tennakoon (2009). Respondents will be asked on their level of agreement for this construct. The measurement items are provided with the five point Likert scale, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. Similarly, respondents are required to choose only one scale for each item, which they think is most applicable to their experience.

Table 3: Construct of Ethical Leadership Behaviour and Measurement Items

Construct	**Measurement Items**
Ethical Leadership Behaviour	• He listens to what employees have to say • He has the best interest of employees in mind • He makes fair and balanced decisions • He can be trusted • He discusses business ethics or values with employees • He sets an example of how to do things the right way in terms of ethics • He disciplines employees who violate ethical standards • He conducts his personal life in an ethical manner • He defines success not just by results but also the way that they are obtained • When making decisions, he will asks, "What is the right thing to do?"

This measurement items for construct of job satisfaction (Table 4) are adopted from Wood, Chonko, and Hunt (1986) in Bearden and Netemeyer (1999) publication. A five point Likert scale is given to respondents for selections. The scales are ranged as 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

Table 4: Construct of Job Satisfaction and Measurement Items

Construct	Measurement Items
Job Satisfaction	• I am satisfied with the information I receive from my superior about my job performance • I receive enough information from my supervisor about my job performance • I receive enough feedback from my supervisor on how well I'm doing • There is enough opportunity in my job to find out how I am doing • I am satisfied with the variety of activities my job offers • I am satisfied with the freedom I have to do what I want on my job • I am satisfied with the opportunities my job provides me to interact with others • There is enough variety in my job • I have enough freedom to do what I want in my job • My job has enough opportunity for independent thought and action • I am satisfied with the opportunities my job gives me to complete tasks from beginning to end • My job has enough opportunity to complete work I start • I am satisfied with the pay I receive for my job • I am satisfied with the security my job provides me

The organizational commitment scale (Table 5) is adopted from Mowday, Steers, and Porter (1979); and Hunt, Chonko, and Wood (1985), which were presented in Bearden and Netemeyer (1999) publication. The items of measurement for this construct are as shown in Table 5, where each items were provided with the five point Likert scale. Respondents will be asked on their agreement with the scale of 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

Table 5: Construct of Organizational Commitment and Measurement Items

Construct	Measurement Items
Organizational Commitment	• I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful • I talk up this organization to my friends as a great organization to work for • I feel very little loyalty to this organization • I would accept almost any type of job assignment in order to keep working for this organization • I find that my values and the organization's values are very similar • I am proud to tell others that I am part of this organization

	- I could just as well be working for a different organization as long as the type of work was similar - This organization really inspires the very best in me in the way of job performance - It would take very little change in my present circumstances to cause me to leave this organization - I am extremely glad that I chose this organization to work for over others I was considering at the time I joined - There's not too much to be gained by sticking with this organization indefinitely - Often, I find it difficult to agree with this organization's policies on important matters relating to its employees - I really care about the fate of this organization - For me, this is the best of all possible organizations for which to work - Deciding to work for this organization was a definite mistake on my part - I would be willing to change companies if the new job offered a 25% pay increase - I would be willing to change companies if the new job offered more creative freedom - I would be willing to change companies if the new job offered more status - I would be willing to change companies if the new job was with people who were more friendly

3.5.2 Scale of Measurement

There are several scales that will be used in this research to quantify and measure the data collected from the survey research. Nominal and ordinal scales will be both applied in the first section of the questionnaire, which asked about the respondents' demographic profile. Generally, nominal scales use letters or numbers to categorise variables that are only in descriptive names while ordinal scales categorised variables according to an ordered relationship such as low to high or objects that are ranked along certain dimensions (Gliner & Morgan, 2000; Adams et al., 2007; Wimmer & Dominick, 2003). In the survey questionnaire, nominal scales will be used to categorise the data for questions on gender, education, and the industry that respondents are working in. On the other hand, ordinal scales will apply to other questions such as age, work experience of the respondents, and the working duration of respondents in current company.

Meanwhile, the questions in section two to five of the questionnaire are designed for respondents to rate their opinion on each statement, from never (1) to always (5) and strongly disagree (1) to strongly agree (5). Therefore, the scale of measurement used in these sections is interval scale. Interval scale is similar to ordinal scales that categorised variables in ordered relationship, but with equal intervals between them (Gliner & Morgan, 2000). A five point Likert scale is used as a measure for questions in section two to five.

Table 6: Summary of Likert Scale Used on Variables

Variables	Likert Scale
• Perceived Leadership	1 = Never 2 = Seldom 3 = Occasionally 4 = Often 5 = Always
• Ethical Leadership Behaviour • Job Satisfaction • Organizational Commitment	1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5= Strongly Agree

3.6 Data Processing

Data processing is necessary before the gathered data are being analysed. This is to check through and filter any invalid or incomplete data that will affect the outcome of the data analysis.

3.6.1 Questionnaire Checking

Before the questionnaire is launched and distributed to the targeted samples, it was checked to ensure the questions are appropriate, well-structured, and feasible to the respondents. According to Adams et al. (2007), the response rate and

quality and reliability of responses could be affected by the administration of survey. Hence, checking of questionnaire is one of the important steps in this research. As this is an electronic survey that has no face-to-face interaction between the respondents and researcher, all questions were developed in simple language and straight forward format so that the respondents could understand easily. This is also to increase the response rate as to avoid respondents to abandon the survey due to difficulty in understanding the questions. Moreover, the pilot test also helped in questionnaire checking, where errors were discovered and amended.

3.6.2 Data Editing

After data is collected through the survey, they will be processed and edited, if necessary. As all the questions structured for this survey are close-ended questions, data editing may not need to be done too much in this research. This is because respondents will not provide any other information or answers in their own words, which require data editing for categorising them and applying codes for further processing. Moreover, to avoid respondents from intentionally or accidentally missed out any questions; one precaution has been set on the electronic questionnaire. All questions were formatted as mandatory in the online survey software to ensure respondents answer each of the listed questions before they can proceed to submit the questionnaire. In addition, the online survey software will also categorise the responses into complete or partially complete. Responses that are incomplete, which is also refer as partially complete; will be rejected and removed from the overall data that will be analysed later.

3.6.3 Data Coding

Section two to five of the questionnaire had adopted the five point Likert scale as measurement. Therefore, data coding will only be done on the demographic questions, which are structured in the first section of the questionnaire. Numerical coding from one to nine will be inserted into the Statistical Package Social Science (SPSS) Version 17.0 software that is used for data analysis. Data will be

categorised such as 1 for male and 2 for female in the gender question and 1 to 5 for each of the age group respectively.

3.6.4 Data Transcribing

Data transcribing for this research is rather simple and fast. The online survey software that used to carry out the electronic survey will be able to compile and tabulate the collected data systematically. These tabulated data can then be exported to SPSS software for further analysis.

3.7 Data Analysis

As mentioned earlier, the software Statistical Package Social Science (SPSS) Version 17.0 will be used to analyse the data collected from the survey research. Since this is a quantitative research, the analysis will be done on a relatively large number of responses, which will be valuable information that could represent the targeted population (Malhotra et al., as cited in Polonsky & Waller, 2005). Hence, data analysis procedures must be planned cautiously.

3.7.1 Descriptive Analysis

Descriptive analysis allows researchers to gain more understanding of the data and is often the basis for more complex analyses (Polonsky & Waller, 2005). This basic analysis will be carried out on the data gathered from section one of the questionnaire, which focused on the respondents' demographic profile. These data are more of self explanatory data; therefore, the analysis outcome is to provide a summary of the respondents' profile. For section one, the analysis will be done on frequency and percentage distribution. Pie charts with percentage distribution are created for each question to show the segmentation of respondents in terms of gender, age, education background, working experience, industry the respondents are working in, and the working duration of respondents in current organisation.

3.7.2 Internal Reliability Test

Reliability is defined by Hair, Black, Babin, Anderson, and Tatham (2006, p. 137) as "an assessment of the degree of consistency between multiple measurements of a variable." Reliability test on measurements is one of the important procedures in this research. As according to Wimmer and Dominick (2003), any scale of measurement that has not undergone reliability test is a poor research because unreliable measures are unable to detect the relationship between variables. As such, Cronbach's Alpha reliability analysis will be used in this research to examine the reliability of the items used as measurement, specifically for the research variables. The analysis will based on Hair et al. (2006) study where each items need to score a minimal agreed reliability value for Cronbach's Alpha, which is 0.70, to be verified as reliable.

3.7.3 Inferential Analysis

According to Cavana et al. (2001, p. 414), inferential analysis is often used to find out (1) the relationship between two variables; (2) differences in a variable among different sub-groups; and (3) how several independent variables might explain the variance in a dependent variable. In this research, inferential analysis will be carried out to discover the relationship between independent and dependent variables; and to conduct the hypotheses testing.

Pearson's Correlation Analysis

Pearson's Correlation analysis will be performed as the initial process in inferential analysis. This is to provide an overall understanding on the relationship between the independent variables (initiating structure, leadership consideration, leadership participation, and ethical leadership behaviour) and both dependent variables (job satisfaction and organisational commitment) respectively. Data will be analysed based on two parameters, which are *Pearson r value* and the significance level. As stated by Lind, Marchal, and Wathen (2008), any correlation coefficient that is within -1.00 or +1.00 indicates a perfect correlation

between the variables. Therefore, variables that are found with *Pearson r value* that is closer to -1.00 or +1.00 will be identified as significantly related. Nevertheless, the significance of relationship between variables is also determined by the significance level, which is less than .05, an indication that most researches used.

Multiple Regression Analysis

Multiple regression analysis is a statistical technique that used to analyze the relationship between one dependent variable and several independent variables, and at the same time, predicts the dependent variable by using the independent variables whose values are known (Hair et al., 2006). In this research, multiple regression analysis will be used to examine the relationship between independent variables (initiating structure, leadership consideration, leadership participation, and ethical leadership behaviour) and both dependent variables, which are job satisfaction and organisational commitment. Furthermore, multiple regression analysis will also lead to the hypotheses test that aimed to resolve the research questions.

3.8 Conclusion

The methodologies presented in this chapter will serve as a guideline to further this research. Information provided by other researchers on the research and data collection methods, sampling techniques, types of analysis, and others will come in handy, especially for the next chapter. In Chapter 4, huge amount of data will be collected through the survey research for analysis. In order to handle the data and process them in a systematic way, methodologies in Chapter 3 will make a useful reference to researcher.

CHAPTER 4

DATA ANALYSIS

4.0 Introduction

After the research method is conducted, data collected from the survey will be consolidated and analyzed by using software Statistical Package Social Science (SPSS) Version 17.0. The output of the analysis will be presented in Chapter 4 in the form of tables and charts. There will also be some further explanation on the output. This chapter will focused on three main analyses, which include descriptive analysis that presents an overview on the demographic profile of the research respondents; internal reliability analysis, which featured the Cronbach Alpha Analysis that tested on the reliability of each measurement items used in this research; and lastly, the inferential analysis that involved Correlation Analysis, Multiple Regression Analysis, and hypotheses testing.

