

KEPUASAN KERJA: FAKTOR-FAKTOR YANG MEMPENGARUHI
KOMITMEN KERJA KAKITANGAN FAMA
(FEDERAL AGRICULTURE MARKETING AUTHORITY)
DI NEGERI SELANGOR

MOHD RUHAIFI BIN MD ISA @ MANSOR

UNIVERSITI UTARA MALAYSIA

2011

KEPUASAN KERJA: FAKTOR-FAKTOR YANG MEMPENGARUHI
KOMITMEN KERJA KAKITANGAN FAMA
(FEDERAL AGRICULTURE MARKETING AUTHORITY)
DI NEGERI SELANGOR

MOHD RUHAIFI BIN MD ISA @ MANSOR

Projek Sarjana ini diserahkan kepada Fakulti Pengurusan Perniagaan
Universiti Utara Malaysia
untuk memenuhi syarat keperluan Ijazah Sarjana Pentadbiran
(Perakaunan)



PERAKUAN KERJA KERTAS PROJEK
(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(*I, the undersigned, certify that*)

MOHD RUHAFI B. MD ISA@MANSOR (803532)

Calon untuk Ijazah Sarjana
(*Candidate for the degree of*) **MASTER OF BUSINESS ADMINISTRATION (ACCOUNTING)**
telah mengemukakan kertas projek yang bertajuk
(*has presented his/her project paper of the following title*)

KEPUASAN KERJA: FAKTOR-FAKTOR YANG MEMPENGARUHI KOMITMEN
KERJA KAKITANGAN FAMA
(FEDERAL AGRICULTURE MARKETING AUTHORITY)

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek
(*as it appears on the title page and front cover of the project paper*)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(*that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper*).

Nama Penyelia : **Dr. JASMANI BINTI MOHD YUNUS**
(*Name of Supervisor*)

Tandatangan : _____
(*Signature*)

Tarikh : **18 DISEMBER 2011**
(*Date*)

KEBENARAN MERUJUK TESIS

Kertas projek penyelidikan ini dikemukakan untuk memenuhi sebahagian daripada keperluan pengijazahan Program Sarjana Universiti Utara Malaysia (UUM). Saya bersetuju membenarkan pihak perpustakaan UUM untuk memamerkan sebagai bahan rujukan. Saya juga bersetuju bahawa sebarang bentuk salinan sama ada secara keseluruhan atau sebahagian daripada kertas projek ini untuk tujuan akademik adalah dibolehkan dengan kebenaran penyelia projek penyelidikan ini atau Dekan Sekolah Siswazah. Sebarang bentuk catatan dan salinan bagi tujuan komersial adalah dilarang sama sekali tanpa kebenaran daripada penyelidik. Penyataan rujukan kepada penulis dan pihak UUM perlulah dinyatakan jika sebarang bentuk rujukan dibuat ke atas kertas projek ini.

Kebenaran untuk menyalin atau menggunakan kertas projek ini sama ada keseluruhan atau sebahagian daripadanya hendaklah dipohon melalui:

DEKAN SEKOLAH SISWAZAH

UNIVERSITI UTARA MALAYSIA

06010 SINTOK

KEDAH DARULAMAN

Abstrak

Kajian ini adalah bertujuan untuk mengenalpasti tahap kepuasan kerja dan tahap komitmen di dalam organisasi kakitangan Lembaga Pemasaran Pertanian Persekutuan atau lebih dikenali sebagai FAMA (*Federal Agricultural Marketing Authority*) di Negeri Selangor. Objektif utama kajian ini adalah untuk mengkaji tahap kepuasan kerja dan tahap komitmen di dalam organisasi warga kerja di FAMA dan menentukan sama ada terdapat hubungan yang signifikan di antara kepuasan kerja dan komitmen di dalam organisasi. Sebanyak 73 borang soal selidik untuk mengukur tahap kepuasan kerja dibentuk sebagai instumen kajian ini yang mengandungi 77 soalan sebagai faktor dan diukur menggunakan Lima Skala Likert bagi soal selidik kepuasan kerja berdasarkan *Job Description Index (JDI)* oleh Smith *et al.*, (1969) dan komitmen organisasi oleh berdasarkan *Organizational Commitment Questionnaire (OCQ)* oleh Mowday *et al.*, (1979). Semua data yang diperolehi dikumpulkan dan dianalisa melalui kaedah statistik deskriptif dan inferansi.

Dapatan kajian ini memberi gambaran bahawa terdapat hubungan yang signifikan terhadap dimensi kepuasan kerja terhadap komitmen di dalam organisasi. Analisis yang dijalankan memberi gambaran bahawa majoriti kakitangan sama ada dari kumpulan pengurusan profesional dan kumpulan sokongan mempunyai tahap kepuasan yang sederhana namun mereka memberikan komitmen yang tinggi kepada organisasi.

Abstract

This study aims to identify the level of job satisfaction and commitment levels of employees in the organization of the Federal Agricultural Marketing Authority, better known as FAMA (Federal Agricultural Marketing Authority) in Selangor. The main objective of this study is to examine the level of job satisfaction and level of commitment in the organization of staff at FAMA and determine whether there is a significant relationship between job satisfaction and commitment in the organization. A total of 73 questionnaires to measure the level of job satisfaction developed as a research instrument that contains 77 questions as a factor and is measured using five Likert Scale satisfaction questionnaire based on the Job Description Index (JDI) by (Smith et al., 1969) and commitment based organizations by the Organizational Commitment Questionnaire (OCQ) by (Mowday et al., 1979). All data obtained were collected and analyzed via inferences descriptive and statistical methods.

These findings give the impression that there is significant relationship to the dimensions of job satisfaction in the organization's commitment. Analysis carried out to give the impression that the majority of staff either from a professional management team and support groups have a moderate level of satisfaction, but they give a strong commitment to the organization.

