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**MODERATING EFFECT OF ORGANIZATIONAL
CULTURE ON THE RELATIONSHIP BETWEEN
ORGANIZATIONAL JUSTICE, JOB AUTONOMY AND
ORGANIZATIONAL CYNICISM**



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By



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ABSTRAK

Sinisme organisasi dilihat sebagai sikap yang umum atau khusus yang dicirikan berdasarkan kekecewaan, kemarahan, serta kecenderungan untuk tidak mempercayai individu, kumpulan, dan organisasi. Isu ini bukan sahaja memberi masalah dan merugikan pekerja, tetapi juga kepada organisasi. Oleh itu, kajian ini dijalankan dengan memberi tumpuan kepada faktor-faktor yang mempengaruhi sinisme organisasi. Secara spesifiknya, objektif kajian ini adalah untuk mengkaji tahap sinisme organisasi dalam kalangan responden, di samping untuk mengkaji hubungan antara keadilan organisasi, autonomi perkerjaan dan sinisme organisasi. Kajian ini juga bertujuan untuk menganalisis budaya organisasi sebagai penyederhana antara keadilan organisasi, autonomi perkerjaan dan sinisme organisasi. Kajian ini telah menggunakan kaedah soal selidik, iaitu melalui pengagihan borang soal selidik kepada 504 orang Pegawai Imigresen dari Unit Keselamatan dan Pertahanan, Jabatan Imigresen Malaysia. Kaedah statistik seperti analisa faktor, ujian kebolehpercayaan, ujian hubung kait, analisis regresi berbilang dan analisis regresi hierarki berbilang telah digunakan untuk menganalisis data. Analisis regresi berbilang menunjukkan hubungan yang ketara antara keadilan organisasi dan autonomi perkerjaan, tetapi mempunyai hubung kait yang negatif ke atas sinisme organisasi. Manakala ujian penyederhanaan terhadap budaya organisasi pula telah mendedahkan bahawa budaya birokrasi menunjukkan kesan penyederhanaan yang ketara antara autonomi perkerjaan dan sinisme organisasi. Hasil kajian ini membuktikan bahawa kesan interaksi antara budaya birokrasi dan budaya inovasi adalah disokong sebahagiannya. Walau bagaimanapun, hasil kajian juga menunjukkan bahawa tidak ada kesan interaksi oleh budaya sokongan. Akhir sekali, kajian ini juga turut membincangkan tentang implikasi, batasan dan panduan bagi kajian seterusnya.

Universiti Utara Malaysia

Kata kunci: Sinisme organisasi, keadilan organisasi, autonomi perkerjaan, budaya organisasi.

ABSTRACT

Organizational cynicism is viewed as a general or specific attitude that is characterized by frustration, anger and also a tendency to distrust individuals, groups and organizations. It is not only detrimental to employees but also to organizations. Hence, this study emphasized on the factors that influence organizational cynicism. Specifically, the objectives of the study were to investigate the level of organizational cynicism among the respondents, to examine the relationship between organizational justice, job autonomy and organizational cynicism, and to analyse the moderating effect of organizational culture on the relationship between organizational justice, job autonomy and organizational cynicism. This study utilized the survey method, through the distribution of questionnaires to a sample of 504 Immigration Officers from the Security and Defence Unit of the Immigration Department of Malaysia (IDM). Statistical techniques such as factor analysis, reliability test, correlation test, multiple regression and hierarchical regression analyses were employed in analysing the data. The multiple regression analysis indicated that organizational justice and job autonomy were significantly and negatively related to organizational cynicism. As for the moderating test of organizational culture, the study revealed that bureaucratic culture has a significant moderating effect on job autonomy and organizational cynicism. Meanwhile, innovative culture significantly moderated the relationship between interactional justice, job autonomy and organizational cynicism. This finding depicted that the interaction effects of bureaucratic culture and innovative culture are partially supported. On the other hand, the result showed no interaction effect on supportive culture. The implications, limitations and direction for the future study are also discussed.

Keywords: Organizational cynicism, organizational justice, job autonomy, organizational culture

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LIST OF ABBREVIATIONS

IDM	Immigration Department of Malaysia
SET Theory	Social Exchange Theory
PE Fit Theory	Person-Environment Fit Theory
KPISM	Kesatuan Perkhidmatan Imigresen Semenanjung Malaysia
CUEPACS	Congress of Union of Employees in the Public and Civil Services
BERNAMA	The Malaysian National News Agency



CHAPTER ONE

INTRODUCTION

This chapter discusses the background of the study in order to provide a general understanding regarding the investigated topic. In addition, this chapter also includes the discussions on the research gap that have been explained in the problem statement, together with the research questions, the research objectives and the research scope. Additionally, this chapter will also provide the significance of the research and definition of terms that will be used in the context of this research.

1.1 Background of the Study

Public sector in Malaysia has dealt with such rapid transformation in terms of its human capital development. The rapid change and vast development of the country have also brought major impact on the public service organization. Many initiatives have been introduced by the government such as the Government Transformation Program (GTP), whereby one of the main efforts of this program is focusing on the improvement of the Malaysia's public sector services (Government Transformation Program, 2010). Under this program, a model of public sector reform has been introduced and it is also touted as a policy of innovation that links governmental accountability and public service delivery more effectively than before. After several years of its implementation, it is claimed to have made significant improvement inroads in areas where some of the past reforms have found to be unsuccessful (Siddiquee, 2014). This kind improvement is important, as it also benefits the public servants who work to serve the organization, as

it allows the public servants to compete and form an innovative, productive and creative public service (JPA, 2015).

In recent years, the Malaysian government has also taken many initiatives in appreciating the contribution of public servants by implementing the salary increment and providing good remuneration systems to ensure that public servants are more competent and highly motivated to do their jobs. As a concern about the difficulties of public servants in terms of cost of living, the government has proposed one annual salary increment that benefits 1.6 million public servants and also a minimum starting salary at RM1,200 a month for 60,000 civil servants, during the Malaysia's 2016 budget (Ministry of Finance Malaysia, 2016). Although major transformation has been proposed and implemented, the local public sector still often deals with customers' complaints which are associated with employees' rudeness, punctuality, and low commitment in service delivery. This could have happened due to the lack of work motivation among employees that resulted in their low performance (Mahazril'Aini, Zuraini, Hafizah, Aminuddin, Zakaria, Noordin & Mohamed, 2012), as poor motivation leads toward decreasing employees enthusiasm and shapes their negative emotional reactions (Clark, 2003).

Despite the vast improvement in the public sector organization, a major transformation in the Malaysian economic and social environment has also resulted with the changing of attitudes among the employees towards being more vocal and aware of their rights. This awareness may increase employees' expectations regarding their rights, and if their rights are not fulfilled, it could negatively influence employees attitude, where a good employee will be found refuse to work hard. The issues that involve employees'

attitude need to be highlighted seriously, as it is really alarming. This is due to the fact that the influence of work attitude problems also bring negative impacts to the public sector (Mat & Zabidi, 2010). With regards to this issue, it is very crucial for the organization to address and to have a deep understanding in terms of the needs of employees in order to retain and keep them motivated (Patra & Singh, 2012). This is because employees' contribution is the key factor that brings towards organizational effectiveness and as stated by Ahmad and Spicer (2013), employees play a significant role in determining the organizational survival.

In discovering problems that relates to employees attitude, the individuals involved cannot be blamed for things to happen, it is rather more importantly to look into the factors that cause the unpleasant and find the right solutions to solve the problems. The issue that relates with employees unfavourable behaviour; organizational cynicism for instance, is currently expanding in organization. It is also agreed that "organizational cynicism is everywhere in the workplaces" (Dean, Brandes & Dharwadkar, 1998, p.341). The changing environmental condition, gaps between individuals and social expectations, complexity of work life and difficulties in time management of today's workplace create tension for employees which consequently contributes to the existence of cynicism in organizations. For examples, employees who have a strong belief that organization practices lack of justice and sincerity may believe that their organization, including the top management, cannot be trusted and is incoherent in terms of their behaviours. With such problems, employees may also feel discomfort, angry, and have less respect towards their organizations. Eventually this may lead to the presence of negative behavioural tendencies such as gossiping and giving strong critical expressions to the organization.

Organizational cynicism is a problematic issue that organizations have to deal with. It is understood as a negative attitude shown by employees towards organization (Dean, Brandes & Dharwadkar, 1998) due to the incongruently of the procedure, process and management of the organization with the employees' interest (Wilkerson, 2002). Apart from that, it is also associated with a negative feeling among individuals such as hopelessness, disturbance and dissatisfaction (Ozler, Derya & Ceren, 2011). The issue of organizational cynicism has met scholarly interest for over the years, and this concept has become the focused topic in various social sciences research disciplines such as management, psychology, sociology, philosophy, religion and political science (Ince & Turan, 2011). There is a growing concern among the researchers and practitioners regarding employees' attitudes that potentially have devastating effects on organizations, which can severely hinder the success of the organizations. Problem like organizational cynicism for example may have tendency of bringing negative outcomes to both employees and organizations. For examples, reducing the levels of employee engagement (Watt & Piotrowski, 2008), job satisfaction (Arabaci, 2010), increasing the levels of turnover intention (Tayfur, Karapinar & Camgoz, 2013), workplace deviant behaviour (Shahzad & Mahmood, 2012), unethical intention (Nair & Kamalanabhan, 2010) and counter work behaviour (Bashir, 2009).

The early studies of organizational cynicism can be traced back in the era of 90s (eg: Reichers, Wanous & Austin, 1997; Mirvis & Kanter, 1991; and Kanter & Mirvis, 1989). Subsequently, this issue is being continuously investigated in the new millennium, which studies have indicated that employees seem to be increasingly cynical. For example, in private organizations, (eg: Tükeltürk, Perçin & Güzel, 2012; Shahzad &

Mahmood, 2012), and public sector (eg: Bashir, Nasir, Saeed & Ahmed, 2011; Mohd Noor, & Mohd Walid, 2012). This issue needs actions to be taken before it is too late. As shown in the past and recent studies, cynicism is found to have increased in the organizations, including in the United States (Dean, Brandes & Dharwadkar, 1998; Kanter & Mirvis, 1989), Europe (Gkorezis, Petridou & Xanthiakos, 2014; Arabaci, 2010); Africa, (Nafei, 2013); Asia (eg: Bashir, 2013); including Malaysia (Mohd Noor & Mohd Walid, 2012).

Malaysian public sector employees are also not exempted from experiencing with the issue of cynicism in the workplace. For example, as reported by Mohd Noor and Mohd Walid (2012), quite a high level of cynicism among the Malaysian Polytechnic academic staff exists due to the influences of certain factors. With this regards, this issue should not be ignored as it may get worse where cynicism in an organization may potentially bring a negative image to both employees and the organizations. This issue must be taken care of seriously, and the organizations should look at it on a positive perspective so that, the right solutions can be found to reduce this problem accordingly.

The organizations should also concern in discovering factors behind the problems that reduce employees' motivation which leads towards cynicism at workplace. In this context, it is important for the organization to design and offer a fair treatment and give more autonomy to the employees to overcome organizational cynicism. As the country faces major changes and vast development since after the colonial rules, it is necessary not to stick on the old based system, which is less relevant to employees. Employees of the present days are well aware of what they really need to deal with the burden and challenges of the environmental demand, such as the high cost of living and high risk

task that are prone to psychology stress. These all are needed to be taken into consideration before it becomes worse.

As previously stated, organizational cynicism is an inevitable problem which affect employees everywhere in every workplaces (Dean et al., 1998), including the public enforcement agency in Malaysia such as the Immigration Department of Malaysia (IDM). The organizational cynicism that triggers the IDM officers is arising due to the problems and issues such as low recognition and autonomy among employees, poor remuneration system, limited career path due to poor career development systems, and others. These problems cannot be neglected as Malaysia is targeting towards achieving Vision 2020 that aims to produce a better nation with economically just society. In this regard, that means it should be a fair and equitable distribution of the wealth among the nations (The Prime Minister Office of Malaysia, 2010). Additionally, it is important to fairly recognize every public servant, where this recognition should also involve other occupational groups, particularly the employees of the local enforcement agencies that play important roles in protecting the country from unwanted situation. Hence, they are dealing with huge responsibility, stress and risk. If the fair recognition is neglected, it is not impossible that it may adversely affects employees' attitude at the workplaces, such as becoming more cynical towards the organization.