4.1 Descriptive Analysis

A total of 103 respondents have participated in the online survey. Based on the output tabulation in Figure 3, approximately 56 percent of the respondents are female while 44 percent are male respondents. As illustrated in Figure 4, most of the respondents who participated in the survey are working adults aged between 25 to 34 years old, who stands 71 percent of the total respondents. About 18 percent of respondents are below 25 years old, follow by eight percent of

respondents who are aged between 35 to 44 years old, and lastly, respondents who are 45 years old and above only stands a slight three percent among total respondents.

Figure 3: Respondents' Gender
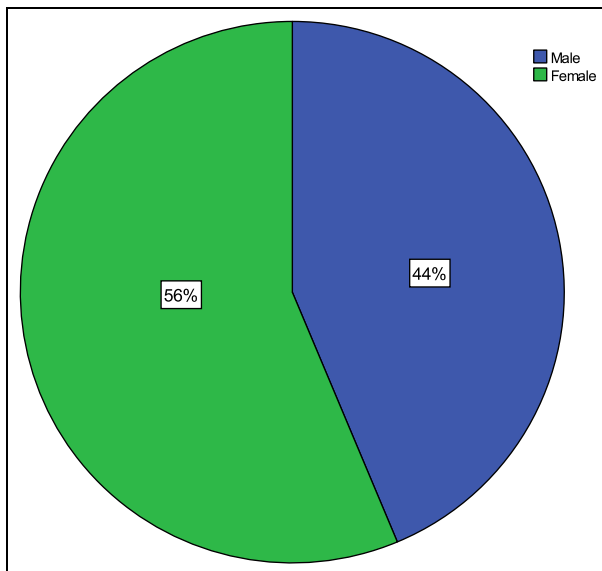
Figure 4: Respondents' Age
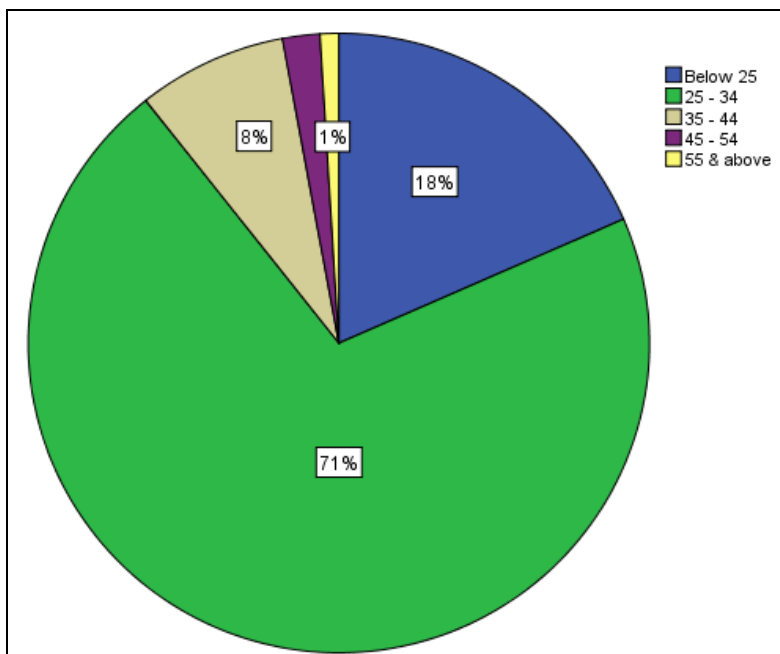
Figure 5 shows that the majority respondents who participated in the survey are Bachelor Degree holders or individuals who obtained Professional qualification (57%). 23 percent of the total participants had Master Degree as their highest education qualification and 13 percent had obtained Diploma or Advanced Diploma qualification. The remaining six percent of respondents are comprised of individuals who attained their highest education qualification in PhD Degree (3%), SPM or STPM certificate (3%), and one percent of other qualifications.

Figure 5: Respondents' Highest Education Qualification
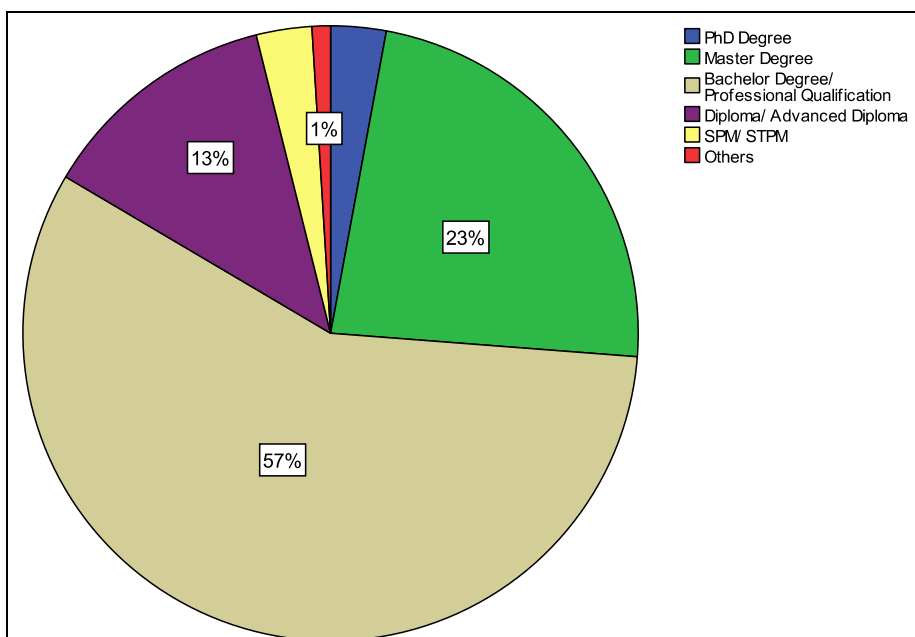
Meanwhile, based on Figure 6, majority of the respondents who participated in the survey had worked for more than a year, where 58 percent of the total respondents have been working between one to six years. On the other hand, 19 percent of the respondents have less than one year of working experience while 13 percent had worked for 10 years and more. Among the total respondents, only 10 percent of them had seven to nine years of working experience.

Figure 6: Working Duration of Respondents
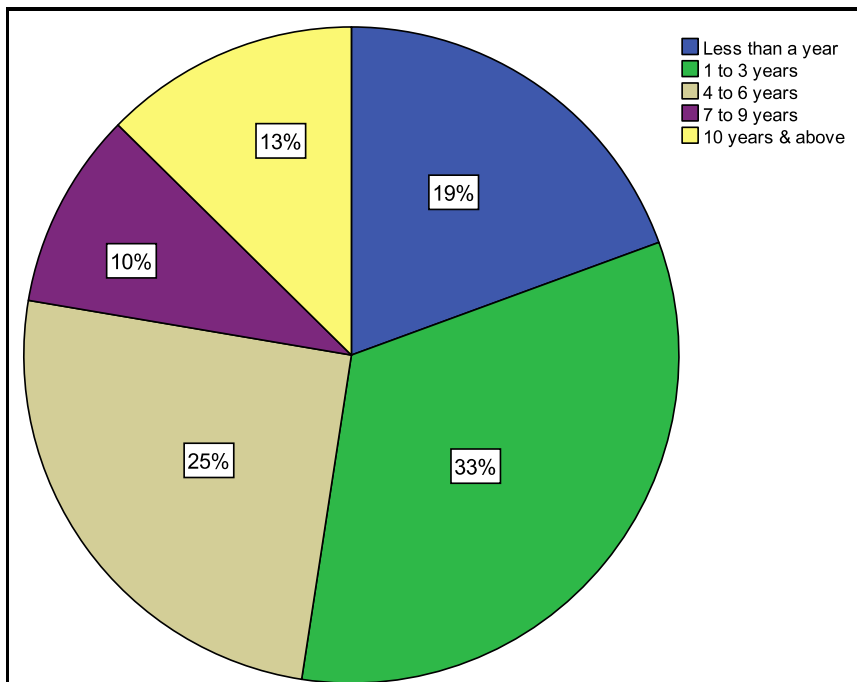
Figure 7 shows that most of the respondents are working in other industries that were not listed in the questionnaire (29%) follow by 23 percent from sales or marketing industry, and 11 percent from accounting or finance industry. Respondents who currently worked in computing or information technology industry and administrative or human resources industry are nine percent of the total respondents respectively. The rest of the respondents are currently working in service industry (7%), manufacturing industry (5%), and lastly, healthcare and engineering industry, which are four percent of each.

Figure 7: Type of Industries That Respondents Worked In
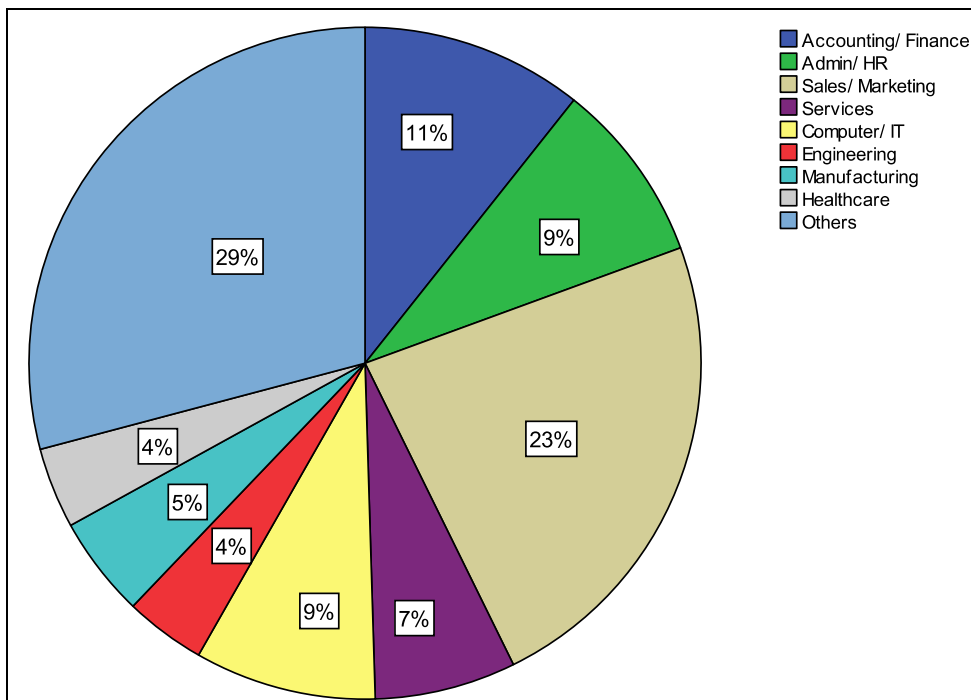
Furthermore, according to Figure 8, 44 percent of the total respondents have worked for one to three years in their current company and 37 percent have worked less than a year. Besides that, 12 percent of the total respondents had served their company for four to six years while respondents who worked between seven to nine years and 10 years and above are four percent respectively.