Penghargaan

Alhamdulillah syukur kepada Ilahi kerana dengan limpah kurnia dan rahmatNya, maka kertas projek ini dapat disiapkan dengan sempurna. Setinggi-tinggi penghargaan dan terima kasih kepada Dr. Jasmani Bt. Mohd Yunus selaku penyelia projek penyelidikan ini yang telah banyak memberikan bimbingan dan nasihat serta menyumbangkan tenaga dan masa bagi membantu menyiapkan kertas projek ini. Saya juga merakamkan setinggi-tinggi penghargaan kepada semua warga dan kakitangan Lembaga Pemasaran Pertanian Persekutuan atau lebih dikenali sebagai FAMA Ibupejabat di Negeri Selangor. Dengan kerjasama dan perhatian mereka menjawab semua soalan kajian secara lansung atau tidak lansung bagi menyempurnakan kajian ini.

Teristimewa ucapan terima kasih yang tidak terhingga saya tujukan kepada ibu dan bapa, Zalinda Zainuddin dan anak-anak, Muhd Hizzamie Ahamad, Mohd Farid Baharuddin, Saiful Aslam Mohd Omar dan Puan Aniza Kamal yang sentiasa sabar dan mendoakan kejayaan saya serta menyumbang tenaga dan memberi pandangan dan tunjuk ajar. Akhir sekali saya mengucapkan ribuan terima kasih kepada semua yang telah membantu dalam usaha menjayakan kajian ini.

Semoga Allah S.W.T membalas kebaikan dan balasan yang sempurna kepada anda semua.

SENARAI KANDUNGAN

<u>Perkara</u>	<u>Muka Surat</u>
Perakuan	i
Kebenaran Mengguna	ii
Abstrak	iii
Penghargaan	v
Senarai Kandungan	vi
Senarai Rajah	vii
Senarai Jadual	viii

Bab 1 Pengenalan

1.0 Pendahuluan	1
1.1 Latar Belakang Kajian	4
1.1.1 Fungsi Utama FAMA	4
1.1.2 Skop Kerja Kakitangan FAMA	7
1.2 Pernyataan Masalah	8
1.3 Persoalan Kajian	12
1.4 Objektif Kajian	13
1.5 Skop Kajian	13
1.6 Kepentingan Kajian	14
1.7 Model Kajian	15
1.8 Batasan Kajian	15
1.9 Rumusan	16

Bab 2 Ulasan Karya

2.0	Pendahuluan	17
2.1	Definisi dan Konsep Kepuasan Kerja	18
2.1.1	Teori Dua Faktor Herzberg	20
2.1.2	Teori Jangkaan dan Keseimbangan	21
2.1.3	Teori Alderfer's ERG	22
2.2	Definisi dan Konsep Komitmen	28
2.3	Teori-teori Komitmen Dalam Organisasi	34
2.4	Kajian ke Atas Faktor Kepuasan Kerja	37
2.4.1	Persekutaran Kerja	37
2.4.2	Gaji	38
2.4.3	Penyeliaan	39
2.4.4	Kenaikan Pangkat	40
2.4.5	Rakan Sekerja	41
2.5	Kajian Terhadap Hubungan Faktor Demografi dan Kepuasan Kerja	42
2.5.1	Jantina (Gender)	43
2.5.2	Umur	44
2.5.3	Gaji/Pendapatan	44
2.5.4	Tahap Pendidikan	45
2.5.5	Tempoh Perkhidmatan/Pengalaman Kerja	45
2.6	Kerangka Kerja Teorikal	47
2.7	Hipotesis Kajian	48
2.8	Rumusan	51

Bab 3 Metodologi Penyelidikan

3.0 Pendahuluan	52
3.1 Rekabentuk Kajian	52
3.2 Populasi dan Sampel	
3.2.1 Populasi	53
3.2.2 Persampelan Kajian	54
3.3 Kaedah Mengumpul Data	
3.3.1 Data Primer	55
a. Borang Soal Selidik	56
3.3.2 Data Sekunder	57
a. Media Elektronik	58
b. Media Cetak	58
3.4 Instrumen Kajian	
3.4.1 Struktur Instrumen Kajian	59
3.4.2 Kebolehpecayaan Instrumen	62
3.5 Analisis Data	62
3.6 Ujian Rintis	63
3.7 Penapisan Data	
3.7.1 ‘Linearity’	65
3.7.2 <i>Normality</i>	65
3.8 Analisis Faktor	66
3.9 Proses Data dan Analisis	67
3.9.1 Analisis Data Descriptif	67
3.9.2 Ujian-t (Independence Sample t-Test dan ANOVA Sehala)	67

3.9.3 Analisa Kolerasi Pearson-r	67
3.9.4 Analisis Ujian Regresi Linear	68
 3.10 Cara Pemarkahan	 69
3.11 Rumusan	70
 Bab 4 Dapatan Kajian	
4.0 Pendahuluan	71
4.1 Latar Belakang Kajian	71
4.1.1 Bilangan Sampel	71
4.2 Analisis Deskriptif Maklumat Demografi	
4.2.1 Jantina	72
4.2.2 Taraf Perkahwinan	73
4.2.3 Umur	73
4.2.4 Taraf Pendidikan	74
4.2.5 Jawatan	75
4.2.6 Pendapatan Bulanan	75
4.2.7 Tempoh Perkhidmatan	76
4.3 Tahap Komitmen Terhadap Organisasi	77
4.4 Tahap Kepuasan Kerja	78
a. Persekutaran Kerja	78
b. Gaji	78
c. Kenaikan Pangkat	79
d. Penyeliaan	79
e. Rakan Sekerja	79
4.5 Perbezaan Komitmen Terhadap Organisasi Berdasarkan Ciri-Ciri Demografi (Ujian T-Test)	80

4.6	Perbezaan Komitmen Terhadap Organisasi Berdasarkan Ciri-Ciri Demografi (Analisis ANOVA Sehala)	82
4.7	Hubungan Komitmen Terhadap Organisasi Dengan Kepuasan Kerja	87
4.8	Pengaruh Kepuasan Kerja Kepada Komitmen Terhadap Organisasi	90
4.9	Rumusan	92