In the context of the IDM, the officers of the IDM play a crucial role in controlling and protecting the country's border. Among their tasks include monitoring and controlling the movement of outsiders entering and leaving the country via its border, such as working on passport and visa control. Besides that, they are also responsible for checking the right of entry to the country of all individuals arriving at airports and

seaports, including the open or the hidden part of the country where illegal immigrants can enter the border.

Recently, the country shows an increase of percentage of foreign workers compared to the era of 90s, (BERNAMA, 2014). It is believed that too much reliance on foreign workers could lead to harmful effects on the local economy, especially in sectors such as manufacturing, construction and farming. With this reason, the IDM also plays a crucial part with the government to control the entry number of foreign workers, in order to sustain the potential growth of employment rates among the local people. Table 1.1 indicates the statistical data regarding numbers of foreign workers in the country from 2011 to 2015.

Table 1.1

The Number of Foreign Workers in Malaysia by Country of Origin, 2011-2015

Country of origin	2011		2012		2013**		2014		2015	
	Total	%								
Indonesia	785263	49.9	746063	47.5	1,021,655	45.4	817,300	39.4	835,965	39.2
Bangladesh	116,663	7.4	132,350	8.4	322,750	14.3	296,930	14.3	282,437	13.2
Thailand	5,838	0.4	7,251	0.5	17,044	0.8	12,467	0.6	13,547	0.6
Filipina	44,359	2.8	44,919	2.9	69,126	3.1	63,711	3.1	65,096	3.0
Pakistan	26,229	1.7	31,249	2.0	50,662	2.3	51,563	2.5	72,931	3.4
Myanmar	146,126	9.3	129,506	8.2	161,447	7.2	143,334	6.9	145,652	6.8
Nepal	258,497	16.4	304,717	19.4	385,466	17.1	490,297	23.6	502,596	23.5
India	87,399	5.6	93,761	6.0	124,017	5.5	105,188	5.1	139,751	6.5
Others*	102,714	6.5	81,773	5.2	98,155	4.4	92,624	4.5	77,060	3.6
Total	1,573,061	100	1,571,589	100	2,250,322	100	2,073,414	100	2,135,035	100

Source: Ministry of Home Affairs, 2016.

On top of that, the increase in percentage of the illegal immigrant workers in the country was also discovered (BERNAMA, 2014). The IDM officers were blamed for their failure in controlling the entry of illegal immigrants in the country, in which the illegal entry has terribly upset local communities (Aduanrakyat, 2016; Public Complaints Bureau, 2015). This phenomenon may create more challenges to the IDM officers and give more burden to them as they have to protect the country from being penetrated by the illegal immigrants. With this regard, they should be given a fairer treatment that aligns with their jobs and responsibilities. It is reported that there is quite a number of complaints made by the IDM officers due to the dissatisfaction in terms of what they have received such as no critical allowances entitlement, a very limited career path and other kind of poor intrinsic and extrinsic rewards (Berita Harian, 2013; BERNAMA, 2014; Kesatuan Perkhidmatan Imigresen Semenanjung Malaysia, 2012). These shortcomings have caused frustration among the employees and aggravate cynicism in the organizations.

1.2 Problem Statement

As noted earlier, the existence of employees' negative attitude towards the organization's management is one of the crucial problems that organizations should seriously take into account. The occurrence of this attitude may be due to a lack of organizational justice and low job autonomy as perceived by the employees, which consequently cause them to have a negative attitude such as organizational cynicism. There were a sizable body of research that has discovered issues relating to people becoming more cynical in a number of domains, including at work (Enciso, Maskaly,

Maskaly, Donner & Donner, 2017) . This raise the awareness that the problem of cynicism in organizations is something that cannot be ignored, as it could bring a continuous harmful effect to employees and organization's efficiency. (Tekin & Bedük, 2015). Therefore, it is crucial for every organizations to find better solutions in reducing this phenomenon which may hinder organizations' and employees' success.

Organizational cynicism is one of the major issues that exists in organizations including the public enforcement agency such as the Immigration Department of Malaysia, in which this issue is being highlighted in the present study. It is important to aware that cynicism in organization is something that is perceived as a problematic issue which organizations have to deal with (McCarty & Caravan, 2007). Employees who have a cynical attitude towards their workplace have a low trust in their organization especially the top management, which they believe that their opportunity is being exploited, rewards are not equally distributed and there is a lack of openness, sincerity and honest in organizational activities (Tekin & Bedük, 2015). In dealing with this issue, there is a need to expand the study on organizational cynicism to gain more attention and actions in reducing this problem. As previously found, many of the organizational cynicism studies have been mostly conducted in the developed countries, and yet, there are still very limited discussion on this topic in other developing countries (Bashir, Nasir, Saeed & Ahmed, 2011). To relate the issue of organizational cynicism within a context of a developing country, the findings which have been examined based on the western countries perspective should be tested in other non-western countries including Malaysia. This could be conducted by expanding the research on the issue of organizational cynicism among employees, using the local samples (Mohd Noor & Mohd Walid, 2012).

As cynicism is seen as an issue that affects both organizational and employees, it is essential for the present study to empirically investigate the factors that lie behind the problem. This has been supported that the antecedents of organizational cynicism are important to be investigated because it could easily decreasing employees' satisfaction and commitment (Simha, Elloy & Huang, 2014). Research also acknowledges and understands the effect of cynicism, but it has less evidence regarding the development of cynicism (Enciso et al., 2017). Some of the past literatures indicate that organizational cynicism is triggered due to lack of justice in a workplace, (Tayfur et al., 2013; Moliner, Martínez-Tur, Peiró, Ramos & Cropanzano, 2005; Thompson, Bailey, Joseph, Worley & Williams, 1999), as organizational justice is among the major issues which is cared most by the employees (Ince & Gul, 2011). In spite of the fact that many studies of organizational justice perspective and its impact on work related attitude and behaviour context have been previously investigated, it is however discovered that, most of the previous studies were conducted in the western countries, and thus the generalizability of these research findings to other parts of the world is still questionable (Wong, Ngo & Wong, 2006; as cited in Elamin, 2012). For that reason, more studies on organizational justice are called for to discover its relationship between organizational cynicism.

Although studies have addressed the association between organizational justice and cynicism, there is still few studies which emphasizing on the underlying mechanism by which types of justice (procedural, distributive and interactional) relates to organizational cynicism (Tayfur et al., 2013). As been found in some research, there are some inconsistencies found in investigating the dimension of organizational justice. For example, a study conducted by Frenkel, Li and Restubog (2012), have found a

significant relationship between distributive justice and cynicism, where it was discovered that employees were more motivated by any form of extrinsic rewards than any matters that associated with intrinsic characteristics, such as justice in terms of decision making procedures and quality of employee management relations. While, the other result has showed to be different in which the finding indicated that the effect of distributive justice on cynicism was not significant (Tayfur et al., 2013). This result is inconsistent with the previous finding by Frenkel et al., 2012) which revealed that the lack of distributive justice was found to be significant with cynicism. Accordingly, this gap needs to be looked into by investigating which type of justice that is concerned most to overcome organizational cynicism.

Meanwhile, from the aspect of autonomy, the less autonomous power given to the employees is believed to be one of the major factors that influences organizational cynicism. In viewing the level of job autonomy and its relationship between organizational cynicisms, it is believed that low autonomy could have impact on the level of organizational cynicism. For example, as cited in Bashir (2011), a lack of autonomy creates melancholy (Stets, 1995) and frustration which results towards misbehaviour and felony (Agnew, 1984) this creating serious problems for the organization. Although employees are hardworking and serious with their work, but still they are seemed to be less satisfied and lacked of passion which eventually could affect the level of their commitment to the organization. These problems happened as employees feel restricted from working freely and making decision regarding their own work by themselves. (Naqvi, Ishtiaq, Kanwal & Mohsin Ali, 2013). In handling with the issue of organizational cynicism, job autonomy is believed to be one of the necessary weapons to reduce negative attitude, as employees will not be strictly

controlled in their job (Meyer, 1987). Furthermore, autonomy also will enable employees to have more freedom in terms of controlling their work and to form procedures on work assessment (Dee, Henkin & Chen, 2000).

Although job autonomy has been found to be negatively related to organizational cynicism (Avey, Hughes, Norman & Luthans, 2008), there are some inconsistencies found in the past research which seems difficult to confirm the association of these two variables. This can be due to the understanding that job autonomy sometimes is considered as a risky option and this is why not every employee is willing to be empowered with autonomy (Bashir, 2011). For example, job autonomy is somehow becoming quite difficult to implement as it requires a high level of trust and accountability on the individuals. It was found that if a high level of trust is required, autonomy turns out to be risky especially when there is least supervision takes place (Langfred, 2004). On the other hand, job autonomy may cause employees to be more vulnerable to emotional exhaustion. This happens if the workload exceeds employees' capacities, where employees will feel trapped and emotionally distressed (Fernet, Austin, Trépanier & Dussault, 2013). Based on the inconsistencies found, it is relevant for the present study to continuously investigate and discover the relationship between job autonomy and organizational cynicism.

The past research indicates that the public sector organizations usually adopt less innovative orientation and focus more on the formalization practices (Fischer, Ferreira, Assmar, Baris, Berberoglu, Dalyan, Wong, Hassan, Hanke & Boer, 2014). In this regard, it can be seen that the public sector organizations are formed based on the bureaucratic culture (Kabanoff & Daly, 2000), whereby this culture is more centralized

and formalized, besides resistant to initiate change and relying more on seniority and stability enhancing procedures (Fischers, 2008). Malaysia public sector organization also is said to share the same bureaucratic culture. However, the government will continuously work on reducing the bureaucratic red tape in order to improve the public service delivery system and increase the efficiency services of the frontline agency (Abdullah, Sulong, Abdidin, Campus & Said, 2014). Like other organizations in public sector, the IDM is one of the organizations that has been strictly engaging with its bureaucratic structure in which this structure has long been implemented since the colonial rule (Hussin, Abdullah, Abdullah & Maamor, 2013).

In the context of organizational culture and its relationship with organizational cynicism, the factors that have been found in previous studies conducted in the developed countries may not necessarily have similar implication in other developing countries (Bashir, 2011). With this regard, it is suggested that cynicism in a different culture requires a different treatment as there are very few systematic studies have been conducted to determine whether organizational culture can play as a factor that moderate a relationship of organizational cynicism with other influences (Bashir, Nasir, Saeed & Ahmed, 2011).

Wallach (1983) who introduced bureaucratic, innovative and supportive organizational culture sub dimensions, stated that innovative culture enables individuals to be more "driving, enterprising, challenging, stimulating, creative, results oriented and risk taking" (p.33). Meanwhile, for the bureaucratic culture, it has been indicated that this culture is negatively related to job involvement, employee commitment and job satisfaction (Chen, 2004; Koberg & Chusmir, 1987). This is due to the justification that

bureaucratic organizational culture is strongly involved with control and domination (Wallach, 1983). On the other hand, a supportive culture encourages a trusting work environment, which creates an atmosphere that makes employees feel appreciated from what they have contributed (Erkutlu, 2012). With this regard, the moderating effect of organizational culture needs to be investigated in the organizational cynicism research (Nafei, 2013), as it has been previously supported that “cynicism in different cultures needs a different treatment” (Bashir et al. 2012, p.887).

Another strong reason of stressing organizational culture as factors that influencing organizational cynicism, is the belief that culture has a powerful impact on individuals and teams (Schneider, 1990; Erkutlu, 2012). For example, it is supported that organizational culture reflects how individuals feel about their work environment as it plays an important role in shaping the shared patterns of cognitive interpretations and perceptions of the work environment (Mohamed, 2013). According to Ababaneh (2010) as cited by Khan and Rashid (2012), employees' withdrawal behavior is said to be affected by organizational culture and organizational culture has potential to influence employees' attitudes and beliefs. If employees have a good fit to the organizational culture, they will pose a higher level of commitment (Silverthorne, 2004).

It is suggested that research should consider the context of organizational culture that could potentially influence organizational justice perceptions and its relationship with employees' attitudes and behaviour (Elamin, 2012). It is discovered that there are still limited studies demonstrating significant moderating effects of culture on justice-focused relationship (Schilpzand, Martins, Kirkman, Lowe & Chen, 2013). On that

account, this present research may fill the gap of the previous findings by focusing on organizational cynicism as the main organizational phenomenon which is believed to be affected by perception of justice and certain type of organizational cultures.