Figure 8: Working Duration of Respondents in Current Company
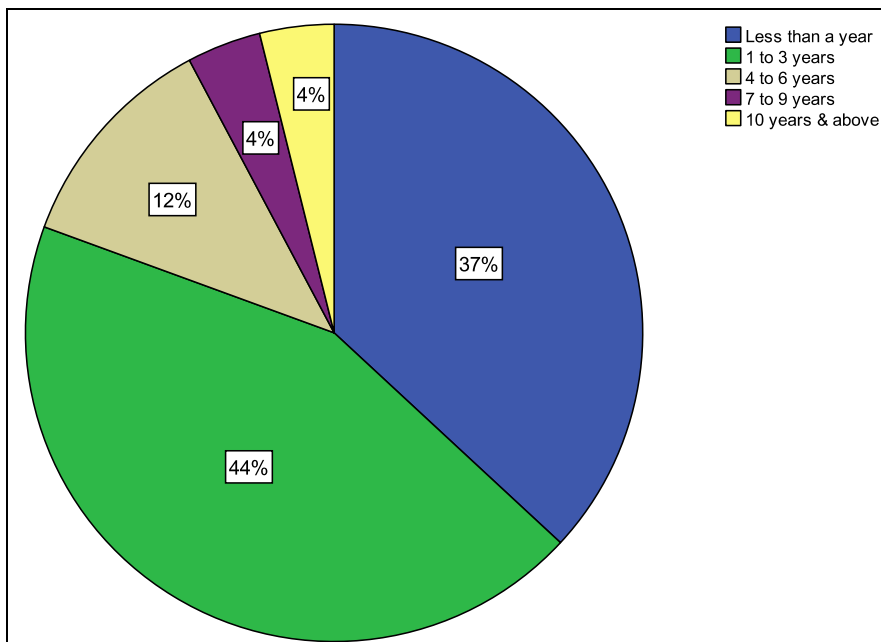
4.2 Internal Reliability Analysis

There are two types of reliability test available. One type of test is test-retest that measured an individual's responses at two different points in time and the second type is internal consistency test that measure the variables' consistency in an overall scale (Hair et al., 2006). In this research, Cronbach's Alpha, which is one of the most common internal consistency measures, will be used to test the items of measurements for research variables. Hair et al. (2006, p. 137) explained that "the rationale for internal consistency is that the individual items or indicators of the scale should all be measuring the same construct and thus be highly intercorrelated." As such, the internal reliability test of this research will be taking this as indication.

Table 7 is a summary of the Cronbach's Alpha reliability analysis. According to Hair et al. (2006), the minimal agreed reliability value for Cronbach's Alpha is 0.70. As such, referring to the table above, all items of measurements used in this research were found to be reliable. The measurement items for variables such as leadership participation, ethical leadership behaviour, and job satisfaction scored

relatively high Cronbach's Alpha, which is higher than 0.90. Meanwhile, the reliability values for initiating structure and leadership consideration measurements are both between 0.80 and 0.90. Although the measurements of organisational commitment scored the lowest reliability value among all measurements, which is 0.724, it is consider reliable because any values that are above the lowest limit for Cronbach's Alpha, 0.70 is acceptable.

Table 7: Cronbach's Alpha Reliability Analysis Result

Variables	No of items	Items dropped	Cronbach's Alpha
Perceived Leadership Behavior			
• Initiating structure	7	-	0.843
• Leadership consideration	10	-	0.858
• Leadership participation	5	-	0.939
Ethical Leadership Behaviour	10	-	0.932
Job Satisfaction	14	-	0.930
Organisational Commitment	19	Q2, Q11, Q12, Q15, Q16	0.724

In fact, the initial Cronbach's Alpha for items from organisational commitment (19 items) was 0.604, which is lower than the minimal agreed reliability value. Therefore, in order to increase the value, item that will generate the highest Cronbach's Alpha if being deleted must be removed from the item list to run another round of reliability analysis. The first item that was identified and removed was Q12. However, the result of Cronbach's Alpha is still lower than 0.70. Hence, the same procedure is being repeated and again, whenever the reading of reliability value is below 0.70. The reliability test on organisational commitment measurements were mended at the Cronbach's Alpha value at 0.724 with 15 items as the final figure.

4.3 Inferential Analysis

In this section, Pearson's correlations and multiple regression analysis will be used to find out the relationship among variables and to test the hypotheses.

4.3.1 Pearson's Correlation Analysis

Appendix B shows the interrelation between the independent variables itself (initiating structure, leadership consideration, leadership participation, and ethical leadership behaviour) and their correlations with the dependent variables, which include employees' job satisfaction and organisational commitment. Looking at the Appendix B, ethical leadership behaviour seems to have the highest Pearson Correlation to job satisfaction among other independent variables. The *Pearson r value* indicated for this relationship is 0.714. In other words, there is a significant relationship between these two variables. The closer the *Pearson r value* is to -1.00 or +1.00, the more significant the relationship is. Job satisfaction is found to be relatively related to most of the independent variables. The relationship can be further affirmed by looking at the significant level of these variables that was indicated as .000, which is less than .05, denoting a 95 percent of confidence level on the correlation. According to Hair et al. (2006), the acceptable range of significance level can be from .01 (more demanding) to .10 (less conservative and easier to find significance), where .05 is the most widely used in research.

On the other hand, in terms of organisational commitment, Appendix B shows that the independent variable that has the highest Pearson Correlation value in the relationship is initiating structure, denoting *Pearson r value* of 0.284, with the significant level of 0.04. This value is rather far from perfect correlation (1.00) but it is the highest *Pearson r value* among other independent variables. Meanwhile, Appendix B also shows that there is relatively clear interrelation between the independent variables in this research, where all of these relationships scored a .000 significant level. Collinearity among dependent variables, job satisfaction and organisational commitment is shown with *Pearson r value* of 0.392 at significant level of .000.

4.3.2 Multiple Regression Analysis

According to Hair, et al. (2006), multiple regression analysis is a statistical technique that used to analyse the relationship between one dependent variable and several independent variables. Therefore, this method will be able to learn the relationship between the independent variables and dependent variables, and to examine the research hypotheses.

Table 8 indicated the examination the correlation between the employees' job satisfaction and independent variables (initiating structure, leadership consideration, leadership participation, and ethical leadership behaviour). The R square value, which is also referred as the coefficient of determination shown in the table is 0.530. As Hair et al. (2006) explained that the coefficient of determination value indicates the percentage of total variation of Y that is explained by the regression model consisting of X. Thus, based on this understanding, this research can anticipate that 53 percent of the average job satisfaction is explained by the four types of leadership behaviour, which are initiating structure, leadership consideration, leadership participation, and ethical leadership behaviour.

Table 8: Output: The Overall Model Fit of Job Satisfaction (Dependent Variable) and the Independent Variables

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728[a]	.530	.510	.49372

Meanwhile, when using the same group of independent variables and tested with organisational commitment as the dependent variable (Table 9), the R square value shown is 0.128. In other words, only 12.8 percent of the average organisational commitment is explained by the group of independent variables. Nevertheless, coefficient of determination value is not sufficient to determine the relationship between both dependent variables (job satisfaction and organisational commitment) and the four variables. Hence, this research will also look into other

measures such as ANOVA F ratio, standardized coefficients (Beta), and *t values* in below sections.

Table 9: Output: The Overall Model Fit of Organisational Commitment (Dependent Variable) and the Independent Variables

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.357[a]	.128	.092	.39527

 Looking at the ANOVA analysis output for job satisfaction in Table 10, result shows that 50.787 (26.898 + 23.889) squared error will occur if the prediction for dependent variable only uses the mean of job satisfaction. Squared error is also referred as the total sum of squares (Hair et al., 2006). In other words, by using the four independent variables (initiating structure, leadership participation, leadership consideration, and ethical leadership behaviour) in this research, the squared error will be reduced by 53 percent (26.898 ÷ 50.787). This is statistically significant at F ratio of 27.587 and a significance level of .000.

Table 10: Output: The Statistical Test for the Overall Model Fit of Job Satisfaction (Dependent Variable) and the Independent Variables

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.898	4	6.725	27.587	.000[a]
	Residual	23.889	98	.244		
	Total	50.787	102			

On the other hand, Table 11 is output of ANOVA analysis for organisational commitment. When using only the mean of organizational commitment to predict the dependent variable, squared error of 17.552 (2.241 + 15.311) will occur. However, if using the same group of independent variables for the prediction, the squared error will be reduced by 12.8 percent (2.241 ÷ 17.552) and the prediction is statistically significant with F ratio of 3.586 at significance level of .009.

Table 11: Output: The Statistical Test for the Overall Model Fit of Organisational Commitment (Dependent Variable) and the Independent Variables

ANOVA[b]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.241	4	.560	3.586	.009[a]
	Residual	15.311	98	.156		
	Total	17.552	102			

Table 12 and 13 shows the significance between the relationship of independent variables (initiating structure, leadership consideration, leadership participation, and ethical leadership behaviour) and both dependent variables, which are job satisfaction (Table 12) and organisational commitment (Table 13). According to Hair et al. (2006), the common regression variate of a model is:

$$Y = b_0 + b_1V_1 + b_2V_2 + b_3V_3 + b_4V_4$$

Hence, based on the information in Table 12, the prediction equation for job satisfaction can be stated as:

Y (job satisfaction) = 1.038 + 0.092 (initiating structure) + 0.130 (leadership consideration) + 0.034 (leadership participation) + 0.458 (ethical leadership behaviour)

On the other hand, the prediction equation for organisational commitment as shown in Table 13 will be as follow:

Y (organisational commitment) = 2.805 + 0.184 (initiating structure) + 0.246 (leadership consideration) + 0.073 (leadership participation) + 0.145 (ethical leadership behaviour)

Table 12: Output: The Significance of Relationship between Job Satisfaction (Dependent Variable) and the Independent Variables

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.038	.263		3.947	.000
	AVG_IS	.092	.088	.095	1.042	.300
	AVG_LC	.130	.146	.131	.890	.376
	AVG_LP	.034	.072	.048	.469	.640
	AVG_ELB	.458	.107	.523	4.272	.000

Table 13: Output: The Significance of Relationship between Organisational Commitment (Dependent Variable) and the Independent Variables

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.805	.210		13.326	.000
	AVG_IS	.184	.070	.322	2.606	.011
	AVG_LC	-.246	.117	-.422	-2.108	.038
	AVG_LP	.073	.058	.175	1.265	.209
	AVG_ELB	.145	.086	.281	1.687	.095

In fact, apart from R square value, the relationship between independent variables and dependent variables of this study can also be examined through the standardized coefficients (Beta) and significant level from Table 12 and 13. This will further be elaborated in the section for hypotheses testing.