Bab 5 Perbincangan, Cadangan Dan Kesimpulan

5.0	Pendahuluan	94
5.1	Perbincangan	95
5.1.1	Tahap Komitmen	95
5.1.2	Tahap Kepuasan Kerja	95
5.1.3	Perbezaan Komitmen Terhadap Organisasi Berdasarkan Ciri-Ciri Demografi	99
a.	Jantina	100
b.	Umur	100
c.	Taraf Pendidikan	101
d.	Gred Jawatan	102
e.	Gaji	102
f.	Tempoh Perkhidmatan	103
5.1.4	Hubungan Antara Dimensi Kepuasan Kerja Dengan Komitmen	104
5.1.5	Pengaruh Kepuasan Kerja Kepada Komitmen Terhadap Organisasi	105
a.	Persekutaran Kerja	105
b.	Gaji	106
c.	Kenaikan Pangkat	107
d.	Penyeliaan	107

e. Rakan Sekerja	108
5.2 Cadangan Peningkatan Komitmen di FAMA	109
5.2.1 Program Pendidikan Berterusan	109
5.2.2 Latihan Profesional	110
5.2.3 Memantapkan Pasukan (Rakan Sekerja)	110
5.2.4 Pelaksanaan Total Quality Management (TQM) di Dalam Jabatan	111
5.2.5 Insentif Bukan Kewangan	112
5.3 Batasan Kajian	113
5.4 Kajian Masa Hadapan	114
5.5 Kesimpulan dan Penutup	115
Rujukan	117

Lampiran:

Lampiran A – Borang Soal Selidik

Lampiran B – Dapatan Ujian Normaliti Data

Senarai Rajah

Rajah		Muka surat
Rajah 2.1	Proses Pertukaran di Antara Pekerja dan Organisasi	34
Rajah 3.2	Kerangka Toeri Kajian	47

Senarai Jadual

Jadual		Muka surat
Jadual 3.1	<i>Disproportionate Stratified Simple Random Sampling'</i>	55
Jadual 3.2	Pengagihan Borang Soal Selidik Kepada Responden	57
Jadual 3.3	Instrumen Yang Digunakan di Dalam Kajian	59
Jadual 3.4	Jumlah Item-item Dimensi Kepuasan Kerja	60
Jadual 3.5	Kebolehpercayaan Pembolehubah Faktor-Faktor Kepuasan kerja Dengan Komitmen Keja di Dalam Organisasi	64
Jadual 3.6	Indeks Min, Media dan Mod	66
Jadual 3.7	Interpretasi Kolerasi Mengikut Saiz Nilai (r)	68
Jadual 3.8	Pemarkahan Bagi Faktor-Faktor Yang Mempengaruhi Kepuasan Kerja	69
Jadual 3.9	Pembahagian Markah Terhadap Tahap Faktor-Faktor Kepuasan Kerja Dan Komitmen Organisasi.	70
Jadual 4.1	Jumlah Borang Soal Selidik Dikembalikan	72
Jadual 4.2	Taburan Responden Berdasarkan Jantina	72

Jadual 4.3	Taburan Responden Mengikut Taraf Perkahwinan	73
Jadual 4.4	Taburan Responden Mengikut Umur	74
Jadual 4.5	Taburan Responden Mengikut Taraf Pendidikan	74
Jadual 4.6	Taburan Responden Mengikut Jawatan	75
Jadual 4.7	Taburan Responden Mengikut Pendapatan Bulanan	75
Jadual 4.8	Taburan Responden Mengikut Tempoh Perkhidmatan	76
Jadual 4.9	Taburan Tahap Komitmen Terhadap Organisasi dan Kepuasan Kerja	77
Jadual 4.10	Perbezaan Komitmen Terhadap Organisasi Berdasarkan Jantina	80
Jadual 4.11	Perbezaan Komitmen Terhadap Organisasi Berdasarkan Pangkat	81
Jadual 4.12	Perbezaan Komitmen Terhadap Organisasi Berdasarkan Status Perkahwinan	82
Jadual 4.13	Perbezaan Komitmen Terhadap Organisasi Berdasarkan Umur	83
Jadual 4.14	Perbezaan Komitmen Terhadap Organisasi Berdasarkan	

Taraf Pendidikan	84
Jadual 4.15 Perbezaan Komitmen Terhadap Organisasi Berdasarkan Gaji	85
Jadual 4.16 Perbezaan Komitmen Terhadap Organisasi Berdasarkan Tempoh Perkhidmatan (Tahun)	86
Jadual 4.17 Hubungan Antara Komitmen Organisasi Dengan Kepuasan Kerja	87
Jadual 4.18 Pengaruh Kepuasan Kerja Kepada Komitmen Terhadap Organisasi	90

BAB 1

Pengenalan

1.0 Pendahuluan

Malaysia sedang mengorak langkah dalam mencapai status negara berpendapatan tinggi dalam tahun 2020. Dengan terhasilnya Pelan Transformasi Ekonomi (ETP-economic transformation plan) oleh Perdana Menteri YAB Dato Najib Tun Razak telah meletakkan nilai keberhasilan negara (NKRA) sebagai satu langkah untuk mencapai ETP yang dirangka. Dengan meletakkan petunjuk prestasi utama (KPI) sebagai satu penanda aras sesuatu kemajuan yang dirancang dalam ETP tersebut adalah dengan bersandarkan kepada enam (6) Bidang Keberhasilan Utama Negara (NKRA) dalam menuju negara berpendapatan tinggi dalam tahun 2020 kelak. Untuk menjana dan menerajui ke arah matlamat tersebut beberapa penekanan di dalam NKRA telah dirancang untuk memastikan ETP tersebut dapat direalisasikan.