Job autonomy was also shown to be important in certain different cultures of the organization (Gagne & Bhave, 2011). Therefore, in this present study, the researcher may look at organizational culture dimensions namely, bureaucratic, innovative and supportive as an important dimension which can affect the relationship between job autonomy, organizational justice and organizational cynicism. Moreover, based on the supportive reason, organizational culture elements together with other organizational practices may be useful tools in reducing organizational dissatisfaction among employees which is known as organizational cynicism (Kaya, Ergün & Kesen, 2014).

Specifically, the issue that is associated with organizational cynicism also affects the officers of the Immigration Department of Malaysia (IDM). This is believed due to the problems that are related to dissatisfaction in terms of poor job autonomy, unfairness in a relation to job promotions, remuneration systems, employee development, recognition, and a limited career path. In general, the working conditions of the immigration officers are considered to be extremely tough as the officers have to physically protect the difficult and mostly hostile borders around the country (Chhabra & Chhabra, 2013). In viewing organizational cynicism in the context of IDM, it is needed for the researchers to understand what are the factors that can motivate employees of the public sector, in order to reduce organizational cynicism among them. Given that the IDM is one of the most major and influential enforcement agencies that serve the country and the public, it is important to be mindful that organizational

cynicism may have undesirable consequences for the employees' performance and also the clients (Rabie, Karimi & Sadigh, 2016).

The IDM is known to be one of the public enforcement agencies that is faced with criticism and complaints for years due to poor performance. For example, according to Public Complaints Bureau of Malaysia, it was reported that The Immigration Department of Malaysia (IDM) received 177 complaints by the public in 2014 and statistically, it showed an increase number of complaints in 2015 where the IDM faced about 188 complaints made by the public. This, at the same time, could probably tarnish the image of the local immigration enforcement and thus appropriate actions should be taken, as this force is considered as the Backbone of National Security (Ministry of Home Affairs, 2015).

With a bureaucratic structure that is being used, the IDM is undergoing a transformational plan program which is known as *Pelan Transformasi Jabatan Imigresen*, 2011 (Jabatan Imigresen Malaysia, 2012). More improvements are needed to be made under this program, especially the fulfilment of the employees' critical requirements. For example, the employees, especially the defence and security officers of the IDM believe that they have low autonomy in their job, unfairness in terms of benefits and allowances, rewards and recognitions, and also a limited career path which cause stress, frustration and more complaints among its employees. Until to date, this issue is not fully solved and there are still many complaints heard from the officers concerned due to some unresolved problems. For examples, the complaints, grievances and cynical words among the employees towards the organization and the top management can clearly be seen on some comments posted

in blogs and websites such as <http://cuepacs.blogspot.my/2013/11/syor-pegawai-imigresen-ditukar-setiap-6.html> and <http://cuepacs.blogspot.my/2014/08/cuepacs-sokong-kenaikan-elaun-anggota.html>. Moreover, problems that are associated with cynicism among the IDM officers were also being given a widespread media coverage in local newspaper articles (such as in Berita Harian, 13 December, 2010; Harian Metro, 12 Oktober 2011; Berita Harian , 2 September 2012).

The IDM officers were also quite often being negatively commented and perceived by the local public. For example, the officers who deal with foreign illegal immigrants were blamed for not controlling the increasing number of foreign workers in the country (Utusan Malaysia, 2014; Public Complaints Bureau, 2015). This problem creates more tension among the IDM officers as the local publics are unaware of the reality of the working conditions faced by the immigration officers. There is also a considerable evidence recently that the immigration forces are suffering from uncommon high level of stress which affects them physically and psychologically (Chhabra & Chhabra, 2013).

The issue of equity sensitivity among the immigration officers is one of the major problems which need to be addressed accordingly. This issue has been raised during the interview session conducted in September, 2012 with the representatives of the Immigration Service Union of Peninsular Malaysia' (*Kesatuan Perkhidmatan Imigresen Semenanjung Malaysia*, KPISM) and also the following interview that was carried out during the Employee Union Annual meeting which was on the 28 of December, 2012. From these formal interview sessions, it has been informed that the IDM officers (the uniform based staffs) perceived the unfair treatment in terms of

career development and career opportunity, job promotion, rewards system and less autonomy that is available in this organization. This group of employees is also not been given critical allowance that aligns with their job description, which needs them to deal with some critical task that can be considered as risky. It is also known that employees who are qualified with higher education backgrounds such as bachelor degree and master are quite restricted in terms of promotion. This is due to the factor that most of the top management position, especially the state's and country's director are selected among the Diplomatic Administrative Officers (*Pegawai Tabir dan Diplomatik* (PTD)). Meanwhile, the selection of the highest post among the IDM employees (the uniform based staffs) to the top position grade such as KP 50 and above is still limited. This is quite unmatched with the background profile of the IDM officers, as it has been changing over the years where most of the IDM officers posses higher level of education and thus may have high expectation in their career development (KPISM, 2016; KPISM, 2012). In the meantime, this kind of high expectation could cause to frustration (Chhabra & Chhabra, 2013), and there is considerable evidence that organizational cynicism is associated with employees frustration (Anderson & Bateman 1997).

With such problems exist in the organization, it is relevant to expand this study in investigating the factors that lies behind organizational cynicism among the IDM officers, which the researchers viewed this workforce as important, in guarding a country's border, which can be a stressful endeavour (Alexander & Walker, 1996; Kop, Euwema & Schaufeli, 1999; McCreary & Thompson, 2006). Therefore, for this reason as well as to straighten out the quandary, it is important for this study to emphasize the issues of job autonomy, organizational justice and organizational culture in

investigating organizational cynicism. Based on the problem statement articulated above, several research questions are listed in the following section.

1.3 Research Questions

1. What is the level of cynicism among the officers of the IDM?
2. Is there any relationship between organizational justice (distributive justice, procedural justice and interactional justice) and organizational cynicism?
3. Is there any relationship between job autonomy and organizational cynicism?
4. Could organizational culture (bureaucratic culture, innovative culture and supportive culture) moderate the relationship between organizational justice, job autonomy and organizational cynicism?

1.4 Research Objectives

1. To determine the level of organizational cynicism among the IDM officers.
2. To examine the relationship between organizational justice (distributive justice, procedural justice and interactional justice) and organizational cynicism.
3. To investigate the relationship between job autonomy and organizational cynicism.
4. To determine the moderating effect of organizational culture (bureaucratic culture, innovative culture and supportive culture) on the relationship between organizational justice, job autonomy and organizational cynicism.

1.5 Scope of the Research

In order to understand the factors that leads toward the occurrence of organizational cynicism among employees, the Immigration of Malaysia (IDM) has been chosen as the scope of research as there are many issues that have been raised out which cause frustration and lower the level of employees' job satisfaction. With such problems, it could possibly influence public perception and tarnish the image of the organization, including the other organizations of public sector services and the image of the country in general.

In addition, the Immigration officers under the security and defense unit were focused in this study because they are recognized as key players that ensure the local policies and regulations on the entry of foreigners into the country are in line with national interest besides ensuring that eligible citizens and foreigners are not neglected in any immigration facility (Ministry of Home Affairs, 2012). Therefore, this study is not just useful to be investigated and generalized in the context of the IDM employees specifically, but also to other organizations including the public sector service organization.

Finally, the scope of this study also includes in examining the relationship between three constructs; namely job autonomy, organizational justice and organizational cynicism, and the moderating effect of organizational culture such as bureaucratic culture, innovative culture and supportive culture. Under this context, the present study has employed a quantitative approach in order to answer the research questions and to

achieve the research objectives. This approach also involved a survey research among the IDM security and defence officers from several selected office in Malaysia.

1.5.1 The Background of The immigration Department of Malaysia

The Immigration Department of Malaysia (IDM) was earliest known as Straits Settlement and Federated Malay states before the World War II. The immigration Department of this time was responsible in conducting surveillance and inspection work that involves the inspection of travellers and travel documents at the entry points. All the immigration matters were administered by a Senior Officer of the Malayan Civil Service. The IDM later was recognized as “The Refugees and Disposal Persons Bureau” after the World War II, which operated under the “British Military Administration Officers”. The main responsibility of the IDM during that time was to bring back the persons who have stranded in other countries due to “World War II”, return to the Malay States.

The Passenger Restriction Ordinance 1922 was introduced as the first immigration law, which was enforced on the 21st of July, 1922 to regulate entries into the country. Few years later, the “Aliens Immigration Restriction Ordinance” was enacted in 1930 to manage and monitor the entry of foreign workers that the majority were coming from China, where the quota system was used. This law also has been reviewed as a way to improve the control of the country’s entrance.

In 1948, due to the country’s declaration of emergency in 1948 and a treaty on the formation of Federated Malay States has led the immigration department to provide a

better immigration services. This includes passport law which comprises of the following:

- a. The emergency (Travel Restriction) Regulation 1948
- b. The passport Ordinance 1949
- c. The emergency (Entry By Land From Thailand) Regulations 1949.

It is stated that the immigration laws that have been implemented during the “State of Emergency” were replaced by “The Immigration Ordinance 1952”. This law is known as the main law in immigration that used to control the arrival of all British nationals. This also include people under the British colonization to the “Federated Malay States”, including Singapore.

The immigration department was then has been placed under the administration of the Ministry of Foreign Affairs. Apart from being responsible for the country’s control of entry, the Immigration Department was also accountable for the issuing of passports at the passport issuing offices in residents’ Offices, the office of the British advisor and also in two states such as Penang and Singapore. On the other hand, in representing the British government, the immigration department was also responsible for the issuance of visas and citizenship applications for Commonwealth countries.

Later, The Immigration Ordinance 1949 has been replaced by introducing The Immigration Ordinance 1959, The Immigration Regulations 1959 and the Passport Ordinance 1960 after the country’s independence. In 1963 which is after the formation of Malaysia, the immigration requirements have been extended to the other two states, Sabah and Sarawak. To protect the interest of both States, The Immigration

(Transitional Provisions has been enacted. Besides from controlling and regulating the entry and exit of non citizens, the Sabah and Sarawak's immigration office also controlled the entry of Malaysian citizen who came from Peninsular Malaysia.

A year later, the management of immigration matters was placed under the Ministry of Home Affairs in 1994 which during this time, the administration was handed over to a Malaysian. With this regards, Mr. Ibrahim Bin Ali was appointed as the first National Immigration Controller on the 1st January 1967.

On the 1st December, 1971, all the Malay States Immigration administrative matters were administered under the Headquarters of Malaysian Immigration Department. Four years later which is in 1974, the states of Sabah and Sarawak has been included for a special provision. During this time "The Immigration Act 1959/63 (Act No.155)" and "The Passport Act 1966 (Act No.150)" were used throughout the whole nation. Later on, these Acts were revised and amended from time to time according to the current need and situation. In 1969, the title for Immigration Controller was replaced with the Director General of Immigration.

Since its establishment in 1947, the Headquarters of the Immigration Department of Malaysia was in Penang. On 13 April 1965, the Immigration Headquarters was transferred to Jalan Tugu, Kuala Lumpur. In January 1981, the office moved to BUKOTA Building, Jalan Pantai Baharu, Kuala Lumpur, before moving to Pusat Bandar Damansara, Kuala Lumpur in 1988. Now, the headquarters of the Immigration Department of Malaysia are located at Putrajaya. The move of premises started in

September 2004 and it was done in stages to ensure that the quality of services to the public was maintained.

During the present, the Immigration Department of Malaysia (IDM) is known as one of the leading agencies that responsible for issuing of passports and other travel documents to Malaysian Citizens, Foreign Nationals and Permanent Residents. Besides of handling these types of responsibilities, the IDM also plays a role in administering and managing the movement of people at authorized entry and exit points of the country in order to protect the country's border and its citizen safety.

1.6 Significance of Research

This study presents the relevant underlying theories by integrating social exchange theory, Maslow's five hierarchy needs theory and person-environmental fit theory. In addition, the finding of the research will contribute significantly to both theory and practices as delineated below.

Firstly, despite the fact that previous empirical research and theoretical support have asserted the significant effect of job autonomy and organizational justice on organizational cynicism, but the variables were investigated separately in those studies. Conversely, this study examined whether organizational justice (distributive justice, procedural justice and interactional justice) and job autonomy have relationship between organizational cynicism in a simultaneous manner and the IDM officers were involved in the research sampling.