4.3.3 Hypotheses Testing

H1: There is a significant relationship between initiating structure and job satisfaction.

Referring to Table 12, Hypothesis 1 is rejected because result shows that there is no significant relationship between initiating structure and job satisfaction. The Beta value for initiating structure in Table 12 is 0.095, indicating that initiating structure has little influence over job satisfaction. As according to Hair et al. (2006), the bigger the Beta value, the higher the influential factor by the particular independent variable. However, in this relationship, the influence power of independent variable is apparently low. Moreover, the relationship also deem insignificant because the significance level is at 0.3, which is above .05.

H2: There is a significant relationship between leadership consideration and job satisfaction.

Table 12 shows the relationship of leadership consideration and job satisfaction scored Beta value of 0.131 with significance level of 0.376. In other words, leadership consideration has low influence power towards job satisfaction and the relationship is insignificant. Therefore, Hypothesis 2 is also rejected.

H3: There is a significant relationship between leadership participation and job satisfaction.

The Beta value for the relationship between leadership participation and job satisfaction is 0.048, denoting that this independent variable has little influence over job satisfaction. Furthermore, the significance level of this relationship is as high as 0.640, which affirmed that there is no significance relationship between leadership participation and job satisfaction. Hence, Hypothesis 3 is rejected as well.

H4: There is a significant relationship between ethical leadership behaviour and job satisfaction.

Looking at Table 12, Hypothesis 4 is accepted. The relationship between ethical leadership behaviour and job satisfaction is found to be significant at the significance level of .000, which is lesser than .05. Moreover, ethical leadership behaviour also has the greatest influence on job satisfaction compared to other independent variables, where the Beta value of the relationship is 0.523.

H5: There is a significant relationship between initiating structure and organisational commitment.

Based on Table 13, Hypothesis 5 is accepted as the relationship between initiating structure and organisational commitment deem significant with the significance level of .011, which is less than .05. The Beta value of 0.322 shows that initiating structure is one of the most influencing variables on organizational commitment compared to other independent variables.

H6: There is a significant relationship between leadership consideration and organisational commitment.

Meanwhile, Hypothesis 6 is also accepted. Having the highest Beta value among all independent variables in the relationship, which is 0.422 (Table 13), leadership consideration is believed to have great influences over organisational commitment. Moreover, this relationship is also significant as the significance level shown is at .038 (lesser than .05).

H7: There is a significant relationship between leadership participation and organisational commitment.

Referring to Table 13, the Beta value for leadership participation is 0.175, which is the lowest compared to other independent variables. In other words, leadership participation has the least influence over organisational commitment. The variables are also not significant related because the significance level of the

relationship is at .209, which is very much above .05, the minimal confidence level in this research. Hence Hypothesis 7 is rejected.

H8: There is a significant relationship between ethical leadership behaviour and organisational commitment.

Based on Table 13, Hypothesis 8 is rejected. The Beta value for the relationship between ethical leadership behaviour and organisational commitment is 0.281, denoting that this independent variable has little influence over organisational commitment. Furthermore, the significance level of this relationship is at .095, which affirmed that there is no significance relationship between ethical leadership behaviour and organisational commitment.

4.4 Conclusion

The descriptive analysis in this chapter has provided a clear illustration on the respondents' segmentation, in terms of gender, age, education background, working experiences, and working industry. On the other hand, the Cronbach's Alpha test was able to assist in identifying the reliability of each items of measurement used in this research. Items that were found to result in low Cronbach's Alpha were dropped from the item list and no longer used for further analysis procedures. Meanwhile, the correlation of dependent and independent variables were clearly shown in the Pearson's Correlation table. The significance of the interrelation can be determined by looking at the *Pearson r value* and significance level. Nevertheless, the relationship study between variables does not based on only correlation test. Therefore, Multiple Regression analysis was carried out to for more detail study. Hypotheses test under this analysis helped to further determine the significance of relationship and resolve the hypotheses that was developed earlier in this research. Discussion on the findings and conclusion will be made in the next chapter.

CHAPTER 5

DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

Conclusion is the final chapter of this research project that served as a summary on information that have been discussed and presented in previous chapters. This chapter will discuss the research findings obtained from Chapter 4 and will present the implications of study. Moreover, limitations that were identified throughout the research will be stated while recommendations will be provided for any future studies related to this research topic.

5.1 Discussion on Hypotheses Findings

As mentioned in previous chapters, the objective of this research is to discover the effect of perceived leadership behaviour (initiating structure, leadership consideration and leadership participation) and ethical leadership behaviour on job satisfaction and organisational commitment. As such, hypotheses testing were carried out to examine the relationship of these variables. The result summary is presented in Table 14.

Table 14: Result Summary of Hypotheses Testing

No	Hypotheses	Results
H1	There is a significant relationship between initiating structure and job satisfaction.	Rejected
H2	There is a significant relationship between leadership consideration and job satisfaction.	Rejected
H3	There is a significant relationship between leadership participation and job satisfaction.	Rejected
H4	There is a significant relationship between ethical leadership behavior and job satisfaction.	Supported
H5	There is a significant relationship between initiating structure and organizational commitment.	Supported
H6	There is a significant relationship between leadership consideration and organizational commitment.	Supported
H7	There is a significant relationship between leadership participation and organizational commitment.	Rejected
H8	There is a significant relationship between ethical leadership behavior and organizational commitment.	Rejected

5.1.1 Hypothesis One

There is a significant relationship between initiating structure and job satisfaction.

According to researchers, initiating structure leadership is found to create positive impact on employees' motivation, job performance, and eventually job satisfaction (Greenberg & Baron, 2007; Podsakoff et al., 1983; Mulki et al., 2009). Leaders who practiced this type of leadership are task oriented and usually clear in outlining the subordinates' roles and targeted goals; therefore, developing a mutually trusted relationship with employees that will lead to job satisfaction (Greenberg & Baron, 2007).

However, results in Chapter 4 showed contradict findings from the previous researches. Although initiating structure and job satisfaction were somehow related, the significance level of 0.3 (above minimal confidence level 0.05) had indicated that the relationship is insignificant. Moreover, initiating structure was also found to have low influencing power towards job satisfaction, based on the Beta value of 0.095, which is one of the lowest scoring among other independent

variables in the same relationship. In other words, these findings showed that task oriented leaders who emphasised in productivity goals in fact have little influences over employees' job satisfaction.

5.1.2 Hypothesis Two

There is a significant relationship between leadership consideration and job satisfaction.

Leadership consideration, also referred as supportive leadership behaviour, is a type of approachable leadership style that deeply concerned with employees emotions, feelings, and well being, which contributed to high job satisfaction (Allen et al., as cited in Mulki et al., 2009; House & Dessler, as cited in Bearden & Netemeyer, 1999; House, Greene, Harris, & Ogbonna, as cited in Mulki et al., 2009). Researchers also believed that leader's supportiveness engaged by this type of leadership behaviour is capable to create positive work attitude among employees (Rhoades, Eisenberger, Shore, & Shore, as cited in Chullen et al., 2010).

Nevertheless, the results generated in Chapter 4 showed otherwise. As illustrated in Table 14, there is no significant relationship between leadership consideration and job satisfaction. Although the Beta value of the relationship is projected as 0.131, denoting that leadership consideration has a certain level of influencing power towards job satisfaction; the relationship was deem insignificant at the significance level of 0.376 (above minimal confidence level 0.05). This shows that leadership style that are people oriented will not create significant impact on employees' job satisfaction, based on this research.

5.1.3 Hypothesis Three

There is a significant relationship between leadership participation and job satisfaction.

Leadership participation behaviour is believed to be one of the leadership styles that will results in high job satisfaction among employees (Rok, 2009; De Jong et al., as cited in Chen & Tjosvold, 2006; Kim, 2002). Referring to previous studies, leaders who practiced leadership participation usually consult their employees before making decision for the organisation; creating the fact that employees are playing important roles in the organisation, which ultimately increase their confidence and lead to job satisfaction (Kim, 2002; House and Mitchell, as cited in Huang, 2000). Hence, leadership participation and job satisfaction are said to be significantly related.

However, results generated in this research were contradicted to these studies. The Beta value of 0.048 is the lowest score among all independent variables that were tested in the relationship with job satisfaction. This signifies that leadership participation has little and the least influencing power over job satisfaction. Moreover, this result is further strengthen by referring to the significance level, which is 0.640 (above minimum confidence level 0.05) that indicated leadership participation is not a significantly related to job satisfaction. In other words, job satisfaction among employees will not greatly be affected even if their superiors involve them in the decision making process within the organisation.

5.1.4 Hypothesis Four

There is a significant relationship between ethical leadership behaviour and job satisfaction.

Researchers' studies showed that the ethical conduct and values engaged by organisations' leaders could create significant impact on employees' job satisfaction. Similar findings (Table 14) were found in this research, where the analysis results showed a significant relationship between two variables. The result revealed that ethical leadership behaviour has the greatest influence on job

satisfaction compared to perceived leadership behaviour, where the Beta value is 0.523, the highest value among all. Moreover, findings also suggested that the relationship is significant, determining by the significance level of 0.000.

The significance of relationship between ethical leadership behaviour and job satisfaction can be found in several studies. According to researches, leaders who practiced ethical leadership behaviour tend to portray an image of trustworthy and fairness, which encouraged followers to pursue the same high moral standards and ethical conduct following the leaders footstep (Toor & Ofori, 2009; Brown et al., 2005; Hogan, Curphy, & Hogan, as cited in Rubin et al., 2010). The ethical behaviour that the employees adopted will eventually create positive outcome in performance quality, reduce turnover and stress level of employees, and most importantly, increase the job satisfaction among employees (Banerjea, 2010; Kim & Brymer, 2011; Zhu, 2008).

5.1.5 Hypothesis Five

There is a significant relationship between initiating structure and organizational commitment.

The significance relationship between initiating structure and organisational commitment is proven in this research. Analysis results showed Beta value of 0.322, denoting that initiating structure is one of the most influencing leadership styles on employees' organisational commitment. Moreover, this relationship is further affirmed as the significance level was 0.011, which means that the two variables are significantly related. As such, initiating structure is believed to create significant impact on organisational commitment.

This findings can be supported by several studies, instrumental leadership was determined to have the tendency to reduce subordinates' role ambiguity by imposing rewards system based on their achievement (Podsakoffet al., 1983; Mulki et al., 2009); and this type of practices could help to improve employees' commitment towards the organisation (Bycio et al., as cited in Sahertian & Soetjipto, 2011). Due to the absent of uncertainty at work, employees tend to work

with trust and confident under the lead of instrumental leaders, which contributed to higher organisational commitment.

5.1.6 Hypothesis Six

There is a significant relationship between leadership consideration and organizational commitment.

Projecting a Beta value of 0.422 in the analysis results, leadership consideration is found to have the greatest influences on employees' organisational commitment. The Beta value was the highest among all other leadership styles that were examined with organisational commitment. Furthermore, the relationship is deemed significant as the significance level was at 0.038, which is lower than 0.05. In other words, leadership consideration could create significant impact on employees' organisational commitment within an organisation.