Untuk menjadikan sebuah negara yang mampu bersaing dengan negara maju yang lain, kita perlulah mewujudkan sebuah organisasi yang benar-benar mampu membangunkan segala sumber yang ada untuk memajukan negara. Dalam konteks ini hubungan individu dalam setiap organisasi memainkan peranan yang penting dalam menjayakan setiap matlamat tersebut. Oleh itu, hubungan individu terhadap organisasi

The contents of
the thesis is for
internal user
only

Bibliografi

- Acorn, S., Ratner, P.A., & Crawford, M (1997). Decentralization as a determinant of autonomy, job satisfaction , and organizational commitment among nurse managers. *Nursing Research*, 46(1), 52-58. Retrieved from Journals@Ovid Ovid Full Text database.
- Adams, J. S., T. Armen and T. H. Shore: (2001). Codes of ethics as signals for ethical behavior, *Journal of Business Ethics* 29(3), 199–211.
- Agho, A.O., Muller, C. W., & Price, J.L. (1993). Determinants of employee job satisfaction: An empirical test of a causal model. *Human Relation*, 46(8), 1007-1027.
- Abd Fatah Abd Malek And Kotlik J.W. (1986). Job Satisfaction of vacational agriculter teacher in the Southeastern United States. *The Jurnal Of The American Association Of Teacher Educators In Agriculture*. 27 (1): 33-38
- Ali, H. (2002). Tahap amalan etika di jabatan Imegresen Malaysia: satu kajian di Lembah Klang. Kertas projek sarjana sains pengurusan (UUM), tidak diterbitkan.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment. *Journal of Occupational Psychology*, 63, 1-18.
- Allen, N.J., & Meyer, J., P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252-276.
- Altuntas, S., & Baykal, U. (2010). Relationship between nurses'organizational trust Anastasia, A. (1982). Psychological testing (5th ed). New York: McMillan.
- Alderfer, C. P. (1969). An Empirical Test of a New Theory of Human Needs. *Organizational Behavior and Human Performance*, 4: 142-175
- Ary, D., Jacob, L.C. And Razaviech, A. (1990). Introduction to research in education (4th ed.). Orlando: Holt Rinehart and Winston, Inc.
- Attwell, A. H. (1998). Productivity and work ethics. *Work Study*, vol. 47, no. 3, pp. 79-86.
- Aven, F. F., Parker, B. 9, McEvoy, G. M. (1993). Gender and altitudinal commitment to organizations: A meta-analysis. *Journal of Business Research*, 26,61-73.
- Bajet (2011) Berita Harian, (21/09/2011). m/s 11.
- Baker, T. L., T. G. Hunt and M. C. Andrews. (2006). Promoting Ethical Behavior and Organizational Citizenship Behaviors: The Influence of Corporate Ethical Values'. *Journal of Business Research* 59(7), 849–857.
- Ballinger, G. A., & Schoorman, F. D. (2007). Individual reactions to leadership succession in work groups. *Academy of Management Review*, 32(1), 118-136.
- Barber, A. E., Dunham, R. B., & Formisano, R. A. (1992). The impact of flexible benefits on employee satisfaction: A field study. *Personnel Psychology*, 45(1), 55-73. Retrieved from Business Source Complete database.

- Barsade, S. G., & Gibson, D. E. (2007). Why does affect matter in organizations? *Academy of Management Perspectives*, 21(1), 36-59. Retrieved from Business.
- Bartol, Kathryn M. (1979). Professionalism as a Predictor of Organizational Commitment, Role Stress, and Turnover: A Multidimensional Approach. *Academy of Management Journal*. pp 815-821.
- Bass, B.M. (1990), Bass and Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications, Free Press, New York, NY.
- Bauer, K. W. (2000). The front line: Satisfaction of classified employees. *New Directions for Institutional Research*, 2000(105), 87-97.
- Baylor, K. M. (2007). Good help is hard to keep. *Waste Age*, 38(5), 64-71.
- Becker, H.S. (1960), 'Notes on the concept of commitment. *The American Journal of Sociology*.
- Becker, T. E., & Kernan, M. C. (2003). Matching commitment to supervisors and organizations to in-role and extra-role performance. *Human Performance*, 16, 327-348. Retrieved January 4, 2007.
- Beekun, R.I. (1998). Etika perniagaan Islam. Malaysia: International Institute of Islamic Thought.
- Belzer, W. K., Kihm, J. A., Smith, P. C., Irwin, J. L., Bachiochi, P. D., Robie, C. Parra, L. F. (2000). User's manual for the job descriptive index (JDI; 1997 version) and the job in general scales.
- Berelson, B. (1971). *Content Analysis in communication research*. New York: Hafner Publishing.
- Bedeian, A. G., Ferris, G. R. & Kachman, K. M. (1992). Age, tenure and job satisfaction: A tale of two perspective. *Journal of Vacational Behaviour*, 40: 33-48.
- Blau, G. (2009). Can a four-dimensional model of occupational commitment help to explain intent to leave one's occupation? *Career Development International*, 14(2), 116 -132.
- Blau, G. J., & Holaday, E. B. (2006). Testing the discriminant validity of a fourdimensional occupational commitment measure. *Journal of Occupational and Organizational Psychology*, 79, 691-704.
- Brief, A. P., & Roberson, L. (1989). Job attitude organization: An exploratory study. *Journal of Applied Social Psychology*, 19(9), 717-727.
- Buchanan, B. (1974). Building organizational commitment: the socialization of managers in work organization. *Jurnal of Administrative Science Quartely*. 14, 533-546.
- Carmines, E.G. & Zeller, R.A. (1979). Reliability and validity assessment. Beverly Hills: Sage Publication.
- Castle, N. G., Engberg, J., Anderson, R., & Men, A. (2007). Job satisfaction of nurse aides in nursing homes: Intent to leave and turnover. *The Gerontologist*, 47(2), 198-204.
- Chang, J. Y., & Choi, J. N. (2007). The dynamic relationship between organizational and professional commitment of highly educated research and development professionals. *Journal of Social Psychology*, 147, 299-316.
- Coakes, S.J. & Steed, L.G. (2003). Analysis without anguish: version 11.0 for windows. New South Wales: John Wiley & Sons Australia Ltd.