Secondly, this study proposed a new framework which specifies certain types of organizational culture as a moderating variable, whether it has an effect on the relationship between the independent variables (organizational justice, and job autonomy) and the dependent variable (organizational cynicism). In this regard, three major dimensions of organizational culture were used in the study. This includes the organizational subcultures such as bureaucratic, innovative and supportive culture.

With regard to the practical contribution, the researcher also believes that this study may contribute in helping the government, the IDM policy makers, and other public sector organizations to formulate strategies that are related to job autonomy and other issues concerning employees' equity sensitivity. This strategy could also be useful to the organization to re-develops the policies and re-formulate the strategies to reduce the sources of employee cynical attitudes such as frustration and dissatisfaction. Without addressing the issues of cynicism, this could be a hindrance towards organizational effectiveness as many of the organizations nowadays are struggling with the change of economics, social and environmental factors. Moreover, the existence of organizational cynicism also might be detrimental towards employees themselves.

1.7 Definition of Terms

1.7.1 Organizational Cynicism

Organizational cynicism is defined as general or specific attitudes symbolized by disappointment, insecurity, hopelessness, anger and gravitating to the mistrust of institutions or person, group, ideology and social skills (Andersson, 1996).

1.7.2 Job Autonomy

The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out. (Hackman & Oldham, 1976).

1.7.3 Organizational Justice

The perceptions by organization's members regarding fair treatment acquired from the top management, as well as their behavioural responses towards it (Fernandes & Awamleh, 2006).

1.7.4 Organizational Culture

A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think and feel in relation to those problems (Schein, 1992).

1.8 Chapter Summary

The first chapter presents the background of the study, the problem statement which explains the research gap, research questions and research objectives, the significance

of the study which consists of theoretical and practical contribution, the scope of the study and also definition of terms involved in the study.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews relevant literature in the field of organizational cynicism. The review is in accordance with the conceptual framework of this study which would be tested in order to capture the essential elements of the phenomenon of organizational cynicism in the Immigration Department of Malaysia (IDM). In this view, the chapter also explains how organizational justice, job autonomy and organizational culture affect employees' attitude, namely organizational cynicism.

2.2 Defining Cynicism

Cynicism is a subject that has been discussed in various areas of social sciences such as philosophy, religion, political science, sociology, management and psychology (Ince & Turan, 2011). The cynicism is defined as an attitude that is differentiated by a 'dislike for and distrust of others' (Cook & Medley, 1954) and it is a condition that appears as disparaging and critical attitude from the outcome of negative feelings and experiences (Karacaoglu & Ince, 2013). Most studies have equated cynicism with disillusionment which results from the failure of specific organizations to meet up with the high expectations of modern life.

Consequently, the concept of cynicism is not new as it has been in existence over a long period of time. Historically, the cynical school of thought emanated during Greek

Hellenistic period (Griffin, 2006). The cynics of those times were flouted by their fellow beings at the ruthless pursuit of power, materialism and wealth (Goldfarb, 1991). Dudley (1937) pointed out that the Greek cynics of ancient time strived to attain high morality and standards or ethics, and in the course often viciously took aggressive actions against those who did not support these virtues. In the modern time of today however, cynicism implies a belief that people are not easily trusted due to their poor virtue (Lorinkova & Perry, 2014).

Cynicism is believed to have the potential of undermining organizational activities and leadership by advocating certain practices that are not palatable to the organization (Goldfarb, 1991). This is because cynicism involves individuals who tend to be negative and pessimistic about others (Nafei, 2014). Kanter and Mirvis (1989) in their earlier study that was conducted through a national survey of cynicism among the American society described cynics as those who view others as self-centered, close minded and looking for opportunities to express their contempts on others. The result of the study shows that about 43% of the participants have cynical attitude. It therefore indicates the deepness or degree to which cynicism had spread throughout the American society, including the extent to which society had turned to a mentality that is so called “what is in it for me”.

Furthermore, the literature also indicates that cynicism is one of the terms used in burnout dimensions. Scholars of the burnout research conceptualize cynicism as something that manifests in form of a negative, callous or excessively detached response to various aspects of job (Maslach, Schaufeli & Leither, 2001). Meanwhile, the study conducted by Andersson and Bateman (1997) conclude that cynicism is targeted at a

specific object or can be generalized to many objects. Therefore, with reference to Andersson and Bateman (1997), cynicism can be viewed as “a general and specific attitude characterized by frustration and disillusionment as well as negative feelings toward and distrust of a person, group, ideology, social convention, or institution” (p. 450).

2.3 Organizational Cynicism

Workplace attitudes such as job satisfaction and organizational commitment have gained numerous attentions of scholars for decades. Recent evidences have however shown that researchers are paying increased attention to negative workplace attitude such as organizational cynicism (Bashir et al., 2011). The issue that relates to organizational cynicism has therefore become the topic of interest for researchers in the last several years. Importantly, cynicism refers to the negative feelings among individuals and it is believed to have a negative impact on organization as it engenders dissatisfaction, disturbance, hopelessness about the organization and its workforce (Ozler, Derya & Ceren, 2011; Özler et al., 2010). Andersson (1996) viewed organizational cynicism as general or specific attitude characterized with anger, disappointment, and also a tendency to distrust individuals, groups, ideologies, social abilities or institutions. These types of attitudes are mostly experienced among employees who believe that their organization is not honest.

Ferris, Arthur, Berkson, Kaplan, Harrell-Cook and Frink, (1998) consider organizational cynicism as something that is associated with employees’ perceptions of self-centeredness, misuse, exploitation, partiality and nepotism at work. It is also

related with a learned and defensive attitude that is directed at the organization (Abraham, 2000; Kanter & Mirvis, 1989). This can be characterized by employees feeling of injustice, frustration, disillusionment and the belief that organization has poor integrity and cannot be trusted. Eaton and Struthers (2002) in their study described cynical employees as the individuals who have given up hope and express that through anger and frustration. It is therefore risky for any organization to have employees who are cynical as they can influence the entire organization and hinder the organization to reach its goals (Barefoot et al., 1989; as cited in Nafei, 2014).

Although organizational cynicism is conceptualized as an individual- level attitude, past scholars have also recognized that organizational factors and job characteristic have the potential to influence the development of cynical attitudes (Andersson, 1996; Andersson & Bateman, 1997; Kanter & Mirvis, 1989). For examples, interpersonal treatment, organizational communication practice, and managerial competency are some of the organizational factors that have been identified by studies as precursors of employee cynicism. Meanwhile, role ambiguity, work overload and role conflict were identified as job related variables that predict employee cynicism (Andersson, 1996).

Wanous, Reichers and Austin (1994) have specifically described organizational cynicism as “encompassing pessimism about the success of future organizational changes based on the belief that change agents are incompetent, lazy or both” (p.269). In the context of organizational change management perspective, Ince and Turan (2011) viewed organizational cynicism as an attitude that arises in the workplaces due to the mis-management of change efforts. Specifically, this attitude could also be referred as the form of refusal against the improvement in an organization and that refusal could

be damaging and destructive for any future changes (Pelit & Pelit, 2014). Therefore, it could be generalized that organizational change is considered as one of the major factors of organizational cynicism (Nafei, 2013) where it triggers when employees are against the organizational change.

Essentially, the term of organizational cynicism as defined by Dean et al. (1998) is known as the most commonly cited in the literature and it is conceived as representing an attitude rather than an enduring trait. This is because organizational cynicism is known as a state variable which may change depending on the experience faced by employees. In addition, Dean et al. (1998) listed the three basic dimensions of organizational cynicism which are cognitive, affective and behavioural. The cognitive dimension is built on the belief of individuals that organization lacks integrity. Affective cynicism is associated with the negative feelings toward the organization, as it involves emotional reactions such as aggravation, angry, tension and anxiety. The third dimension which is behavioral refers to tendencies and mainly negative disparaging behaviour that includes sarcastic humor, criticism of the organization, negative nonverbal behaviour, cynical interpretations of organizational events and pessimistic predictions regarding the organization's future cause of action. Therefore based on Dean et al. (1998), organizational cynicism can be generally referred to as "a negative attitude toward one's employing organization, which involves a 'belief' that organization lacks of integrity and negative affect toward the organization which has tendencies to disparaging critical behaviors toward the organization that are consistent with these beliefs and affect" (p.345).

As Dean et al. (1998) pointed out that organizational cynicism is something that related with organization's integrity, Abraham (2000) in his study also supported that if the organization is lacking in terms of honesty, it will bring itself a bad reputation and other critical behaviors among the employees. This situation will become worse if it is combined with a strong negative emotional reaction, which cynical employees will react to base on the experience that they have gone through in the organization (Cole, 2006). In this sense, it is believed that, this reaction is associated with the feeling of dissatisfaction (Nafei, 2013). For examples, disagreement with organizational expectations, lack of social support and recognition, not having enough right in the decision-making process, unfairness in terms of distribution of power, lack of communication and also dealing with stress are some of the stimulants that can make employees to be dissatisfied (Reichers, Wanous & Austin, 1997). Furthermore, in addition to experiencing organizational cynicism, the cynical employees may also tend to engage themselves in a range of negative behaviours such as poor performance (Nevers, 2012) and badmouthing (Wilkerson, Evans & Davis, 2008).

Having considered various definitions of organizational cynicism from different perspectives, this study aligns with Andersson (1996) and Dean et al. (1998) by defining organizational cynicism as general or specific attitude which is related with anger, distrust, and frustration towards one's employing organization. It also encompasses a belief that organization lacks of integrity, a negative emotional reactions toward the organization which tends to disparaging critical behaviours towards the organization. Therefore, preventing organizational cynicism is critically important for organization and this can be done through various strategies such as ensuring organizational justice and job autonomy.

2.4 Organizational Cynicism's Distinction from Similar Constructs

2.4.1 Burnout

Maslach (1982), one of the prominent scholars of burnout research has previously suggested that burnout comprises of three components: “Emotional exhaustion, depersonalization, and reduced personal accomplishment” (quoted in Demerouti et al., 2001, p. 499). It has also been classified as the dislocation index between what people are and what they have to do, which puts them into a downward spiral from which it is hard to recover (Maslach & Leiter, 1997). Many of burnout studies have been focusing on workers and occupations that involve regular contact with the public, both of which constitute the work contexts that have a tendency of high employee turnover.

With regard to these three components of burnout, it is found that emotional exhaustion is highly affective that makes employees to feel overextended and exhausted by the emotional demands of one's work (Demerouti, Bakker, Nachreiner & Schaufeli, 2001; Maslach et al., 1996). The first component, exhaustion represents a response to the strain of work demands or huge changes in work. Meanwhile, depersonalization involves a distant attitude towards service recipients that is characterized by an emotionally reserved approach toward the work and the job of others. This employee distance may be an attempt to preserve oneself from exhaustion and disappointment. In other words, employees who experience burnout may prefer to remain unaffected for fear of having a high expectation which may make them lose their hope. Finally burnout is associated with employees who face with a deep sense of loss in terms of their

accomplishment. For example, this can be experienced by employees who lose confidence in themselves (Maslach & Leither, 1997).

The dimensionality concept of burnout has been debated by many scholars eg: (e.g., Lee & Ashforth, 1990; Toppinen-Tanner, Kalimo & Mutanen, 2002). However, the Maslach Burnout Inventory (MBI) has been described as the “the most widely adopted instrument to measure emotional exhaustion, depersonalization, and personal accomplishment components of burnout” (Cordes, Dougherty & Blum, 1997, p. 686). These three factor structure of the MBI has been generally confirmed in most of the burnout studies. However, the Oldenburg burnout inventory according to Demerouti et al. (2001, p. 500), assert that burnout not only related in terms of affective aspects, but also physical and cognitive aspects of exhaustion. This therefore means that Maslach’s burnout concept focuses more on affective responses by those who experience burnout. Alternatively, the Oldenburg conceptualization covers the cognitive responses in his concept of burnout.

It is also suggested in some studies that burnout does not necessarily relate with all three parts of the general acceptance concept by MBI, but the personal accomplishment might be a consequence of depersonalization and emotional exhaustion. This can be found in the meta-analysis dimensionality of burnout that was summarized by Lee and Ashforth (1996, p. 128) and which stated that “consistent with Leiter’s (1993) belief that personal accomplishment develops largely independently of emotional exhaustion and depersonalization.” It is similar to the concept that was suggested by Koeske and Koeske (1989, p. 141) that “exhaustion is the essence of burnout” and meanwhile depersonalization is a related variable, but not an element of burnout.