At the mean time, the significant relationship between these two variables was also discussed in other researches. Leaders who practiced leadership consideration emphasised on employees' well being by creating a friendly and supportive working environment in the organisation (House, Greene, Harris, & Ogbonna, as cited in Mulki et al., 2009). Because of the approachable manner, supportive leaders are found to have the ability to reduce employees' stress while enhancing positive attitudes and confidence among their subordinates, which ultimately increase and strengthen the commitment of employees towards an organisation (Rafferty & Griffin, 2006; House et al., as cited in Banai & Reisel, 2007).

5.1.7 Hypothesis Seven

There is a significant relationship between leadership participation and organizational commitment.

Based on several researches, employees who worked under the guidance of participative leadership style are more likely to gain the feeling of empowerment and improve in organisational commitment (Huang et al., 2006). This also means

that leadership participation could create significant impact on employees' organisational commitment.

Nevertheless, the data analysis of this research showed opposing results, where leadership participation is found to be insignificantly related to organisational commitment. This is concluded based on the significance level of 0.209, which is above the minimal confidence level of 0.05. Meanwhile, the Beta value of 0.175, which is the lowest among other independent variables, indicated that leadership participation behaviour has the least influences on organisational commitment compared to other leadership style. It seems that employees' involvement in organisation's decision making process will not contribute much in their organisational commitment, neither positively or negatively.

5.1.8 Hypothesis Eight

There is a significant relationship between ethical leadership behaviour and organizational commitment.

Referring to past researches, the openness practiced by ethical leaders is one of the important characteristics that will create trust and high motivation among employees, which ultimately enhance their commitment towards the organisation (Murphy & Enderle, 1995; Kim & Brymer, 2011). As such, ethical leadership behaviour is said to be significantly related to employees' organisational commitment.

However, based on the results presented in Chapter 4, the relationship between ethical leadership behaviour and organisational commitment is found to differ from these researchers' findings. The Beta value of 0.281 created from the relationship was one of the lowest scoring compared to other leadership styles that were believed to be related to organisational commitment. This means that the influence of ethical leadership on employees' organisational commitment is in fact low. Furthermore, the ethical belief and practices conduct by the leader will not create significant impact on the employees' commitment towards organisation.

This is affirmed by looking at the significance level, which is at 0.095 (above the minimal confidence level 0.05).

5.2 Implications of the Study

Based on the results found in this research, ethical leadership behaviour is suggested to be the significant factor that affects employees' job satisfaction. On the other hand, instrumental leadership (initiating structure) and supportive leadership (leadership consideration) are the leadership styles that significantly related to organisational commitment among employees. These findings are useful and important to management as it is a compilation of feedback and perceptions from working individuals, who currently or had previously reported to superiors at work. Management could gain insights from this study managerial implementation that could improve employees' job satisfaction and organisational commitment.

In fact, throughout this study, it is obvious that both job satisfaction and organisational commitment among employees are critical work behaviours that could contribute to the success of an organisation. According to a research done by Lee, Gerhart, Weller, and Trevor (2008) on the effects of job satisfaction, most of the respondents were found to leave their previous company, either for a another offer or to seek for new job, mainly due to the dissatisfaction in their current jobs. This shows that low job satisfaction among employees will actually lead to high turnover rate in an organisation. The importance of the relationship between job satisfaction and employees' turnover is also discussed in other studies by Khalifa (2011) and Pettijohn, Pettijohn, and Taylor (2007).

Moreover, job satisfaction also believed to create positive outcome such as higher productivity from satisfied employees (Keller and Julian; Neff, as cited in Khalifa, 2011). On the other hand, organisational commitment is often being related to the degree of attachment and loyalty of an employee (Mowday et al., as cited in Chih & Lin, 2009). Employees with great loyalty will tend to stay in the organisation over a long period and are more willing to commit their time and effort to the organisation. As mentioned by Freund (as cited in Chih & Lin, 2009), the desire to

remain in the organisation is one of the effect of organisational commitment. Similar explanation were also discovered in the study by Porter et al. (as cited in Heavey, Halliday, Gilbert, & Murphy, 2011), where organisational commitment is in relation to the willingness of employees in contributing substantial efforts to the organisation and their desire to maintain as part of the organisation.

Understanding the importance of both job satisfaction and organisational commitment towards organisation's performance, leaders should carefully consider the types of leadership style in managing their subordinates. As established from the analysis results earlier, the practice of ethical leadership behaviour in management is an effective way to enhance employees' job satisfaction. According to Nnabuife (2010), ethical leadership is not only about placing the ethical ideas into the organisation's belief and culture; but is more of the leader's personal actions that are portrayed as ethical practices, which are able to convince the employees that it is a rightful way of leading them. Meanwhile, Brown and colleagues (as cited in Rubin et al., 2010) also suggested that it is important for leaders to clearly communicate the ethical practices to employees in order to achieve mutual understanding on the applied leadership style. As such, while deciding to employ ethical leadership behaviour in leading subordinates, leaders should always keep in mind that it will not be effective by only putting the ethical beliefs in words to form the organisation's vision and mission.

Indeed, leaders must portray an overall ethical image in terms of management style, personal attitudes and thoughts, decision making, and communications while dealing with higher level management, subordinates, peers, and even external personnel such as suppliers or customers. Moreover, ethical leadership behaviour also requires leaders to be transparent in actions and communications in order to build trust and higher moral spirit among employees. When employees are confident with the leader and motivated, they are more likely to have positive job satisfaction.

Apart from job satisfaction, management should also take into consideration on employees' organisational commitment. As discovered throughout this study, instrumental leadership behaviour (initiating structure) and leadership consideration behaviour (supportive leadership) are the most influencing

leadership styles on organisational commitment. In terms of initiating structure, leaders who characterised this type of leadership style often emphasised on goals achievement and would provide clear definition on the role of each of the employees who are involved as well as his or her own role (Greenberg & Baron, 2007; Wong et al., 2006). This type of structured arrangement will help to reduce the uncertainty among employees because they have been well informed on their tasks and individual role. When employees are clear on what they are doing, they tend to feel secure and more confident while carry out their job. Moreover, employees will be more willing to contribute their efforts to achieve the organisation's goals. Therefore, in order to increase the organisational commitment among employees, leaders could consider embrace the characteristics of instrumental leadership behaviour.

Alternatively, supportive leadership behaviour can also be engaged to increase organisational commitment. According to House (as cited in Rafferty & Griffin, 2006), leaders who characterised leadership consideration have the ability to provide informational, instrumental, and emotional support to their subordinates simultaneously. Hence, employees who worked with supportive leaders will feel more satisfied and committed because their needs and feelings are have been taken into consideration in the organisation. As mentioned in several studies, supportive leaders could create an approachable environment that increase the work pleasure among employees (House, as cited in Hsu et al., 2003; House & Mitchell, as cited in Huang, 2000). Looking at this, management could also consider supportive leadership behaviour in the effort of improving organisational commitment.

Generally, this study had suggested the types of leadership style that are believed effective in achieving positive effect on job satisfaction and organisational commitment. However, these leadership styles must be applied appropriately, based on the objectives and circumstances of the organisation, in order to achieve effective outcome. If the leadership behaviour has been wisely consider and properly implemented, employees will be able to produce more positive performance to the organisation, such as greater spirit to achieve organisation's goals, more productive and efficient. Moreover, managements could even

consider combining different types of leadership behaviours that they believed to be suitable for the organisation's context and culture.

5.3 Limitations of the Study

There were a few limitations identified throughout this study. One of the limitations is the lack of references concerning this particular research topic. While leadership styles, job satisfaction, and organisational commitment are commonly examined variables in researches, most of them appeared to be an individual topic. It is less likely that previous studies investigated the effect of leadership styles, either ethical leadership behaviour or perceived leadership behaviour on job satisfaction and organisational commitment individually and specifically. The literature reviews regarding relationship of leadership styles and organisational commitment were particularly limited as well. Chih and Lin (2009) had encountered similar challenges during their research on the antecedent factors of organisational commitment, where they realised the effect of different leadership styles on organisational commitment has not been discussed in previous studies. In addition, although there were some studies on the impact of leadership styles towards employees and organisations, both job satisfaction and organisational commitment were modestly discussed.

Another limitation that needs to be addressed is concerning the respondents' feedback. Unlike the conventional survey methods, such as face-to-face survey, telephone survey, or email survey that allow the researchers to have interaction with respondents; electronic survey had limited control throughout the survey process. The major issue encountered was incomplete survey questionnaire. Out 147 responses collected, 30 percent of the replied questionnaire was partially completed. It is hardly possible to contact the particular respondents to recomplete the questionnaire in electronic survey. This had also affected the total number of responses used for analysis. Moreover, because there is no interaction between researchers and respondents, it is difficult to determine whether the respondents answered with full understanding of the questions. Therefore, there may be bias or discrepancy in the responses.

5.4 Recommendations for Future Study

Future study could explore more effects of ethical leadership behaviour and perceived leadership behaviour. In fact, there are other effects of leadership style apart from job satisfaction and organisational commitment. For example, employees' job performance, productivity, motivation at work and more. Researchers who are interested in this topic could look into other effects and carry out in-depth study.

On the other hand, future study could examine on other factors that affect employees' job satisfaction and organisational commitment. As found in some of the literature review, other factors that affect employees' work attitude also include organisational culture, company policy, work conditions and others. Therefore, there are in fact numbers of factors that researchers could further look into it. Moreover, researchers who are interested in this research topic are also recommended to narrow their study to a particular industry in order to obtain findings that are more focused. Instead of targeting on any industry of respondents like how it was done in this study, future study could limit the research to one industry, such as service industry or manufacturing industry to gain more findings and analysis that are not mentioned in this study. Generally, this study had consolidated some essential information and findings on leadership and employees' work attitudes, which can be used for further research.

5.5 Conclusion

In general, this study had achieved the research objectives and answered the research questions accordingly. The findings showed that three out of eight hypotheses were supported. The significant relationship between ethical leadership behaviour and job satisfaction was accepted while instrumental leadership and supportive leadership were proved to be significantly related to organisational commitment. Despite of achieving the research objectives, there were few limitations that brought challenges throughout the study, which require further improvement in future research. Nevertheless, the findings from this study

could be useful to other researchers while also served as references for managements who are seeking to practice effective leadership behaviours that will create positive outcome on employees' job satisfaction and organisational commitment.

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APPENDICES

APPENDIX A

QUESTIONNAIRE

I am a postgraduate student from Universiti Tunku Abdul Rahman and currently conducting a research study for my MBA Degree programme. I would like to invite you to participate in this online survey, which aimed to find out the **Impacts of Perceived Leadership Behaviour and Ethical Leadership on Employees' Job Satisfaction and Organizational Commitment**. There are 5 sections in this questionnaire and it should take a few minutes (less than 15 minutes) to fill out. This survey can be completed by **any individual who has previously worked or currently working with a superior to be reported to**.