- Cook, K. S. & Emerson, R. M. (1978). Power, equity and commitment in exchange networks." American Sociological Review. 43, 721-739.
- Cook, T. D., & Campbell, D.T. (1979). *Quasi-experimentation: Design & analysis issues for field setting*. Boston, MA: Houghton Mifflin.
- Cording, M.P. (2004). Organizational integrity and acquisition performance: the role of values in value creation", unpublished doctoral dissertation, University of Virginia, Charlottesville, VA.
- Cullen, J. B., Parlobteeah, K. P., & Victor, B. (2003). The effects of ethical climates on organizational commitment. *Journal of Business Ethics*, 46, 127-141.
- Dahlke, G. M. (1996). Absenteeism and organisational commitment. *Nursing Management*, 27(10), 30.
- Dale, K., & Fox, M. L. (2008). Leadership style and organizational commitment: Mediating effect of role stress. *Journal of Managerial Issues*, 20(1), 109-131.
- DeLeon, L., & Taher, M. (1996). Climate for diversity and its effects on career and organizational and attitudes and perceptions. *Personel Review*.29, 97-115
- Desjardins, Josheph. (2009). *An introduction to business ethics*, London: McGraw Hill. Dissatisfaction in Australian long-term care. *Journal of Clinical Nursing*, 12(2).
- Donoghue, C., & Castle, N. (2009). Leadership styles of nursing home administrators and their association with staff turnover. *The Gerontologist*, 49(2), 166-174. Dorsey Press.
- Drucker, P.F (1986). The practice of management. New York : Harper & Row
- Dunham, R.B., Grube, J.A., & Castaneda, M. B. (1994). Organizational commitment: The utility of an integrative definition:. *Journal of Applied Psychology*, 79(3), 370-380.
- Eagly, A. H., & Chaiken, S. (1993). *The psychology of attitudes*. San Diego, CA: Harcourt Brace Jovanovich. facilities. *Journal of Long Term Care Administration*, 16(2), 19-23.e organizational commitment: A partial test of an intergartive theoretical model.
- Eby, L. T., Freeman, D.M., Rush, D.M., Rush, M. C., & Lance, C. E. (1999). Motivational bases of affective. *Journal of Occupational and Organizational Psychology*, 72(4), 463-483.
- Fauziah Yahya (2003). Faktor-faktor yang mempengaruhi kepuasan kerja: Kajian kes di Pejabat PERKESO Wilayah Persekutuan, Kuala Lumpur. Thesis MSc UUM/INTAN.
- Ferrell, O. C., M. W. Johnston and L. Ferrell: (2007). A framework for personal selling and sales management ethical decision making', *Journal of Personal Selling and Sales Management* 27(4), 291–299.
- Furnham, a. (1991). The protestant workethic in barbados. *Journal of Social Psychology*, vol. 131, no. 1, pp. 29-43.
- Gautam, T., Van Dick, R., & Wagner, U. (2004). Organizational identification and organizational commitment: Distinct aspects of two related concepts. *Asian Journal of Social Psychology*, 7, 301-315.
- Gbadamosi, G. (2003). HRM and the commitment rhetoric: challenges for Africa. *Management Decision*, Vol. 41 No. 3, pp. 274-80.

- Gnana Sekaran Doraisamy (2007). Hubungan tekanan kerja dan kepuasan kerja dengan komitment terhadap organisasi: satu kajian di Ibu Pejabat Jabatan Kerja Raya Malaysia (UUM).
- Gessner, T. L., O'Connor, J., Mumford, M. D.. & Clifton, T. C. (1995). Situational influences on destructive acts. *Current Psychology: Developmental, Learning, Personality, Social*, 13. X13-325.
- Gifford, B. D., Zammuto, R.F., & Goodman, E. A. (2002). The relationship between hospital unit culture and nurses' quality of work life. *Journal of Healthcare Management*, 47(1), 13-26.
- Glisson. C & Durick, B. (1988(. Predictors of job satisfaction and organizational commitment in Human Service Organization. *Admistrative Science Quarterly*, Vol 33, 61-68.
- Glisson. C & Durick, B. (1988). Predictors of job satisfaction and organizational commitment in Human Service Organization. *Administrative Science Quarterly*, Vol 33, 61-81
- Gruneberg, M.M. (1981). Understanding job satisfaction. London : Macmillan Press.
- Gruneberg, J. (1980). Equity and workplace status. a field experiment. *Journal of Applied Psychology*, 73 (4): 606-613
- Greenberg, J. C. (1987). Reactions to procedural injustice in payment distribution: Do the means justify the end? *Journal of Applied Psychology*, 72(1): 55-61.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250-279.
- Hall, D. T., & Moss, J. E. (1998). The new protean career contract: Helping organizations and employees adapt. *Organizational Dynamics*, 26(3), 22-37.
- Herzberg, F, Mausner, B and Synderman, B (1959). The Motivation to Work. New York : John Wiley and Son Inc.
- Hirschfeld, R. R. (2000). Does revising the intrinsic and extrinsic subscales of the Minnesota Satisfaction Questionnaire Short Form make a difference? *Education and Psychological Measurement*, 60(2), 255-270.
- Hitlin, S. and J. A. Piliavin: (2004). Values: Reviving a dormant concept. *Annual Review of Sociology* 30, 359–393.
- Holland, J. L. (1985). Making vocational choices: A theory of careers. Englewood Cliffs, NJ: Prentice Hall.
- Hoppock, R. (1935). Job Satisfaction. New York: Hoper.
- Hunt, S. D., V. R. Wood and L. B. Chonko. (1989). Corporate ethical values and organizational commitment in marketing, *Journal of Marketing* 53(3), 79–90.
- Hulin, C. L. & Smith, P. C. (1964). Sex differences in job satisfaction. *Journal of Applied Psychology*, 48: 88-92.
- Ismail Bahari (2002). Pengaturan sendiri di dalam pengurusan keselamatan dan kesihatan pekerjaan. Universiti Kebangsaan Malaysia.