Organizational cynicism and burnout can therefore be distinguished based on the example that burnout generally includes “depersonalization” as its component which Maslach and other scholar have referred to as cynicism. However, Brandes and Das (2006) argued that there are significant differences in these concepts. Although these concepts may be characterized by remarking contempt of others, organizational cynicism is different based on its meaning which refers to negative attitudes toward the employing organization, not toward the organization clients. Most of the common target for organizational cynicism is the top management of the organization especially when dealing with the organizational changes, where the changes are implemented with the organizational direction, policies and strategies that may bring difficulties for employees to adapt (Andersson & Bateman, 1997; Dean et al., 1998; Wanous, Reichers & Austin, 2000).

Both cynicism and burnout share the thought of frustration and disappointment. However, the target of negative emotion in burnout situation may have effect on the colleagues and even the self, whereas for organizational cynicism, the target remains on the organization or the organization’s top management. As evidence, both concepts involve negative feelings with different target. This has been found by Johnson and O’Leary-Kelly (2003) who argued that (affective) organizational cynicism causes the emotional exhaustion. Behaviorally, burnout is often associated with employees who withdraw themselves from organizational life. Whereas employees’ organizational cynicism is related with a defensive stance; verbally opposing organizational action and publicly and which is tantamount to mocking the organizational initiatives (Dean et al., 1998).

2.4.2 Stress

Stress is an inevitable consequence of living (Selye, 1964). The experience of stress appears to affect many employees in the organizations. Stress is an important concept that has been defined and used in different ways. Stress by definition is categorized not only as a stimulus but also as a process that links variables inside and outside of the individual, to produce a psychological reaction and often physiologically debilitating (Kolowsky, 1998).

The other definition of stress refers to the environmental features (external) that determine an individual's adaptive response. On the other hand, Perrewe and Zellers (1999) regard it as a process in which the experience of stress depends on a person's cognition level of environmental stressors, as well as the appraisal of a person coping mechanism. Some researchers adopted the term "stress" to point out the whole process of external influence, appraisal, reaction of a person and also its result (Deary, Blenkin, Agius, Endler, Zealley & Wood, 1996). Meanwhile, it is also concluded that stress is an experience and something that is felt by people and which means that there is an affective dimension that is related to stress (Jex, Beehr & Roberts, 1992). Based on this example, Brandes and Das (2006) agreed that stress is also something that is subjective experience faced by people in the workplace as it emerges from their cognition of stressor and triggers individuals to react. It is also noted that both stress and cynicism have cognitive and affective dimensions as it entails negative experience and reactions.

As a comparison between organizational cynicism and stress, cynicism has been proposed to have negative consequences on individuals and organizational work outcomes (Tekin & Bedük, 2015; Brandes & Das, 2006). Meanwhile, stress is more related with detrimental effect on the psychological, physiological, work attitude and outcomes of those dealing with it (Brandes & Das, 2006).

2.4.3 Antisocial Behavior

The term antisocial behaviour was developed to capture a wide range of negative behaviours that include property damage, theft, violence, aggression, rudeness, breaking the rules with intention that involves criticism and harm (Robinson & O'Leary-Kelly, 1998). It is known as one of the detrimental categories of employees' behaviors (Robinson & O'Leary-Kelly, 1998).

The causes of antisocial behaviour can be traced to individual, group and environmental factors. The individual level of aggressions at work are frequently caused by external factors such as peer group, family, school and other cultural interactions (O'Leary-Kelly, Griffin & Glew, 1996). In terms of anti-social behaviour at the group level, it can be determined by the antisocial climate of the group, the level of task interdependence in the group or the length of membership of an individual in the group (Robinson & O'Leary-Kelly, 1998). The antecedents of such behaviours at the environmental level may be influenced by the type of role models, perceived injustice, any incentives that lead to aggressive behaviour, and the physical environment factors (Andersson & Pearson, 1999; Greenberg, 1990).

Both antisocial behavior and cynicism involve negative expression. Based on Brandes and Das, (2006) proposition, the two concepts are differed as antisocial behaviour has the potential to harm the organization directly. For examples theft, property damage, aggression, rudeness and violence are forms of anti social behaviours that are directly destructive to the existence of an organization. Meanwhile, cynicism has much less potential to cause direct harm. In addition, the antisocial behaviour is known as a behavioural construct while cynicism occurs at both cognitive and affective level along behavioural expression. Therefore, these two constructs are similar and different in certain dimensions as they capture different phenomena in the workplaces.

2.4.4 Trust

Trust is described as the degree of prior experience and exposure that individuals have (Thompson et al., 2000) and it involves a person's belief or expectation (Andersson, 1996). In comparing cynicism with trust, trust somehow has its own different meaning compared to cynicism. Dean et al. (1998) identified several differences between trust and cynicism.

First, lack of trust could be based on lack of experience. For example, this happens when a person had not had enough experience to be confident in trusting other persons. As a contrast, cynicism is almost based on experience that involves disillusion and hopelessness that trust does not have.

Second, trust is also related with cooperation and vulnerability (Dean et al., 1998; Thompson et al, 2000). As stated by Thompson et al., (2000), "trust is not relevant

without vulnerability; however, one can be cynical without being vulnerable “ (p.2). Third, trust is oriented towards facilitating cooperation between two or more parties, and makes no such contention.

Fourth, trust is not commonly conceptualized as an attitude; it is rather an affective component which individual holds generally and it is not included within the definition of trust. Organizational cynicism on the other hand involves frustration and disappointment and perhaps even shame and disgust. In addition, it is intensely emotional aspect of cynicism that is lacking in trust.

2.4.5 Scepticism

Scepticism appears to have a similar meaning with cynicism. Scepticism is associated with individuals who are suspicious but optimist about the future at the same time (Reichers et al., 1997). In differentiating cynicism and scepticism, cynics are not only less optimist about the success of change in future, but they also have high feeling of uncertainty with the motive behind the intention of change. Therefore, scepticism and cynicism are similar in terms of doubt. Meanwhile, cynicism is more concerned about motives (Stanley et al., 2005).

2.4.6 Alienation

Based on the extension of Blauner's (1964) conceptualization of work alienation, it is suggested that alienation consists of four facets such as powerlessness, meaningfulness, social isolation and self-estrangement (Leither, 1985). Dean et al. (1998) stated that

alienation is individuals' reactions to perceiving themselves as not a part of the work environment due to the nature of their work. Although alienation comprises some of the behavioral tendencies that are part of organizational cynicism, organizational cynicism is different as it includes some overlapping feelings such as frustration, tension or anxiety. This also includes different types of beliefs and behaviours.

2.4.7 Job Dissatisfaction

Cynicism can be closely compared with job satisfaction (or job dissatisfaction). Job satisfaction is an emotional reaction to a value judgment by an individual worker (Henne & Locke, 1985). Additionally, job satisfaction is also viewed as an attitude that conveys how far the individual's jobs are able to fulfil their satisfaction and meanwhile, in a case of dissatisfaction towards job, it may involve frustration. (Griffin & Bateman, 1986).

Although cynicism and job dissatisfaction share an element of frustration, cynicism however is broader in scope as it incorporates hopelessness, disillusionment, contempt and distrusts that are targeted at a persons or objects (Andersson, 1996). Job dissatisfaction/satisfaction on the other hand is associated with a more specific construct that is related to the job aspects such as pay and supervision (Cook, Hepworth, Wall & Warr, 1981).

2.4.8 Organizational Commitment

Dean et al. (1998) identified several differences between organizational commitment's elements with organizational cynicism. First, in terms of the cognitive realm, organizational commitment deals with whether employees believe that their personal values and goals are similar to that of organizations, whereas organizational cynicism is associated with the belief among employees, that their employing organization lack integrity. Second, the behavioral component of commitment involves an employees' intent to stay with the organization whereas cynical employees may or may not think of leaving their organization. Third, with regards to the affective domain, a non-committed employee is believed to have less pride and attachment to the organization, whereas organizationally cynical employees are likely to experience such feelings of frustration and contempt towards their organization. As shown in Table 2.1, it depicts the comparison between organizational cynicism with the other constructs that have been mentioned earlier.

Table 2.1
Organizational Cynicism and Other Similar Constructs Differences

Burnout	Organizational Cynicism
Brandes and Das (2006) indicate that both cynicism and burnout share the thought of frustration and disappointment.	For organizational cynicism, the target of negative emotion remains on the organization or the organization's top management (Dean et al., 1998)..

<p>The target of negative emotion in burnout situation may have on the colleagues and even the self.</p>	
<p>Stress</p> <p>Stress is mostly associated with a harmful impact on the psychological, physiological, work attitudes and outcomes of those who are undergoing it (Brandes & Das, 2006)</p>	<p>Organizational Cynicism</p> <p>Organizational Cynicism is believed to have more negative effects on the organization and individual work outcomes (Tekin & Bedük, 2015; Brandes & Das, 2006).</p>
<p>Antisocial Behaviour</p> <p>The antisocial behaviour is known as a behavioural construct (Brandes & Das, 2006)</p>	<p>Organizational Cynicism</p> <p>Cynicism is different as it involves both cognitive and affective level along with behavioural expression</p>
<p>Trust</p> <p>Trust comprises of individuals' belief or expectancy (Andersson, 1996)</p>	<p>Organizational Cynicism</p> <p>Cynicism is triggered based on experience which also involves hopelessness and disillusion (affective</p>

	<p>elements) that trust does not have (Dean et al., 1998).</p>
<p>Scepticism</p> <p>Scepticism is defined as “a disposition to doubt or incredulity in general” (Stanley, Meyer & Topolnytsky, 2005). Kanter and Mirvis (1989) stated that skepticism involves the feeling of doubt which is verbally expressed.</p>	<p>Organizational Cynicism</p> <p>Cynicism is associated with suspicion on the motives behind the issue which is not only related with doubt</p>
<p>Alienation</p> <p>Alienation is defined as “People’s reactions to perceiving themselves as not a part of the social or work environment because of the nature of job” (Dean et al., 1998, p. 350). This involves emotional experiences, frustration, tension and anxiety.</p> <p>Alienation and organizational cynicism can be distinguished based on the view that alienation is a reaction to job which aims at different target, than</p>	<p>Organizational Cynicism</p> <p>Organizational cynicism is different as it includes some overlapping feelings such as frustration, tension or anxiety. This also includes different types of beliefs and behaviours. (Dean et al., 1998).</p>

<p>organizational cynicism (Dean et al., 1998).</p>	
<p>Job dissatisfaction</p> <p>Job dissatisfaction is an emotional reaction to a value judgment by an individual worker (Henne & Locke, 1985). In a case of dissatisfaction towards job, it may involve frustration. (Griffin & Bateman, 1986).</p> <p>Both cynicism and job dissatisfaction share an element of frustration.</p>	<p>Organizational Cynicism</p> <p>Cynicism is broader in scope as it incorporates hopelessness, disillusionment, contempt and distrust that are targeted at persons or objects. (Andersson, 1996)</p>
<p>Organizational Commitment</p> <p>Organizational commitment is characterized as employees' intention to remain with the organization by perceiving connection between their own values and the values set forth by the organization, and a sense of pride and attachment to the organization (Dean et al., 1998)</p>	<p>Organizational Cynicism</p> <p>Cynical employees may or may not consider leaving the organization although they hold contempt and frustration with the organization (Dean et al., 1998).</p>

2.5 Organizational Justice

Organizational justice is one of the important foci of management research (Elamin, 2012). This term was first used in 1987 by Jerald Greenberg to describe a disparate collection of concepts in research literatures such as social sciences, organizational psychology and organizational behaviour (Greenberg, 2011; Colquitt, 2008). Generally, organizational justice is broadly known as “how the individuals or groups perceive the fairness treatment that they obtained from an organization, which is related with the reaction of their behavior to such perceptions” (Aryee, Budhwar & Chen, 2002, p. 269). This reaction involves individuals’ judgment on whether the treatment they received from employers is perceived as fair or unfair (Sjajruddin, Armanu, Sudiro & Normijati, 2013).

Importantly, organizational justice was earlier derived from the theory developed by Adams in 1965 through which ‘equity theory’ was introduced. Research on organizational justice has also investigated this issue based on the social exchange theory where people expect that they will get adequate compensation or return in form of fair remuneration from the organization for rendering their service (Tyler, 1994).