Please be assured that all information provided in this survey will be strictly kept confidential. Results will be reported in general terms, with no specific individuals identified in the report. Your participation is very important in this study. Thank you very much for sparing your time to complete this survey.

Section 1: Demographic Profile

1. Gender   : ☐ Male   ☐ Female

2. Age   : ☐ Below 25
             ☐ 25-34
             ☐ 35- 44
             ☐ 45-54
             ☐ 55 & above

3. Highest Education Qualification:

    ☐ PhD Degree

    ☐ Master Degree

    ☐ Bachelor Degree/ Professional Qualification

☐ Diploma/ Advanced Diploma

☐ SPM/ STPM

☐ Others

4. How long have you been working?

☐ Less than a year

☐ 1 – 3 years

☐ 4 – 6 years

☐ 7 – 9 years

☐ 10 years & above

5. Which industry are you currently working in?

☐ Accounting/ Finance

☐ Admin/ HR

☐ Sales/ Marketing

☐ Services

☐ Computer/ IT

☐ Engineering

☐ Manufacturing

☐ Healthcare

☐ Others

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

☐ Less than a year

☐ 1 – 3 years

☐ 4 – 6 years

☐ 7 – 9 years

☐ 10 years & above

Section 2: Perceived Leader Behaviour
(House and Dessler 1974)

How often does your superior performed according to below statements?

		Never	Seldom	Occasionally	Often	Always
		1	2	3	4	5

Initiating Structure

		Never	Seldom	Occasionally	Often	Always
1.	He lets group members know what is expected of them	O	O	O	O	O
2.	He decides what shall be done and how it shall be done	O	O	O	O	O
3.	He makes sure that his part in the group is understood	O	O	O	O	O
4.	He schedules the work to be done	O	O	O	O	O
5.	He maintains definite standards of performance	O	O	O	O	O
6.	He asks that the group members follow standard rules and regulations	O	O	O	O	O
7.	He explains the way any task should be carried out	O	O	O	O	O

Leadership Consideration

		Never	Seldom	Occasionally	Often	Always
8.	He is friendly and polite	O	O	O	O	O
9.	He does little things to make it pleasant to be a member of the group	O	O	O	O	O
10.	He puts suggestions made by the group into operation	O	O	O	O	O
11.	He treats all group members as his equals	O	O	O	O	O
12.	He gives advance notice of changes	O	O	O	O	O
13.	He keeps to himself	O	O	O	O	O
14.	He looks out for the personal welfare of group members	O	O	O	O	O
15.	He is willing to make changes	O	O	O	O	O
16.	He helps me overcome problems which stop me from carrying out my task	O	O	O	O	O
17.	He helps me make working on my	O	O	O	O	O

tasks more pleasant

Leadership Participation

		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
18.	When faced with a problem, he consults with his subordinates	O	O	O	O	O
19.	Before making decisions, he gives serious consideration to what his subordinates have to say	O	O	O	O	O
20.	He asks subordinates for their suggestions concerning how to carry out assignments	O	O	O	O	O
21.	Before taking action, he consults with his subordinates	O	O	O	O	O
22.	He asks subordinates suggestions on what assignments should be made	O	O	O	O	O

Section 3:   **Ethical Leadership Behaviour**
(Brown et al., 2005)

Please indicate the extent to which you agree or disagree with each statement.

		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1.	He listens to what employees have to say	O	O	O	O	O
2.	He has the best interest of employees in mind	O	O	O	O	O
3.	He makes fair and balanced decisions	O	O	O	O	O
4.	He can be trusted	O	O	O	O	O
5.	He discusses business ethics or values with employees	O	O	O	O	O
6.	He sets an example of how to do things the right way in terms of ethics	O	O	O	O	O
7.	He disciplines employees who violate ethical standards	O	O	O	O	O
8.	He conducts his personal life in an ethical manner	O	O	O	O	O
9.	He defines success not just by results but also the way that	O	O	O	O	O

they are obtained

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10.	When making decisions, he will asks, "What is the right thing to do?"	O	O	O	O	O

Section 4: Job Satisfaction
(Wood, Chonko, and Hunt, 1986)

Please indicate the extent to which you agree or disagree with each statement.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	**2**	**3**	**4**	**5**
1.	I am satisfied with the information I receive from my superior about my job performance	O	O	O	O	O
2.	I receive enough information from my supervisor about my job performance	O	O	O	O	O
3.	I receive enough feedback from my supervisor on how well I'm doing	O	O	O	O	O
4.	There is enough opportunity in my job to find out how I am doing	O	O	O	O	O
5.	I am satisfied with the variety of activities my job offers	O	O	O	O	O
6.	I am satisfied with the freedom I have to do what I want on my job	O	O	O	O	O
7.	I am satisfied with the opportunities my job provides me to interact with others	O	O	O	O	O
8.	There is enough variety in my job	O	O	O	O	O
9.	I have enough freedom to do what I want in my job	O	O	O	O	O
10.	My job has enough opportunity for independent thought and action	O	O	O	O	O
11.	I am satisfied with the opportunities my job gives me to complete tasks from beginning to end	O	O	O	O	O

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
12.	My job has enough opportunity to complete work I start	O	O	O	O	O
13.	I am satisfied with the pay I receive for my job	O	O	O	O	O
14.	I am satisfied with the security my job provides me	O	O	O	O	O

Section 5:   **Organizational Commitment**
(Mowday, Steers, & Porter, 1979; Hunt, Chonko, & Wood, 1985)

Please indicate the extent to which you agree or disagree with each statement.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1.	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	O	O	O	O	O
2.	I talk up this organization to my friends as a great organization to work for	O	O	O	O	O
3.	I feel very little loyalty to this organization	O	O	O	O	O
4.	I would accept almost any type of job assignment in order to keep working for this organization	O	O	O	O	O
5.	I find that my values and the organization's values are very similar	O	O	O	O	O
6.	I am proud to tell others that I am part of this organization	O	O	O	O	O
7.	I could just as well be working for a different organization as long as the type of work was similar	O	O	O	O	O
8.	This organization really inspires the very best in me in the way of job performance	O	O	O	O	O
9.	It would take very little change in my present circumstances to cause me to leave this organization	O	O	O	O	O
10.	I am extremely glad that I chose this organization to work for over	O	O	O	O	O

	others I was considering at the time I joined					
11.	There's not too much to be gained by sticking with this organization indefinitely	O	O	O	O	O
12.	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees	O	O	O	O	O
13.	I really care about the fate of this organization	O	O	O	O	O
14.	For me, this is the best of all possible organizations for which to work	O	O	O	O	O
15.	Deciding to work for this organization was a definite mistake on my part	O	O	O	O	O
16.	I would be willing to change companies if the new job offered a 25% pay increase	O	O	O	O	O
17.	I would be willing to change companies if the new job offered more creative freedom	O	O	O	O	O
18.	I would be willing to change companies if the new job offered more status	O	O	O	O	O
19.	I would be willing to change companies if the new job was with people who were more friendly	O	O	O	O	O

------ End of Questionnaire ------

Thank you so much for your kind assistance and time.

Have a nice day!

APPENDIX B

PEARSON CORRELATION BETWEEN VARIABLES

		AVG_IS	AVG_LC	AVG_LP	AVG_ELB	AVG_JS	AVG_OC
AVG_IS	Pearson Correlation	1	.637**	.411**	.566**	.494**	.284**
	Sig. (2-tailed)		.000	.000	.000	.000	.004
	N	103	103	103	103	103	103
AVG_LC	Pearson Correlation	.637**	1	.723**	.820**	.654**	.140
	Sig. (2-tailed)	.000		.000	.000	.000	.159
	N	103	103	103	103	103	103
AVG_LP	Pearson Correlation	.411**	.723**	1	.630**	.511**	.179
	Sig. (2-tailed)	.000	.000		.000	.000	.071
	N	103	103	103	103	103	103
AVG_ELB	Pearson Correlation	.566**	.820**	.630**	1	.714**	.227*
	Sig. (2-tailed)	.000	.000	.000		.000	.021
	N	103	103	103	103	103	103
AVG_JS	Pearson Correlation	.494**	.654**	.511**	.714**	1	.392**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	103	103	103	103	103	103
AVG_OC	Pearson Correlation	.284**	.140	.179	.227*	.392**	1
	Sig. (2-tailed)	.004	.159	.071	.021	.000	
	N	103	103	103	103	103	103

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

*. Correlation is significant at the 0.05 level (2-tailed).

AVG_JS	= Average score of job satisfaction
AVG_IS	= Average score of initiating structure
AVG_LC	= Average score of leadership consideration
AVG_LP	= Average score of leadership participation
AVG_ELB	= Average score of ethical leadership behaviour

APPENDIX C1

SPSS OUTPUT: DEMOGRAPHIC PROFILE OF RESPONDENTS

Gender:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	45	43.7	43.7	43.7
	Female	58	56.3	56.3	100.0
	Total	103	100.0	100.0	

Age:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	19	18.4	18.4	18.4
	25 - 34	73	70.9	70.9	89.3
	35 - 44	8	7.8	7.8	97.1
	45 - 54	2	1.9	1.9	99.0
	55 & above	1	1.0	1.0	100.0
	Total	103	100.0	100.0	

Highest Education Qualification:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PhD Degree	3	2.9	2.9	2.9
	Master Degree	24	23.3	23.3	26.2
	Bachelor Degree/ Professional Qualification	59	57.3	57.3	83.5
	Diploma/ Advanced Diploma	13	12.6	12.6	96.1
	SPM/ STPM	3	2.9	2.9	99.0
	Others	1	1.0	1.0	100.0
	Total	103	100.0	100.0	

How long have you been working?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	20	19.4	19.4	19.4
	1 to 3 years	34	33.0	33.0	52.4
	4 to 6 years	26	25.2	25.2	77.7
	7 to 9 years	10	9.7	9.7	87.4
	10 years & above	13	12.6	12.6	100.0
	Total	103	100.0	100.0	

Which industry are you currently working in?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accounting/ Finance	11	10.7	10.7	10.7
	Admin/ HR	9	8.7	8.7	19.4
	Sales/ Marketing	24	23.3	23.3	42.7
	Services	7	6.8	6.8	49.5
	Computer/ IT	9	8.7	8.7	58.3
	Engineering	4	3.9	3.9	62.1
	Manufacturing	5	4.9	4.9	67.0
	Healthcare	4	3.9	3.9	70.9
	Others	30	29.1	29.1	100.0
	Total	103	100.0	100.0	

How long have you been working with your current company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	38	36.9	36.9	36.9
	1 to 3 years	45	43.7	43.7	80.6
	4 to 6 years	12	11.7	11.7	92.2
	7 to 9 years	4	3.9	3.9	96.1
	10 years & above	4	3.9	3.9	100.0
	Total	103	100.0	100.0	