- Ismail Ibrahim (2002). "Kepuasan kerja di kalangan atendan kesihatan Hospital Universiti Sains Malaysia, Kubang Kerian, Kelantan (UUM).
- Jenkins, J. M. (1993). Self-monitoring and turnover: The impact of personality on intent to leave. *Journal of Organizational Behavior*, 14(1), 83-91.
- Jerry, C. & Charles, J.D. (1990). Ethics at work. Belmont California: wadsworth publishing.
- Johnson, R. A. (1996). Antecedents and outcomes of corporate refocusing. *Journal of Management*, 22(3), 439-483.
- Kahn, R.L (1974). The work module: A proposal for humanization of work in work and quality of life, ed. James O' Toole, Cambridge, Mass: The MIT Press
- Kaptein, M.: (2009). Ethics Programs and Ethical Culture: A Next Step in Unraveling Their Multi-Faceted.
- Karim, A.H. (1998). Dalam Mahmood, N., Sabitha, M., Rashidah, A. & Samihah, K. (1997). Etika kerja di kalangan kakitangan awam. Penyelidikan irpa 1995-1997. (University Utara Malaysia), tidak diterbitkan.
- Kamsiah Kamin (2003). Hubungan komunikasi pegawai-subordinat dengan kepuasan kerja dan komitmen pkerja terhadap organisasi. Tesis MSc UUM/INTAN.
- Kelly, A.V. & Downey (1978). Mixed Ability Grouping. London: Harper & Row Publishers.
- Kerlinger, F.N. (1973). Foundation of behavioral research. New York: holt Rinehart and Winston, inc.
- Knots, T.L., Lopez, T.B., & Mesak , H.I. (2000). Ethical judgements of collage student: an empirical analysis. *Journal Of Education For Business*, vol. 75, no. 3, pp. 158-164.
- Kohlberg, L. (1984). *The Philosophy of Moral Development*, New York, NY: Harper & Row.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
- Kreps, G.L. (1990). Organizational communication (2nd ed.). New York: Longman.
- Kung, Hans. (1998). A global ethics for global politics and economics oxford, Uk.
- Lawler, F. E. and L. M. Porter (1967). The effect of performance on job satisfaction. Dlm. D. W. Orgn (ed). *The Applied Psychology of Work Behavior*. Homewood, Boston : Irwin, 95-105.levels and their organizational citizenship behaviors.
- Lim, E. (2002). Hill and Snell (1988) revisited: A critique of agency theory. *Management Research News*, 25. 119-123.
- Locke, E. A. (1976). The nature and causes of job satisfaction. Handbook of industrial and organizational psychology (M. D.Dunnette ed.). Chicago, IL: Rand McNally.
- Liou, K., King, M., Sylvia, R.D. & Brunk, G. (1990). Non-work factors & job satisfaction revisited. *Human relations*. 43(1): 77-86.

- Luthans, F. (2006). *Organizational behavior* (11 ed.). New York, NY: McGraw- Hill/Irwin.
- Mackie, J.L. (1971). Ethics: inventing right and wrong. Great Britain: Cox and wyman ltd.
- MacIntyre, A (1976). *A Short History Of Ethics*. London : Routledge And Kegan Paul.
- Mahmood, N. (1994). Pengukuran dan penilaian tingkah laku etika kerja di Malaysia: perlaksaan dan masalah. *Jurnal Parlimen Malaysia*, Vol. 11, no. 5, pp. 17-23.
- Mahmood. N., Sabitha, M., Rashidah, A. & Samihah, K. (1997). Etika kerja di kalangan kakitangan awam. Penyelidikan irpa 1995-1997. (University Utara Malaysia) tidak diterbitkan
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171-194.
- Mazni Mohamed, (1996) Komitmen terhadap organisasi di kalangan pekerja perkilangan elektronik: Analisis di Negeri Kedah.
- McPhail, P, Miller, D. L. 1973. The Assembling Process: A Theoretical and Empirical Investigation. Am. Sociol. Rev. 38:721-35.
- McGee, G.W. and Ford,R.C. (1987). " Two (or more?) dimensions of organizational commitment: reexamination of the affective and continuance commitment scales". *Journal of Applied Psychology*, Vol. 72, pp. 638-42.
- Md Zabid Abdul Rashid, Juradah Abu Bakar & Rahim Abdullah (1990). Job satisfaction and motivation among bang managers. Staff paper (4). Fakulti Ekonomi dan Pengurusan, Universiti Pertanian Malaysia.
- Meyer, J.P., Allen N.J., (1997) Commitment in the workplace, Thousand Oaks, CA: Sage.
- Meyer, J.P., Allen, N.J., Smith, C.A. (1993). Commitment to organization and occupations: Extension and test of a three-component model. *Journal of Applied Psychology*, 78(4), 538-552.
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237-240.
- Mobley, W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*,
- Mohammed, F., Taylor, G. S., & Hassan, A. (2006). Affective commitment and intent to quit: The impact of work and non-work related issues. *Journal of Managerial Issues*, 18, 512-519.
- Mortensen, R. A., Smith, J. E., & Cavanagh, G. F. (1989). The importance of ethics to job performance: An empirical investigation of managers' perceptions. *Journal of Business Ethics*, 8, 253-260.
- Mohd. Othman bin Yussoff, (1996). Komitmen terhadap organisasi di kalangan guru-guru sekolah menengah daerah Bandar Baharu, Kedah (UUM).
- Mohd. Roodzi bin Aziz, (1997). Komitmen terhadap organisasi di kalangan guru-guru sekolah rendah bandar dan luar bandar (UUM).
- Mohd. Dzahir Kasa (2003). Amalan etika pekerja khidmat manusia dan hubungan dengan kepuasan kerja (UUM).