In view of the above, a number of scholars such as Colquitt (2001); Greenberg (1990) and Moorman (1991) have listed several sub-dimensions of organizational justice that are measured with three dimensions. These dimensions consist of distributive justice, which refers to the process by which outcomes such as financial rewards or promotion opportunities are allocated. Procedural justice refers to the justice perception that is associated with the process by which the allocations were made. The other listed

dimension is interactional justice which refers to the fairness of the manners in which the procedures were carried out. On the other hand, Elovainio, Linna, Virtanen, Oksanen, Kivimäki, Pentti and Vahtera (2013) stated in their research that organizational justice which focuses on an individual's perception of organizational fairness has two general factors. First, what individual perceives as being fair in organization. Second, what are the outcomes of such perception might be. In this regard, it has long been indicated that the organizational justice perception is influenced by combination of norms and rules that are associated with decision making principles (procedural justice) and organization practiced treatments (interactional justice) which people generally experienced as fair or unfair. Moreover, according to Elovainio and colleagues, organizational perception justice refers to fairness of the rules and social norms concerning distribution of resources and benefits. This also includes the process of interpersonal and distribution of benefits.

Consequently, research on organizational justice covers many organizational issues. However, the basic point about the organizational justice is its benefits for workers personal satisfaction and the function of organizational effectiveness (Ince & Gul 2011). There are numbers of studies which indicate that fairness is a crucial dimension that affects employees' reactions, including the reactions within organizations (eg: Chiaburu, Peng, Oh, Banks & Lomeli, 2013; Tayfur et al., 2013; Masterson, Lewis, Goldman & Tylor, 2000). This includes some scholarly arguments that if employees perceive managerial actions and organizational decisions to be unfair, they are more likely to experience a sense of outrage, resentment and anger (Skarlicki, Folger & Tesluk, 1999). On the other hand, it is believed that organization itself is considered as one of the main factors that may determine the individual's perception of organizational

justice. Therefore, the absence of organizational justice is seen as a source of problem to the organization.

2.6 Types of Organizational Justice

In distinguishing type of organizational justice, three sub dimensions which consist of distributive, procedural and interactional justice have been conceptualized (Adams, 1965; Leventhal, 1976; Moorman, 1991). The three dimensions are explained below:

2.6.1 Distributive Justice

Distributive justice is the earliest term used in studying the individual's justice concern. It has been argued as the most salient type of justice among the three justice dimensions (Leventhal, 1980). The focus of distributive justice is on the outcome received by the individuals such as pay, promotion and rewards (Choi, 2010) and it is gauged through a comparison of their outcome/input ratios with others, such as education level, performance, effort and so forth (Colquitt, Scott, Judge & Shaw, 2006 ; Moorman 1991; Adam, 1965).

Moreover, distributive justice has also been viewed as employees expression regarding their concern on the distributions of resources and outcomes (Greenberg, 1990; Cropanzano & Folger, 1989). It is mainly concerned about the extent to which outcomes are equitable (McMillan-Capehart & Richard, 2005). Importantly, an imbalance in such outcomes may be violating employees' psychological contract. As being suggested, a sense of fairness particularly, the rewards for employees (distributive justice) are

known as something that lies at the heart of employees' psychological contract (Frenkel, Li & Restubog, 2012).

The equity theory has been applied as a grounded theory of distributive justice (Adam, 1965). According to this theory, individuals' access fairness by evaluating the value of their work inputs and it must be equal to the outcomes that they received from organizations (as cited in Elamin, 2012). These inputs are related with hard work, skill, level of commitment, dedication and enthusiasm whereas outcomes can be a form of the rewards that are achieved such as recognitions, pay and benefits (Bibby, 2008). A counterproductive behaviour could result if individuals experience an imbalance between what they perceive as their input, and the rewards they get and this may cause distress (Colquitt, 2008).

2.6.2 Procedural Justice

The perception of procedural justice is originated from an organization's procedures and from the way those procedures are carried out (Bies, 1987; Bies & Moag, 1986; Tyler & Bies, 1990). It is applied based on the exchange between the individuals and employing organization. It is also known as an appraisal of the process through which decision making is made (Crapanzano, Prehar & Chen, 2002). Procedural justice also relates to employees' perception regarding how fair is the formal procedures which the organizations used in distributing rewards and benefits at work (Thibaut & Walker 1975). The source of employees' justice perception is perceived by them based on their view of the organizations fairness that relates with human resource practices, managerial policies and practices (Kuvaas, 2008).

The research of procedural justice has long been conducted in the 70s by Thibaut and Walker in 1975 (Cited in Colquitt, 2008; Myhill & Bradford, 2013). It is shown in the research that the unfavourable outcomes could be accepted if it is perceived as the process by which these outcomes were known as fair. The main aspect of procedural justice is voice which people perceive that they are able to exert a standard of control in terms of decision making process. This may involve rules that have been proposed as an integral part of procedural justice in decision making context. Leventhal (1980) suggested that the rules may consist of consistency (across individuals and time) bias suppression, accuracy of information, the possibility of overturning incorrect decisions and decision making that coheres to the accepted codes of ethics (Leventhal, 1980, cited in Colquitt, 2008).

2.6.3 Interactional Justice

Interactional justice is one of the organizational justice dimensions that is known to be useful as a critical determinant of employees' interpersonally facilitative behaviours and performance (Treadway et.al, 2013).The term interactional justice was conceptualized by Bies and Moag (1986) as how fairness is perceived in terms of interpersonal communication that relates to organizational procedures, whereas it involves evaluation of the interpersonal treatment received during work allocation. In other words, it is known as the justice manners in which the procedures were carried out (Moorman, 1991). The focus of this type of justice is on the degree to which the behaviour of the top management enacted the formal procedures in a fair manner

The research on the interactional justice research has been further applied in recognizing interpersonal elements and individuals interpersonal relationship (Colquitt, 2008; Greenberg, 2011). Scholar like Colquitt and his colleagues have separated interactional justice into two sub factors which are interpersonal justice and informational justice. For example, interpersonal justice is about the dignity and respect that individual receives from others. This type of justice also associated with the fairness perceived by individuals, who are treated by an authority with respect in terms of the implementation of procedures (Bies & Moag, 1986, cited in Myhill et al., 2013). Meanwhile, informational justice is related to whether the individual receives explanations and social accounts from others at work (Colquitt, 2001; Colquitt, Conlon, Wesson, Porter & Ng, 2001; as cited in Crawshaw, Cropanzano, Bell & Nadisic, 2013).

Interactional justice also subsumed under the dimension of organizational justice that most directly under control of the top management, which makes it particularly powerful aspect of the dyadic relationship (Collins, 2016). Hence, the current study contends that interactional justice is a critical driver for employees' performance of interpersonally facilitative behaviors which help to develop positive attitude and reducing cynicism.

2.7 Job Autonomy

Job autonomy is considered as the main characteristic of work which has been studied extensively by researchers in job design characteristic (Smith, Kot & Leat, 2003). Karasek, Brisson, Kawakami, Houtman, Bongers and Amick (1998) relate job

autonomy with workers' possibilities of making decisions regarding their work. It is conceptualized as the extent of power that employees have to delegate their own task and other job activities, which specifically concern the voluntary power and freedom towards the work goals, task elements arrangement and determination of the process and the pace of task that are conducted (e.g. Kwakman, 2003; Xanthopoulou, Demerouti, Bakker & Schaufeli, 2007).

Based on the numerous researches on job autonomy, scholars have generally defined it as "the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and to determine the procedures to be used in carrying it out" (Hackman & Oldham 1975; Marchese & Ryan, 2001; Morgeson, Delaney-Klinger & Hemingway, 2005; Parker, Axtell & Turner, 2001; Dysvik & Kuvaas 2011; Humphrey, Nahrgang & Morgeson, 2007). On the other hand, it also specifically refers to employee's self rule and independence in terms of decision making (Hackman & Oldham, 1976).

Job autonomy is also generally associated with employees' choice and freedom that exist in the job to perform variety of tasks (Brey, 1999) and which enriches the job domain and develop employees' competency in terms of creativity and problem resolution (Volmer, Spurk & Niessen, 2012). In other words, autonomy involves freedom of choice which implies a reduction in organizational limitations in terms of constraints, job demands, rules, social control and many more (Espedal, 2016). With the increasing of job demands that typically observed in today's workplace, high level of job autonomy may be resourceful and effective for employees to cope with the challenging work environment Van Yperen, Wörtler & Jonge, 2016). The other

important advantages benefit of autonomy is that it gives employee the authority and enables them to find out solutions personally (Wang & Netemeyer, 2002). It is also considered to be a worthy choice if employees can make a knowledgeable decisions (Ben-Shemesh, 2005). Job autonomy is also believed to reduce the strictness controls that have to be faced by employees (Meyer, 1987), which provides employees to establish work and assessment procedures (Dee, Henkin & Chen, 2000).

Despite the positive influences of job autonomy on employees, it is also understood that autonomy is perceived as something that is problematic for individuals as experience has shown that not every employees prefer an autonomous job. This is due to the reason that autonomy becomes a tough task to cope with, as it requires a higher trust and responsibility on the individuals (Langfred, 2004). But in most findings, job autonomy contributes to a higher level of liability and responsibility for behaviour and conduct as it leads to the improvement of employees performance and commitment (Marchese & Ryan, 2001), and high motivation and self-confidence (Hackman & Oldham, 1981). Moreover, job autonomy will be handled well if there is no interference even by the co-workers as this will enable the employees to make decisions at each stage of their works (Bakker, Demerouti & Euwema, 2005).

Additionally, based on the self determination theory perspective, job autonomy is considered an essential weapon which fosters satisfaction while the need for autonomy is important in determining the employees' outcomes (Gagne & Deci, 2005; Deci & Ryan, 2000). Relating this towards the service sector, job autonomy is important in discovering the degree of how employees of the service sector can adapt to the changes (Iqbal, 2013). Therefore, job autonomy is regarded as one of the most important

sources in a public service sector like the Immigration since it will assist the officers to increase their motivation, fulfilling their job satisfaction and also reduce cynicism.

2.8 Organizational Culture

The concept of organizational culture is generally derived from the field of anthropology. The term ‘culture’ itself has been extensively applied by behavioural scientist and anthropologist. Generally, culture stands as the pattern of basic assumptions that a particular group has invented or developed in learning to cope with its problems of external adaptation and internal integration and has worked well enough to be considered valid, and to be taught to organizational members to perceive, think and feel in relation to those problems (Schein, 1984). It is also viewed as a unique system for accepting and organizing material phenomena, things, events, behaviour and emotions (Rossi & O’Higgins, 1980).

Meanwhile Organizational culture is seen as a set of key values, assumptions, understandings, and norms that are shared by members of an organization and taught to new members as something that is valid to be learned, followed and practiced (Rijal, 2016; Alkailani, Azzam & Athamneh, 2012; Daft, 2005). It gives a sense that organizational culture is the workplace environment conceived through the interaction of employees at work (Yusof, Munap, Badrillah, Ab Hamid & Khir, 2017). The study on organizational culture can be traced back to the 80s when the term organizational culture has reached its peak of popularity as a research subject (Lund, 2003). O'Reilly and Chatman (1996), pointed out that organizational culture refers to the appropriate attitudes and behaviors for the organizational members, based on a system of shared

valued and norms of the organizations. Other early studies have also stated that organizational culture can be generally defined as a pattern of shared assumptions that have been invented and developed, through which the group has earned and solved its problems of internal integration and external adoption that has worked well enough to be considered valid (Schein, 1984; Schein, 1992).

On the contrary, Denison (1996) viewed organizational culture as collectively held beliefs, thought and shared history (as cited in Preston, 2004). Based on the variety of definitions given, there seems to be a lot of agreement that organizational culture refers to a system of shared meaning held by members for the purpose of differentiating the organization from other organizations.

The elements of organizational culture consist of the shared, expressive or non expressive values, belief and behaviours that contribute to the organizational members and the psychological environment of the organization. Besides that, it aids to formulate organization's decision making by playing its role as the 'glue that guides people's behaviour (Haberberg & Rieple, 2008).

Organization culture is something that may remind people, either the members or non-organizational members, of what an organization stands for. This reminder can be supported by the organization's artefacts such as stories, rites, icons and rituals (Messner, 2013). On the other hand, it is equally regarded as effort which is targeted at measuring employees' behaviour and corrective actions if behaviours become unsatisfactory to the organization (Heskett, 2011). It is also believed that individuals of the organizations are reflected by the practiced values which are expressed in form of

symbols, rituals, norms and organization's formal system (Chuang, Church & Zikic, 2004). The variants of cultures attributes help in distinguishing one organization from another (Forehand & Von Haller, 1964). Importantly, the success of an organization lies upon different values and norms that are practiced by the organization as this leads to culture effectiveness in the organizations (Schein, 1990).