APPENDIX C2

SPSS OUTPUT: RELIABILITY ANALYSIS

Initiating Structure

Reliability Statistics

Cronbach's Alpha	N of Items
.843	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IS_1 He lets group members know what is expected of them:How often does your superior performed according to below statements?	21.12	19.986	.590	.823
IS_2 He decides what shall be done and how it shall be done:How often does your superior performed according to below statements?	21.17	21.629	.423	.845
IS_3 He makes sure that his part in the group is understood:How often does your superior performed according to below statements?	21.05	18.988	.648	.813
IS_4 He schedules the work to be done:How often does your superior performed according to below statements?	21.06	18.742	.723	.802

IS_5 He maintains definite standards of performance:How often does your superior performed according to below statements?	21.03	19.127	.648	.813
IS_6 He asks that the group members follow standard rules and regulations:How often does your superior performed according to below statements?	21.22	19.685	.495	.839
IS_7 He explains the way any task should be carried out:How often does your superior performed according to below statements?	21.26	18.823	.670	.810

Leadership Consideration

Reliability Statistics

Cronbach's Alpha	N of Items
.858	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LC_1 He is friendly and polite:How often does your superior performed according to below statements?	29.23	39.906	.739	.830
LC_2 He does little things to make it pleasant to be a member of the group:How often does your superior performed according to below statements?	30.04	42.665	.491	.852
LC_3 He puts suggestions made by the group into operation:How often does your superior performed according to below statements?	29.71	43.110	.546	.847

LC_4 He treats all group members as his equals:How often does your superior performed according to below statements?	29.64	39.468	.719	.831
LC_5 He gives advance notice of changes:How often does your superior performed according to below statements?	29.82	41.191	.636	.839
LC_6 He keeps to himself:How often does your superior performed according to below statements?	30.09	52.571	-.181	.902
LC_7 He looks out for the personal welfare of group members:How often does your superior performed according to below statements?	29.93	39.946	.721	.832
LC_8 He is willing to make changes:How often does your superior performed according to below statements?	29.75	39.896	.716	.832
LC_9 He helps me overcome problems which stop me from carrying out my task:How often does your superior performed according to below statements?	29.64	40.448	.662	.837
LC_10 He helps me make working on my tasks more pleasant:How often does your superior performed according to below statements?	29.77	39.631	.719	.831

Leadership Participation

Reliability Statistics

Cronbach's Alpha	N of Items
.939	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LP_1 When faced with a problem, he consults with his subordinates:How often does your superior performed according to below statements?	13.08	16.386	.824	.927
LP_2 Before making decisions, he gives serious consideration to what his subordinates have to say:How often does your superior performed according to below statements?	13.22	16.803	.819	.929
LP_3 He asks subordinates for their suggestions concerning how to carry out assignments:How often does your superior performed according to below statements?	13.19	15.531	.864	.920
LP_4 Before taking action, he consults with his subordinates:How often does your superior performed according to below statements?	13.39	15.495	.868	.919
LP_5 He asks subordinates suggestions on what assignments should be made:How often does your superior performed according to below statements?	13.29	16.032	.812	.930

Ethical Leadership Behaviour

Reliability Statistics

Cronbach's Alpha	N of Items
.932	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ELB_1 He listens to what employees have to say:Please indicate the extent to which you agree or disagree with each statement	31.21	53.679	.752	.925
ELB_2 He has the best interest of employees in mind:Please indicate the extent to which you agree or disagree with each statement	31.39	54.024	.722	.926
ELB_3 He makes fair and balanced decisions:Please indicate the extent to which you agree or disagree with each statement	31.38	51.316	.789	.922
ELB_4 He can be trusted:Please indicate the extent to which you agree or disagree with each statement	31.22	51.489	.757	.924
ELB_5 He discusses business ethics or values with employees:Please indicate the extent to which you agree or disagree with each statement	31.34	51.991	.762	.924
ELB_6 He sets an example of how to do things the right way in terms of ethics:Please indicate the extent to which you agree or disagree with each statement	31.31	51.275	.790	.922
ELB_7 He disciplines employees who violate ethical standards:Please indicate the extent to which you agree or disagree with each statement	31.47	57.251	.489	.936
ELB_8 He conducts his personal life in an ethical manner:Please indicate the extent to which you agree or disagree with each statement	31.44	54.366	.729	.926

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ELB_9 He defines success not just by results but also the way that they are obtained:Please indicate the extent to which you agree or disagree with each statement	31.32	52.887	.762	.924
ELB_10 When making decisions, he will asks, What is the right thing to do?:Please indicate the extent to which you agree or disagree with each statement	31.26	51.823	.776	.923

Job Satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.930	14

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS_1 I am satisfied with the information I receive from my superior about my job performance:Please indicate the extent to which you agree or disagree with each statement	45.44	84.288	.671	.925
JS_2 I receive enough information from my supervisor about my job performance:Please indicate the extent to which you agree or disagree with each statement	45.47	85.663	.614	.927
JS_3 I receive enough feedback from my supervisor on how well I'm doing:Please indicate the extent to which you agree or disagree with each statement	45.50	84.076	.712	.924

JS_4 There is enough opportunity in my job to find out how I am doing:Please indicate the extent to which you agree or disagree with each statement	45.44	82.268	.765	.922
JS_5 I am satisfied with the variety of activities my job offers:Please indicate the extent to which you agree or disagree with each statement	45.39	84.867	.660	.925
JS_6 I am satisfied with the freedom I have to do what I want on my job:Please indicate the extent to which you agree or disagree with each statement	45.32	81.671	.779	.921
JS_7 I am satisfied with the opportunities my job provides me to interact with others:Please indicate the extent to which you agree or disagree with each statement	45.21	85.268	.678	.925
JS_8 There is enough variety in my job:Please indicate the extent to which you agree or disagree with each statement	45.27	88.161	.521	.929
JS_9 I have enough freedom to do what I want in my job:Please indicate the extent to which you agree or disagree with each statement	45.35	82.622	.754	.922
JS_10 My job has enough opportunity for independent thought and action:Please indicate the extent to which you agree or disagree with each statement	45.29	82.306	.786	.921
JS_11 I am satisfied with the opportunities my job gives me to complete tasks from beginning to end:Please indicate the extent to which you agree or disagree with each statement	45.29	85.052	.739	.923
JS_12 My job has enough opportunity to complete work I start:Please indicate the extent to which you agree or disagree with each statement	45.37	83.765	.796	.921
JS_13 I am satisfied with the pay I receive for my job:Please indicate the extent to which you agree or disagree with each statement	45.99	87.794	.421	.934

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS_14 I am satisfied with the security my job provides me:Please indicate the extent to which you agree or disagree with each statement	45.53	86.604	.549	.929

Organisational Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
.604	19

Item-Total Statistics (First Output)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC_1 I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful:Please indicate the extent to which you agree or disagree with each statement	59.32	39.102	.158	.597
OC_2 I talk up this organization to my friends as a great organization to work for:Please indicate the extent to which you agree or disagree with each statement	59.61	38.044	.203	.592
OC_3 I feel very little loyalty to this organization:Please indicate the extent to which you agree or disagree with each statement	59.89	38.881	.119	.604
OC_4 I would accept almost any type of job assignment in order to keep working for this organization:Please indicate the extent to which you agree or disagree with each statement	59.82	34.387	.476	.548

OC_5 I find that my values and the organization's values are very similar:Please indicate the extent to which you agree or disagree with each statement	59.91	38.767	.173	.595
OC_6 I am proud to tell others that I am part of this organization:Please indicate the extent to which you agree or disagree with each statement	59.50	36.899	.316	.576
OC_7 I could just as well be working for a different organization as long as the type of work was similar:Please indicate the extent to which you agree or disagree with each statement	59.71	37.973	.213	.590
OC_8 This organization really inspires the very best in me in the way of job performance:Please indicate the extent to which you agree or disagree with each statement	59.68	37.396	.271	.582
OC_9 It would take very little change in my present circumstances to cause me to leave this organization:Please indicate the extent to which you agree or disagree with each statement	59.82	38.073	.201	.592
OC_10 I am extremely glad that I chose this organization to work for over others I was considering at the time I joined:Please indicate the extent to which you agree or disagree with each statement	59.60	38.007	.169	.597
OC_11 There's not too much to be gained by sticking with this organization indefinitely:Please indicate the extent to which you agree or disagree with each statement	59.87	39.484	.066	.612
OC_12 Often, I find it difficult to agree with this organization's policies on important matters relating to its employees:Please indicate the extent to which you agree or disagree with each statement	59.83	40.963	-.040	.623

OC_13 I really care about the fate of this organization:Please indicate the extent to which you agree or disagree with each statement	59.56	37.935	.262	.584
OC_14 For me, this is the best of all possible organizations for which to work:Please indicate the extent to which you agree or disagree with each statement	59.83	37.198	.273	.582
OC_15 Deciding to work for this organization was a definite mistake on my part:Please indicate the extent to which you agree or disagree with each statement	60.67	40.027	.046	.612
OC_16 I would be willing to change companies if the new job offered a 25% pay increase:Please indicate the extent to which you agree or disagree with each statement	59.27	38.886	.083	.612
OC_17 I would be willing to change companies if the new job offered more creative freedom:Please indicate the extent to which you agree or disagree with each statement	59.16	36.505	.312	.575
OC_18 I would be willing to change companies if the new job offered more status:Please indicate the extent to which you agree or disagree with each statement	59.19	35.883	.376	.566
OC_19 I would be willing to change companies if the new job was with people who were more friendly:Please indicate the extent to which you agree or disagree with each statement	59.22	35.763	.322	.572

Item-Total Statistics (Second Output)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC_1 I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful:Please indicate the extent to which you agree or disagree with each statement	56.18	38.524	.181	.615
OC_2 I talk up this organization to my friends as a great organization to work for:Please indicate the extent to which you agree or disagree with each statement	56.48	37.173	.250	.606
OC_3 I feel very little loyalty to this organization:Please indicate the extent to which you agree or disagree with each statement	56.76	39.205	.063	.632
OC_4 I would accept almost any type of job assignment in order to keep working for this organization:Please indicate the extent to which you agree or disagree with each statement	56.68	33.553	.521	.563
OC_5 I find that my values and the organization's values are very similar:Please indicate the extent to which you agree or disagree with each statement	56.78	37.705	.243	.608
OC_6 I am proud to tell others that I am part of this organization:Please indicate the extent to which you agree or disagree with each statement	56.36	35.821	.386	.588
OC_7 I could just as well be working for a different organization as long as the type of work was similar:Please indicate the extent to which you agree or disagree with each statement	56.57	38.031	.177	.616