- Mottaz, C. J. (1981). The relative importance of intrinsic and extrinsic rewards as determinants of work satisfaction. *The Sociological Quarterly*, 26(3), 365-385.
- Moyle, W., Skinner, J., Rowe, G., & Gork, C. (2003). Views of job satisfaction.
- Muchinsky, P. M. (1987). *Psychology applied to work* (2nd ed.). Chicago, IL:
- Mumford, M. D., Gessner, T. L. , Connelly, M. S., & OConnor, J. A. (1993). Leadership and destructive acts: Individual and situational influences. *Leadership Quarterly*, 4, 1 IS- 147.
- Naseem Bibi Kamaldin (2005). Hubungan ‘burnout’ dan kepuasan kerja : Tinjauan di kalangan kaunselor sekolah menengah di daerah Johor Bahru. Universiti Teknologi Malaysia.
- Nazlinda Ismail (2005). Hubungan ‘burnout’ dan kepuasan kerja: Tinjauan di kalangan kaunselor sekolah menengah di daerah Johor Bharu. Universiti Teknologi Malaysia: Kajian Sarjana Pendidikan.
- Near, J. P. (1989). Organizational commitment among Japanese And U. S. Workers. *Organization Studies*. 15, 337-352.
- Nik Mu'tasim B. Rahman, Nordin Muhamad & Abdullah Sanusi Othman (2007). The Relationship between Islamic work ethics and organizational commitment: A case analysis, *Malaysian Management Review*.
- Nollen, S., & Axel, H. (1996). Managing contingent workers: How to reap the benefits and reduce the risks. New York, NY: Amacom.
- Norhartini Saari (2003). Hubungan Kepuasan kerja dan komitmen organisasi: Kajian di Jabatan Pelajaran Negeri Kedah (UUM).
- O'Reilley, C. A. III, Caldwell, D. F. (1980). The impact of intrinsic and extrinsic factors on subsequent satisfaction and commitment. *Journal of Applied Psychology*, 65, 559-565.
- Ogba, I. (2007). Organisational commitment in developing countries: the case of Nigeria”, Theses, University of Northumbria at Newcastle.
- Oliver, D., M. Statler, and J. Roose. (2009). A meta- ethical perspective on organizational identity. *Journal of Business Ethics* (Currently Published Online).
- Ones, D.S., Viswesvaran, C. and Schmidt, F.L. (1993). Comprehensive meta-analysis of integrity test validities: findings and implications for personnel selection and theories of job performance”, *Journal of Applied Psychology*, Vol. 78, pp. 679-703.
- Penley, L. & Gould, S. (1988). Etzioni's Model Of Organizational Involvement. A perspective for understanding commitment to organizations. *Journal Of Organizational Behaviour*. 9, 43-59.
- Perry, D.L. (2000). Ethics in public service. Paper present at the 2000 workshop for leadership. Abstract retrieved September 8, 2004, from
- Pettijohn, C. E., Pettijohn, L. S., & Taylor, A. J. (2007). Does salesperson perception of the importance of sales skills improve sales performance, customer orientation, job satisfaction, and organizational commitment and reduce turnover? *Journal of Personnel Selling & Sales Management*, 27, 76-88.

- Porter, L., Steer, R., Mowday, R. and Boulian, P. (1974), 'Organisational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, Vol. 59 No. 5, pp. 603-9.
- Porter, M.E. (1990). New global strategies for competitive advantage. *Planning Review*, 18(3), 4-14. Retrieved from ABI/INFORM Global database.
- Price, J. L. & Mueller, C. W. (1981). A causal model of turnover for nurses. *Academy of Management Journal*, 24, 543-565.
- Price, J.L. (1997). Handbook of organizational measurement. *InternationalJournal of Manpower*, Vol. 18 No. 4, pp. 305-558.
- Puffer, S.M & McCarthy, D.J. (1997). Russian managers' beliefs about work: beyond the stereotypes. *Journal Of World Business*, Vol. 32, no. 3, pp. 258-277.
- Raja Abdul Rashid (2006). Kepuasan kerja dan komitmen terhadap organisasi: Satu kajian di Unit Keselamatan, Jabatan Perdana Menteri Putrajaya (UUM).
- Razali Mat Zin. (1994). Building commitment in Malaysia public service : Some conceptual issues and considerations. *The Indian Journal Of Public Administration*. 2, 200-211
- Rein, L.G. (1980). Is Your Ethics Slippage Showing? *Personnel Jounal*, Vol. 9, pp. 740-744. *Journal of Business Ethics* 89(2), 261–281.
- Roslan, J. (2003). Etika melalui latihan, INTAN. *Management Journal*. Vol.6, no. 1, pp. 188-211.
- Rossouw, G.J., Van Vuuren, L.J. (2003). Modes of nabaging morality: A descriptive model of strategies for managing ethics, *Journal of Business Ethics*, 46(4), 389-402.
- Rushbult, C. E., Farrel, D., Roger, G., & Manious III (1988). Impact of Exchange Variables on Exit, Voice, Loyalty and Neglect: An Intergrative Model Of Response To Declining Job Satistaction. *Academy of Mental Journal*, 31:599-627.
- Rusli Ibrahim. (2004). *Kepuasan bekerja dan hazard pekerjaan – satu kajian kakitangan Jabatan Patologi, Hospital Kuala Lumpur*. Tesis MSc UUM/INTAN.
- Saari, L. M., & Judge, T. A. (2004). Employee attitudes and job satisfaction. *Human Resource Management*, 43(4), 395-407.
- Samad, S. (2006). Predicting turnover intentions: The case of Malaysian government doctors. *Journal of American Academy of Business. Scholarship*, 42(2), 186-194.
- Samsudin Jusoh. (1999). Satu kajian tahap kepuasan bekerja rejimen askar wataniah. tesis sarjana pengurusan, Universiti Malaya.
- Shamsiruddin Mohd Shariff. (2000). Tahap komitmen terhadap organisasi. anggota 10 Briged Infantri Malaysia: Satu Kajian Empirikal. Tesis MSc UUM/INTAN.
- Schudt, K. (2000). Taming the corporate monster. An Aristotelian approach to corporate virtue.*Business Ethics Quarterly*, 10(3), 711-723.
- Schweper, C. H. Jr. (1999). The Relationship between Ethical Conflict and Organizational Commitment.