Moreover, although the concept of organizational culture generally came from the anthropological perspective, the context of an organization differs as they are part of the societies which social theorist and anthropologist usually emphasize (e.g., Frost, Moore, Louis, Lundberg & Martin, 1985; Smircich, 1983; cited by Kumar, Pandya & Battih, 2012). As supported by Dilleep et al. (2012) in their research, organizations are bounded with purpose and intentions that directly concerned with only part of those lives. Meanwhile, organizational culture cannot also be neglected from the societies cultures in which organizations operate (Hofstede, 1980).

There are various types of organizational subcultures including the methodologies that have been introduced in the past literatures in classifying organizational culture. It has been suggested that bureaucratic, innovative and supportive subcultures are comprehensive and important compared with other subcultures (Wallach, 1983; Lai & Lee, 2007). Therefore, as this research context targets the public service organization, these three types of subcultures will be utilized to explain and measure organizational culture.

2.8.1 Bureaucratic Culture

The bureaucratic culture is considered as a hierarchical culture (Cameron & Quinn, 1999), which provides clear lines of authority and responsibility, that focuses on power and control (Wallach, 1983). It is associated with orders, rules and regulations domination where task is specifically performed without freedom or autonomy (Ababaneh, 2010). According to Kanungo, Sadavarti and Srinivas (2001), the bureaucratic culture involves the hierarchical aspects which involves coordination of departments and the flow of communication (as cited in Ababaneh, 2010). This also includes the work flow which in the bureaucratic culture, work is hierarchical, systematic and compartmentalized. According to Chen (2001) and El Kahal (2001), the bureaucratic culture is mostly applied in the Asian countries where the decision-making processes are more centralized. This is contrast with the western organization which is believed to be less bureaucratic and more decentralized in terms of decision making.

In comparing the culture between public organization and private organization, previous researches indicate that public organizations have a more bureaucratic characteristic compared with private organization (Yiing & Ahmad, 2009; Kabanoff & Daly, 2000). It is reported that most of public sector organizations resist change and rely more on the seniority and stability-enhancing procedures (Fisher, 2008). This finding has also been supported by Fischer, Ferreira, Assmar, Baris, Berberoglu, Dalyan, Wong, Hassan, Hanke and Boer (2014) who demonstrate that public sector organizations are high in terms of formalization and lower in innovation practices.

Moreover, previous studies have found a negative association between bureaucratic culture, job involvement, job satisfaction, employee commitment and involvement (Chen, 2004; Koberg & Chusmir, 1987). However, other researches on bureaucratic culture have observed that individuals who are working in hierarchical culture environment are expert at coordinating, controlling, administrating and maintaining efficiency (Cameron & Quinn, 1999). Although bureaucratic culture lays emphasis on requirements, rules or protocols which often hinder the employees in making decision (Hung & Lien, 2005), a study by Ababaneh (2010) which was conducted in a public hospital in Jordan discovered that, bureaucratic culture improved quality of practice among the employees. The finding might be justified by the idea that bureaucracy fosters institutionalization by maintaining specific procedures and actions, getting approvals from authorities and conforming to procedures and rules that give a great attention to quality practices.

Considering culture under the context of a local government enforcement agency like the IDM, it is somehow that bureaucratic culture is still quite prevalent where the top management continues to plan and directs the work of employees, while strict rules and policies are enforced in order to ensure that the employees and the organization continue to thrive.

2.8.2 Innovative Culture

Innovative culture is generally seen as an organizational culture that embodies risk-taking, challenges, stimulating, results-oriented and enterprising work environment through which employees are encouraged to be dynamic and creative (Wallach, 1983).

It can also be described as openness, creativity and responsiveness to new ideas and risk taking (Koberg & Chusmir, 1987; Deshpandé, Farley, & Webster, 1993; Brettel & Cleven, 2011).

Additionally, the innovation oriented culture also related with the aims to be innovative together with the creation of supportive climate towards innovation (Dobni, 2008; Lægreid, Roness & Verhoest, 2011), where the important aspect of innovation is focusing on the implementation and development of better services, and work processes and procedures (Hun & Lien, 2005). On the other hand, innovative culture encourages a creative environment that change the the organization and its members or process to something new that follows the rules of the organization (Na Ayutthaya, Tuntivivat & Prasertsin, 2016). Therefore, innovative culture is suitable to be practiced in any organizations, as it still could be implemented as long as the organization use a proper approach based on following the rules and procedures of the organization especially in the context of Malaysia public agency like the IDM.

2.8.3 Supportive Culture

Supportive culture is an open, harmonious, safe, trusting, equitable, sociable, relationships-oriented. It's a culture that reflects others motivation towards encouraging individuals' participation towards achieving common goals and common purpose (Erkutlu, 2012). According to Wallach (1983), supportive culture is associated with warm and friendly environment through which individuals are having open, equitable, trusting and collaborative relationships.

Rasool, Kiyani, Aslam, Akram and Rajput (2012) described supportive culture as teamwork, trusting and encouraging work and people - oriented environment, where it promotes a good attitudes among employees to support each other when performing tasks. More over in this organizational culture, support is a key factor for employees to encourage and recognize individuals which also includes team's contributions and accomplishment (Marks, Mathieu & Zaccaro, 2001). In essence, high supportive culture may increase employees' productivity (Kar & Misra, 2013).

2.9 Previous Studies of Organizational Cynicism

Previous studies have identified some factors that lead to the development of organizational cynicism among employees. It can be low rewards and recognitions (Andersson & Bateman, 1997), organizational change (Wanous et al., 2000; Reichers et al., 1997; Nafei 2013) and biased employment decisions (Davis & Gardner, 2004). Perceptions of psychological contract violation (Bashir et al., 2011; Johnson & O'Leary-Kelly, 2003; Andersson, 1996), an outcome of employee's emotional responses (Cole et al., 2006), disappointment from work and exhaustion (Cartwright & Holmes, 2006), lack of trust in management (Kim, Bateman, Gilbreath & Andersson, 2009) and poor work environment (Simbula & Guglielmi, 2010) are other factors. Even though a lot of studies have been conducted on the consequences of organizational cynicism, lack of understanding still exists about its antecedents. Based on the evidence of previous research, is it important to discover more about the precursor of organizational cynicism as this could engender clearer understanding that will enable organizations to address certain issues that tend to cause such unwanted behaviours (Nafei, 2013).

Some studies have shown that organizational cynicism is described as an attitude which is affected by workplace experience (Kasalak & Aksu, 2014; Aydin Tükeltürk, Perçin & Güzel, 2013; Özler & Atalay, 2011; Naus et al., 2007a, 2007b; Wanous et al., 2000). This has been empirically investigated in the previous research that less opportunity and lack of respect (Reichers et al., 1997) truthfulness and inequality (Davis & Gardner, 2004), low job resources and high job requirements (Richardsen, Burke & Martinussen, 2006) have contributed to the increase level of organizational cynicism. It is also understood that organizational cynicism is influenced by lack of communication, unbalanced distribution of power, lack of support and recognition, high level of stress, not having a voice in the decision-making process and disagreement with organizational expectation (Reichers et al., 1997).



Organizational cynicism also relates with the perception of top management credibility. Kim et al. (2009) found that non-competence on the part of top management was significantly associated with organizational cynicism. This finding aligns or focuses more on the affective dimension of cynicism than cognitive and behavioural dimension of cynicism. On the other hand, a research on the effect of organizational cynicism on the counterwork productive behaviour (CWB) has stated that any form of cynicism is considered as a threat for the organizations (Bashir, 2009). As indicated earlier, employees' frustration and hopelessness are regarded as the factors that are causing organizational cynicism in the public sector. In addition, it was observed that employees have a very low satisfaction in terms of their job (for examples, the low level of reward

is not aligned with their performance and less opportunity to participate in a decision making process as it totally centralized at top) which ultimately leads to cynicism.

Additionally, many of the organizational cynicism studies consider the perceptions of organizational politics and psychological contract as the main source that influences organizational cynicism (eg: Bashir et al., 2011; Davis & Gardner, 2004). In this context, politics is seen as “a part of any organization and employees use organizational politics to gain different advantages in the organization” (Bashir et al., 2011, p.884). It is also targeted for the purpose of increasing one’s personal advantages which is potentially risky to others (Cropanzano et al., 1997; Gandz & Murray, 1980). On the other circumstances however, it is perceived as a type of behaviour that is associated with the use of power and influence (Canavagh & Moberg, 1981). Research by Davis and Gardner (2004) found that employees’ perception of politics can stimulate cynical attitudes while it lowers their trust in the organization. This is because politics usually reflects the employees’ views regarding how other organizational members gain advantages through the use of influence and power (Vigoda-Gadot, Vinarski-Peretz & Ben-Zion, 2003).

The perception of politics is generally considered to be a factor that leads to organizational cynicism. However, Bashir et al. (2011) found a contrary position as the perception of politics in their study did not cause organizational cynicism among employees of the public sector in Pakistan. This result shows that political activities are regarded as a positive point based on the views of the employees. Besides that, there were two main reasons behind the finding of their research. Firstly, it is found that politics has become a crucial element of workplace culture. The scholars argue that it

is impossible to find any organizations without any political issues as politics is regarded as part of daily life and without which it is difficult for one to survive. Secondly, the scholars argue that some employees take advantage of organizational politics while they put in little or no effort in achieving the objective of their organization. It therefore points to the fact that this kind of workplace environment is a contentment factors to employees because all they have to do is to fulfil the satisfaction of their superiors. This peradventure makes them to easily attain their aims through politics but lesser commitment to work.

Psychological contract breach and organizational cynicism have attracted wide attention of researchers. This is because every employee has certain expectations and if such expectations are not fulfilled, may cause a psychological contract breach between organization and the employees (Gakovic & Tetric, 2003). Psychological contract breach also occurs when employers fail to fulfill their obligations to the employees and which can leave employees to feel frustrated, have low dedication and ultimately result to organizational cynicism (Andersson, 1996; Johnson & O'Leary-Kelly, 2003; Cantisano, Domínguez & García, 2007). Importantly, research by Bashir et al. (2011) found that psychological contract violation is significantly related with organizational cynicism, as organizations have failed to meet the expectations of employees. This may be due to poor salary structure and low career developments which are implemented by the organizations that make most of the employees frustrated with their job. In this type of situation, organizational cynicism is ultimately inevitable.

Notably, it is discovered that many of the previous researches have examined organizational cynicism and organizational change as the two are intertwined

phenomena that constitute an important subject matter of change (e.g. Dean et al., 1998; Stanley, Meyer & Topolnytsky, 2005; Wanous et al., 2000; Wanous et al., 2004). Organizational change is categorized as one of the main factors of organizational cynicism (Nafei, 2013) since it is a consequence of poor management in bringing the change efforts. It is also found that organizational cynicism reflects employees' attitude to have a sense of pessimism and distrust about the success of organizational change effort in future (Ince & Turan, 2011). As stated by Wanous et al., (2000), the number of employees who complain of cynicism were found to be related to organizational change as employees always keep questioning about the future change with respect to its success or otherwise.

Organizational cynicism is also an output of lack of trust in the organization. This can be seen that cynicism appears if there is any kind of insecure feeling among the employees in their organization (Ozgener & Kaplan, 2008; Polat et al., 2013). Organizational trust has also been considered as one of the most important predictors of organizational cynicism (Kanter and Mirvis, 1989). Many of the past studies have discovered negative relationship between organizational trust and organizational cynicism (Ribbers, 2009; Özler et al., 2010; Chiaburu et.al, 2013; Polat et al., 2013). For instance, Polat et al. (2013) found that organizational trust is negatively associated with three dimensions of organizational cynicism (namely cognitive, affective and behaviroul cynicism). This means that a low level of organizational trust among the employees could cause organizational cynicism. Meanwhile on the other circumstance, organizational cynicism could be further weakened if employees have a strong trust on their organization's policies, acts and correspondence (Biswas & Kapil, 2017).