OC_8 This organization really inspires the very best in me in the way of job performance:Please indicate the extent to which you agree or disagree with each statement	56.54	36.329	.339	.594
OC_9 It would take very little change in my present circumstances to cause me to leave this organization:Please indicate the extent to which you agree or disagree with each statement	56.68	37.769	.197	.613
OC_10 I am extremely glad that I chose this organization to work for over others I was considering at the time I joined:Please indicate the extent to which you agree or disagree with each statement	56.47	36.663	.249	.606
OC_11 There's not too much to be gained by sticking with this organization indefinitely:Please indicate the extent to which you agree or disagree with each statement	56.74	39.901	.004	.640
OC_13 I really care about the fate of this organization:Please indicate the extent to which you agree or disagree with each statement	56.43	37.188	.303	.601
OC_14 For me, this is the best of all possible organizations for which to work:Please indicate the extent to which you agree or disagree with each statement	56.70	36.134	.338	.594
OC_15 Deciding to work for this organization was a definite mistake on my part:Please indicate the extent to which you agree or disagree with each statement	57.53	40.369	-.017	.639
OC_16 I would be willing to change companies if the new job offered a 25% pay increase:Please indicate the extent to which you agree or disagree with each statement	56.14	39.079	.043	.639
OC_17 I would be willing to change companies if the new job offered more creative freedom:Please indicate the extent to which you agree or disagree with each statement	56.02	36.823	.256	.605

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC_18 I would be willing to change companies if the new job offered more status:Please indicate the extent to which you agree or disagree with each statement	56.06	36.055	.331	.594
OC_19 I would be willing to change companies if the new job was with people who were more friendly:Please indicate the extent to which you agree or disagree with each statement	56.09	35.943	.281	.601

Item-Total Statistics (Third Output)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC_1 I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful:Please indicate the extent to which you agree or disagree with each statement	53.09	36.943	.238	.627
OC_2 I talk up this organization to my friends as a great organization to work for:Please indicate the extent to which you agree or disagree with each statement	53.38	35.492	.311	.617
OC_3 I feel very little loyalty to this organization:Please indicate the extent to which you agree or disagree with each statement	53.66	38.913	.001	.659
OC_4 I would accept almost any type of job assignment in order to keep working for this organization:Please indicate the extent to which you agree or disagree with each statement	53.58	32.206	.556	.578
OC_5 I find that my values and the organization's values are very similar:Please indicate the extent to which you agree or disagree with each statement	53.68	36.141	.297	.620

OC_6 I am proud to tell others that I am part of this organization:Please indicate the extent to which you agree or disagree with each statement	53.26	34.195	.447	.599
OC_7 I could just as well be working for a different organization as long as the type of work was similar:Please indicate the extent to which you agree or disagree with each statement	53.48	37.801	.106	.644
OC_8 This organization really inspires the very best in me in the way of job performance:Please indicate the extent to which you agree or disagree with each statement	53.45	34.838	.385	.607
OC_9 It would take very little change in my present circumstances to cause me to leave this organization:Please indicate the extent to which you agree or disagree with each statement	53.58	37.265	.150	.639
OC_10 I am extremely glad that I chose this organization to work for over others I was considering at the time I joined:Please indicate the extent to which you agree or disagree with each statement	53.37	34.941	.307	.617
OC_13 I really care about the fate of this organization:Please indicate the extent to which you agree or disagree with each statement	53.33	35.812	.340	.615
OC_14 For me, this is the best of all possible organizations for which to work:Please indicate the extent to which you agree or disagree with each statement	53.60	34.477	.399	.605
OC_15 Deciding to work for this organization was a definite mistake on my part:Please indicate the extent to which you agree or disagree with each statement	54.44	39.994	-.078	.665
OC_16 I would be willing to change companies if the new job offered a 25% pay increase:Please indicate the extent to which you agree or disagree with each statement	53.04	38.430	.014	.662

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC_17 I would be willing to change companies if the new job offered more creative freedom:Please indicate the extent to which you agree or disagree with each statement	52.92	36.366	.207	.631
OC_18 I would be willing to change companies if the new job offered more status:Please indicate the extent to which you agree or disagree with each statement	52.96	35.273	.310	.617
OC_19 I would be willing to change companies if the new job was with people who were more friendly:Please indicate the extent to which you agree or disagree with each statement	52.99	35.284	.254	.625

Item-Total Statistics (Forth Output)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC_1 I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful:Please indicate the extent to which you agree or disagree with each statement	50.79	36.679	.276	.650
OC_2 I talk up this organization to my friends as a great organization to work for:Please indicate the extent to which you agree or disagree with each statement	51.08	35.072	.358	.638
OC_3 I feel very little loyalty to this organization:Please indicate the extent to which you agree or disagree with each statement	51.36	39.860	-.067	.692
OC_4 I would accept almost any type of job assignment in order to keep working for this organization:Please indicate the extent to which you agree or disagree with each statement	51.28	31.949	.588	.603

OC_5 I find that my values and the organization's values are very similar:Please indicate the extent to which you agree or disagree with each statement	51.38	35.826	.339	.642
OC_6 I am proud to tell others that I am part of this organization:Please indicate the extent to which you agree or disagree with each statement	50.96	33.665	.508	.619
OC_7 I could just as well be working for a different organization as long as the type of work was similar:Please indicate the extent to which you agree or disagree with each statement	51.17	38.322	.068	.675
OC_8 This organization really inspires the very best in me in the way of job performance:Please indicate the extent to which you agree or disagree with each statement	51.15	34.341	.442	.628
OC_9 It would take very little change in my present circumstances to cause me to leave this organization:Please indicate the extent to which you agree or disagree with each statement	51.28	37.616	.127	.668
OC_10 I am extremely glad that I chose this organization to work for over others I was considering at the time I joined:Please indicate the extent to which you agree or disagree with each statement	51.07	34.142	.383	.633
OC_13 I really care about the fate of this organization:Please indicate the extent to which you agree or disagree with each statement	51.03	35.558	.376	.638
OC_14 For me, this is the best of all possible organizations for which to work:Please indicate the extent to which you agree or disagree with each statement	51.30	34.134	.440	.627
OC_16 I would be willing to change companies if the new job offered a 25% pay increase:Please indicate the extent to which you agree or disagree with each statement	50.74	39.313	-.042	.695

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC_17 I would be willing to change companies if the new job offered more creative freedom:Please indicate the extent to which you agree or disagree with each statement	50.62	37.002	.161	.664
OC_18 I would be willing to change companies if the new job offered more status:Please indicate the extent to which you agree or disagree with each statement	50.66	35.736	.277	.649
OC_19 I would be willing to change companies if the new job was with people who were more friendly:Please indicate the extent to which you agree or disagree with each statement	50.69	35.765	.223	.657

Item-Total Statistics (Fifth Output)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC_1 I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful:Please indicate the extent to which you agree or disagree with each statement	47.09	35.414	.342	.677
OC_2 I talk up this organization to my friends as a great organization to work for:Please indicate the extent to which you agree or disagree with each statement	47.38	33.728	.425	.665
OC_3 I feel very little loyalty to this organization:Please indicate the extent to which you agree or disagree with each statement	47.66	39.756	-.114	.729
OC_4 I would accept almost any type of job assignment in order to keep working for this organization:Please indicate the extent to which you agree or disagree with each statement	47.58	30.991	.621	.635

OC_5 I find that my values and the organization's values are very similar:Please indicate the extent to which you agree or disagree with each statement	47.68	34.808	.377	.672
OC_6 I am proud to tell others that I am part of this organization:Please indicate the extent to which you agree or disagree with each statement	47.26	32.489	.564	.648
OC_7 I could just as well be working for a different organization as long as the type of work was similar:Please indicate the extent to which you agree or disagree with each statement	47.48	38.173	.022	.712
OC_8 This organization really inspires the very best in me in the way of job performance:Please indicate the extent to which you agree or disagree with each statement	47.45	32.975	.516	.654
OC_9 It would take very little change in my present circumstances to cause me to leave this organization:Please indicate the extent to which you agree or disagree with each statement	47.58	37.010	.122	.701
OC_10 I am extremely glad that I chose this organization to work for over others I was considering at the time I joined:Please indicate the extent to which you agree or disagree with each statement	47.37	32.627	.461	.658
OC_13 I really care about the fate of this organization:Please indicate the extent to which you agree or disagree with each statement	47.33	34.655	.404	.670
OC_14 For me, this is the best of all possible organizations for which to work:Please indicate the extent to which you agree or disagree with each statement	47.60	32.673	.521	.652
OC_17 I would be willing to change companies if the new job offered more creative freedom:Please indicate the extent to which you agree or disagree with each statement	46.92	37.327	.079	.708

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC_18 I would be willing to change companies if the new job offered more status:Please indicate the extent to which you agree or disagree with each statement	46.96	36.234	.176	.696
OC_19 I would be willing to change companies if the new job was with people who were more friendly:Please indicate the extent to which you agree or disagree with each statement	46.99	36.010	.153	.702

Item-Total Statistics (Sixth Output)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC_1 I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful:Please indicate the extent to which you agree or disagree with each statement	44.01	35.402	.390	.710
OC_2 I talk up this organization to my friends as a great organization to work for:Please indicate the extent to which you agree or disagree with each statement	44.30	33.585	.480	.699
OC_4 I would accept almost any type of job assignment in order to keep working for this organization:Please indicate the extent to which you agree or disagree with each statement	44.50	31.566	.604	.681
OC_5 I find that my values and the organization's values are very similar:Please indicate the extent to which you agree or disagree with each statement	44.60	34.654	.438	.705
OC_6 I am proud to tell others that I am part of this organization:Please indicate the extent to which you agree or disagree with each statement	44.18	32.250	.631	.681

OC_7 I could just as well be working for a different organization as long as the type of work was similar:Please indicate the extent to which you agree or disagree with each statement	44.40	39.262	-.033	.754
OC_8 This organization really inspires the very best in me in the way of job performance:Please indicate the extent to which you agree or disagree with each statement	44.37	32.804	.575	.688
OC_9 It would take very little change in my present circumstances to cause me to leave this organization:Please indicate the extent to which you agree or disagree with each statement	44.50	37.841	.087	.742
OC_10 I am extremely glad that I chose this organization to work for over others I was considering at the time I joined:Please indicate the extent to which you agree or disagree with each statement	44.29	32.385	.520	.692
OC_13 I really care about the fate of this organization:Please indicate the extent to which you agree or disagree with each statement	44.25	34.622	.453	.704
OC_14 For me, this is the best of all possible organizations for which to work:Please indicate the extent to which you agree or disagree with each statement	44.52	32.664	.562	.688
OC_17 I would be willing to change companies if the new job offered more creative freedom:Please indicate the extent to which you agree or disagree with each statement	43.84	38.485	.020	.751
OC_18 I would be willing to change companies if the new job offered more status:Please indicate the extent to which you agree or disagree with each statement	43.88	37.280	.124	.739

OC_19 I would be willing to change companies if the new job was with people who were more friendly:Please indicate the extent to which you agree or disagree with each statement	43.91	37.100	.103	.745