- Sekaran, U. (2003). Research methods for business: A skill-building approach (4th ed.). Singapore: John Wiley & Sons (Asia) Pte. Ltd.
- Shafer, W.E, Morris, R.E., Ketchand, A.A. (2001). Effects of personel values on auditors' ethical decisions [electronic version]. *Accounting, viewpoint. European Business Review*. Vol. 14, no. 3, pp. 254-277.
- Sheldon, M. E. (1971). Investments And Involvements As Mechanisms Producing Commitment To The Organizations. *Administrative Science Quarterly*. 16, 142-150.
- Shipley, D., & Kiely, J. (1988). Motivation and dissatisfaction of industrial salespeople-How relevant is Herzberg's theory? *European Journal of Marketing*, 22(1)
- Shore, L.M., & Tetrick, L.E. (1991). A construct validity study of the survey of perceived organizational support. *Journal of Applied Psychology*, 76, 637-643
- Sims, R. R. and J. Brinkmann, (2002). Leaders as moral role models: The case of John Gutfreund at Salomon Brothers. *Journal of Business Ethics* 35, 327–339.
- Spector, P. E. (1997). Job satisfaction: application, assessment, cause, and consequences: Thousand Oak, CA: Sage Publications.
- Stainer, A. & Stainer, L. (1995). Productivity, quality and ethics – a European viewpoint. *European Business Review*. . Vol. 95, no.53, pp. 3-11.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22. 46-56.
- Stone, E. F. (1976). The moderating effect of work-related values on the job scope-job satisfaction relationship. *Organizational Behavior and Human Performance*, 15(2), 147-167.
- Stones, C.R. & Philbrick, J.L. (1992). Work attitudes among a sample of black South African students. *Journal Of Social Psychology*, Vol. 132, no. 2, pp. 281-285.
- Swales, S. (2004). Commitment to change: profiles of commitment and in-role performance. *Personnel Review*, Vol. 33 No. 2, pp. 187-204(18).
- Syed Mohamed Syafeq Syed Mansor (1997). Hubungan kepuasan kerja dengan *burnout* : Tinjauan di kalangan guru-guru di Daerah Johor Bharu". Universiti Kebangsaan Malaysia.
- Tang, T.L.P. & Tzeng, J.Y. (1992). Demographic correlates of the protestant work ethics. *Journal of Psychology Interdisciplinary & Applied*, Vol. 126, no. 2, pp. 163-171.
- Tett, R.P., & Meyer, J.P. (1993). Job satisfaction , organizational commitment, turnover intention, and turnover path analysis based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293.
- Thoroux. J.P. (1985). Ethics: theory and practice. Bakersfield college: Prentice Hall.
- Torlak, O. and Koc, U. (2007). Materialistic attitude as an antecedent of organizational citizenship behavior. *Management Research News*, Vol. 30 No. 8, pp. 581-96.

- Trevino, L. K., M. Brown and P. Laura. (2003). A Qualitative investigation of perceived executive ethical leadership: Perceptions from Inside and outside the executive suite, *Human Relations* 56(1), 5–37. Turnover intentions in the salesforce', *Journal of Personal Selling and Sales Management* 19(1), 43–49.
- Trimble, D. E. (2006). Organizational commitment, job satisfaction and turnover intention of missionaries. *Journal of Psychology & Theology*, 34(4), 349-360. University of Pittsburg Press.
- Thurayya Othman (2007). Hubungan *burnout* dengan kepuasan kerja di kalangan staf Jabatan Agama Johor (UTM).
- Valentine, S. and T. Barnett. (2007). Perceived organizational ethics and the ethical decisions of sales and marketing personnel. *Journal of Personal Selling and Sales Management* 27(4), 373–388.
- Vitell, S. J., & Davis, D. L. (1990). The relationship between ethics and job satisfaction: An empirical investigation. *Journal of Business Ethics*, 9, 489-494. Vol. 66 No. 1, pp. 32-40.
- Vroom, V. H., & Yetton, P. W. (1973). *Leadership and decision-making*. Pittsburgh, PA:
- Vroom, V. H. (1974). *Work and Motivation*. New York: Wiley
- Wagnild, G. (1988). A descriptive study of nurse's aide turnover in long-term care.
- Wahba, M. A., & Bridwell, L. G. (1976). Maslow reconsidered: A review of research on the need hierarchy theory. *Organizational Behavior and Human Performance*, 15(2), 212-240.
- Warr, P and Wall, T. (1975). Work and Well Being. Harmond-Worth : Penguin
- Wasti S.A. (2002). Affective and continuance commitment to the organisation: test of an integrated model in the Turkish context. *International Journal of Intercultural Relations*, Vol. 26, pp. 525-50.
- Weber, M. (1958). The protestant ethics and the spirit of capitalism. New York: Scribner.
- Welbourne, T. M., & Cable, D. M. (1995). Group incentives and pay satisfaction: Understanding the relationship through and identity theory perspective. *Human Relations*, 48(6), 711-726.
- Winterton, J. (2004). A conceptual model of labour turnover and retention. *Human Resource Development International*, 7(3), 371-390.
- Wren, D. A. (2005). The history of management thought (5th ed.). Danvers, MA: Wiley. Young-Ritchie, C., Laschinger, H. K. S., & Wong, C. (2007). The effects of emotionally intelligent leadership behaviour on emergency staff nurses' workplace empowerment and organizational commitment.
- Ziegenfuss,D.E. & martinson, O.B. (2002). The Ima code of ethics and Ima members' ethical perception and judgment [electronic version]. *Managerial Auditing Journal*, Vol. 17, no. 4, pp.165-173.
- Zulkifli Md. Razali (2002). Kepuasan kerja: Satu kajian di sekolah-sekolah menengah teknik Zon Utara (UUM).