Further, trust in management and participation in decision making are the two factors that negatively influence change-specific cynicism in a study that was conducted for the purpose of examining cynicism among the local polytechnics academic staffs (Mohd Noor & Mohd Walid, 2012). This finding is associated with the fact that cynicism could be weaken if employees trust the top management. On the other hand, the rate of cynicism can be reduced if employees are empowered to involve in a decision making. The finding of this study also indicates that change- specific cynicism is associated with intention to resist change, which is in line with other finding of the past studies (Qian & Daniels, 2008; Stanley et al., 2005).

In spite of the aforementioned factors of organizational cynicism that have been discussed previously, another research which conducted by Acaray and Yildirim (2017) have determined the effects of personality traits by adopting the five-factor personality scale of McCrae and Costa (1987) namely extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience on the three dimensions of organizational cynicism such as cognitive cynicism, affective cynicism and behaviour cynicism. Based on the finding, it is discovered that agreeableness had a negative effect on cognitive cynicism and affective cynicism, conscientiousness had a negative effect on cognitive cynicism and affective cynicism, neuroticism had a negative effect on cognitive cynicism and behavior cynicism, and openness to experience had a positive effect on cognitive cynicism and affective cynicism. Thus, based on this research, it shown that that organizational cynicism also could be influenced by employees' personality traits.

In addition to the antecedents of organizational cynicism that have been highlighted earlier, there are also numbers of negative consequences that have been associated with organizational cynicism. This can be found through the abundant number of organizational studies. For example, it has been shown that organizational cynicism may decrease job satisfaction level, performance and organizational commitment and increased intention to quit (Dean, Brandes & Dharwadkar, 1998), and negatively correlated with other outcomes, namely organizational citizenship behaviour, team work participation, motivation (eg: Kalagan & Aksu, 2010; Rubin, Dierdorff, Bommer & Baldwin, 2009), perceived organizational support (Guzel, Perçin, & Tukelturk, 2009; Byrne & Hochwarter, 2008), and burnout (Ozler & Atalay, 2011).

Moreover, a comprehensive research on organizational cynicism context has also been expanded to measure cynicism level among police officers (Niederhoffer, 1967). Accordingly, the study indicates that officers who are involved in a police field based activities were related to a particular form of organizational cynicism known as occupational cynicism representing a different kind professionalism and occupational setting. Niederhoffer (1967) in this regard has also developed an instrument to measure the police officers' level of cynicism while his study is believed to have provided a new insight about the organizational cynicism concept. In view of the previous discussion, the next subsection discusses past studies on organizational justice, job autonomy and organizational culture with organizational cynicism.

2.9.1 Previous Study on Organizational Justice and Organizational Cynicism

Research on employees' behaviour toward justice has been extensively conducted due to the importance of justice in the organizations (Greenberg, 1990). Organizational justice is considered as one of the important foci towards employee's personal satisfaction and organizational effectiveness (Ince & Turan, 2011). Many of the previous studies on organizational justice were conducted in order to discover the issue of organizational cynicism which emanated from lack or absence of organizational justice.

With regards to the study on the effect of cynicism on the organizational change that were conducted in the 90s, it is demonstrated that employee cynicism is associated with some of perceptions of fairness and which suggested that the lower perceptions about fairness on the level and distribution of work contributes to employee cynicism (Thompson, Bailey, Joseph, Worley & Williams, 1999). This is in line with the suggestions of other scholars (Andersson, 1996; Andersson & Bateman, 1997; Dean, Brandes & Dharwardkar, 1998; Kanter & Mirvis, 1989; Reichers, Wanous & Austin, 1997). Research has also demonstrated that employees who perceived lack of organizational justice are likely to have a mental distress (Elovainio, Kivimaki & Vahtera, 2002; Robbins, Ford & Tetrick, 2012) and burnout (e.g., Bakker, Schaufeli, Sixma, Bosveld & van Dierendonck, 2000; Cropanzano, Goldman & Benson, 2005; Lambert, Altheimer, Hogan & Barton-Bellessa, 2011; Liljegren & Ekberg, 2009).

The fact that organizational justice is important in influencing employees work attitude is undeniable. There are a numbers of evidence that indicated that justice is a crucial

dimension which affects employees' reactions and reactions within the organizations (Masterson, Lewis, Goldman & Taylor, 2000; Thompson, Bailey, Joseph, Worley, & Williams, 1999; Andersson, 1996; Andersson & Bateman, 1997; Dean et.al., 1998; Kanter & Mirvis, 1989; Reichers, Wanous & Austin, 1997). This is in line with some of the arguments which position that if employees perceive managerial actions and organizational decisions to be unfair, they are more likely to experience a sense of outrage, resentment and anger (Skarlicki, Folger, & Tesluk, 1999).

Based on the research by Andersson (1996) includes a number of workplace characteristics that may influence cynicism through the moderating effects of fairness perception based on her model of cynicism. The characteristics that affect individuals' perceptions of fairness have been categorized into three levels which include the business environment characteristic, organizational characteristic and job and role characteristic. Based on the study, the result of business environment characteristics suggested that high level executive income, layoff, high corporate profits and lack of social responsibility may influence fairness perceptions. On the finding of organizational characteristics, it is demonstrated that poor communication, limited voice expression, impolite treatment, managerial competency and techniques of management are found to increase unfairness perceptions. Meanwhile, on the final categories, (job and role characteristics), the individuals fairness perceptions are influenced by work overload, role ambiguity and role conflict.

In addition, Tayfur, Bayhan Karapinar and Metin Camgoz, (2013) indicate that organizational cynicism is a result of the unfair treatment perceived by employees. Among the justice dimensions that have been examined, procedural justice was found

to be negatively associated with cynicism and this is in line with the findings of previous studies (Howard & Cordes, 2010; Barclay et al., 2005) as the lack of procedural justice experienced by employees are likely to result to negative feelings and cynical attitudes toward jobs (Moliner, Martínez-Tur, Peiró, Ramos & Cropanzano, 2005; Brotheridge, 2003). Meanwhile, it was found that distributive justice was not associated with cynicism. This finding is attributed to the fact that lack of distributive justice may result in individual outcomes such as emotional exhaustion, which is related more to the burnout dimension (Demerouti et al., 2001). Therefore, based on Tayfur et al. (2013)'s research, it has been concluded that the procedural justice can be considered as an important variable to shape employees attitude since it is probably perceived as an indication that organization values its employees.

2.9.2 Previous Research on Job Autonomy and Organizational Cynicism

Various studies have found job autonomy as an important construct that can facilitate individual and organizational success. This is due to the reason that people will be dedicated in performing their activities successfully if they are given some level of independence to take some decisions in the course of performing their duties at work (Warnock, 1992). Karasek (1979) identified two measure of job autonomy through the Job Decision Latitude (JDL) which is developed under the stress-management model of job strain. This model consists of decision authority and intellectual discretion that predict that the mental strain is an outcome of the interaction of job demands and job decision latitude. Based on the research, job decision latitude is viewed as an individuals' potential control over their task and conduct during the working day. From the finding, it demonstrates that the combination of low decision latitude and heavy job

demands is associated with mental strain. In addition, the study of this same combination was also found to cause job dissatisfaction.

Job autonomy has also been examined with respect to how workplace practices influence outcome of autonomy such as job design, management participation, employee engagement and performance (Evans & Fischer, 1992). In a previous study of job autonomy and organizational cynicism, Naus et al. (2007) postulated that the absence of job autonomy has been found to be a predictor of organizational cynicism. The denial of autonomy forces employees to develop negative feelings towards the organization. This negative feeling is known as cynicism.

Additionally, it is also believed that organizational cynicism is triggered when employees work is disrupted by strict rules and procedures, which potentially hinder employees' effort to develop, and demonstrate their creativity and competencies in their work (Naus et al., 2007). This has been supported by Abraham's (2000) who argued that by "merely giving employees more control over decision making in planning the scope and nature of their jobs may help to overcome employee and organizational change cynicisms" (p.285). In this regard, it has been demonstrated that perception of job autonomy is associated with decreased organizational cynicism. This result is in line with the findings of earlier studies which indicated that job autonomy has a big impact on work attitude. For example, less emotional dissonance (Abraham 2000) more motivation and self confidence (Hackman & Oldham, 1976), less mental strain (Karasek, 1979), high motivation and satisfaction with different aspects of the job context (Oldham & Hackman, 1981), encouraging competencies in terms of creativity

and problem resolution (Volmer et al., 2012) were all found to reduce level organizational cynicism.

On the other hand, autonomy is found to lessen the effect of job demands on various consequences, including cynicism (Bakker, Demerouti & Euwema, 2005). This was demonstrated based on the extension of Karasek's 1979 job demands-control model in a study that was conducted by Demerouti, Bakker, Nachreiner and Schaufeli (2001). In addition, Naus et.al (2007) also conducted another study on job autonomy and organizational cynicism by incorporating the Exit, Voice, Loyalty, Neglect (EVLN) model. This study reported that lack of autonomy potentially makes employees to be prone to cynicism, and therefore implicitly indicates that the affected organizations in this study do not give priority to job autonomy as they believe that employee do not have a self-regulation capability.

2.9.3 Previous Study on Organizational Culture and Organizational Cynicism

The study of organizational culture has much potential to be useful for understanding of how organizations function in different cultural environments. In the context of organizational cultural differences, Bashir et al. (2011) assert that organizational cynicism in a different culture needs a different treatment and better understanding in terms of different cultural background. The related study which has been conducted in Pakistan demonstrated that the perception of politics as a negative factor is considered a good influence, since politics in the organization is perceived by the employees as a good channel for them to gain many advantages effortlessly. The finding of this result is due to cultural differences in the underdeveloped country where individuals who are

deemed to be politically strong will gain many benefits from the organization. In comparison, the result is found to be different with the other research finding of the western countries, which indicates that organizational politics is positively related to organizational cynicism (eg: Davis & Gardner, 2004).

Subsequently, the research of organizational cynicism has been continuously conducted in cultural setting by Bashir and Nasir (2013) in the same country, Pakistan. In this study, collectivism culture was employed as a moderator in between psychological contract, organizational cynicism and union commitment. Generally, a country like Pakistan and other Asian countries are considered as a collectivist society (Hofstede, 1980). The finding of this study reveals that collectivism culture does not moderate the relationship between organizational cynicism and union commitment. The result of this study aligns with the position of frustration aggression theory (Dollard, Miller, Doob, Mowrer & Sears, 1939) which states that employees who are cynical towards the organization will tend to join unions irrespective of the culture embedded in the society. Based on this research, culture does not moderate the relationship between organizational cynicism and union commitment as cynical employee would show more commitment toward union in any culture either as individual or as a group. Given the example of the research findings that was based on a limited sample conducted by Bashir and Nasir (2013) where collectivism culture did not show any moderating effect, it is however by some means, organizational culture is still important to be investigated in the context of the present research, as it is supported in the past studies that organization culture potentially influences individuals' attitudes, beliefs, direct behaviour, and establish performance expectations (Ababaneh, 2010).

In addition, a study by Carmeli (2005) also found that there is an association between organizational culture and withdrawal intention behaviour, where employees tend to show such behaviour which influences the organizational functioning and productivity. Thus, it is concluded in the research that employees' withdrawal behaviour is influenced by organizational culture. Moreover, the study of Bashir and Nasir (2013) was based on a limited sample. Thus, a larger sample could be used to provide more comprehensive information with regards to organizational culture and organizational cynicism research. .

Similarly, it is also demonstrated in the previous research that the influence of organizational culture types namely clan, adhocracy, hierarchy and market culture were examined based on the view point that cultures influence organizational cynicism (Kaya, Ergün & Keser, 2014). The relationships among the Human Resources Management (HRM) activities, organizational culture and organizational cynicism have been explored in this research context. Based on the finding of the study, the research supports the relationship between culture and HRM practices. This is in line with the results of previous studies that indicated that organizational culture has a crucial effect (positive or negative effect) on internal recruitment, selection, establishing compensation and evaluating performance (Florea, Goldbach & Goldbach, 2011). The result also demonstrated that attitudes, behaviour, extensive training, training in multiple functions, incentives as HRM activities and adhocracy culture have an important influence on organizational cynicism. In addition within their research context, it is suggested that organizational culture elements together with HRM practices can be utilized as a means of reducing dissatisfaction among employees which is also similar to cynicism. The finding also postulates that adhocracy culture has

positive and negative effect on organizational cynicism. In this regard, culture may assist organizations in producing innovative outputs and obtain new opportunities. On the other hand, the innovative environment in organizations may hinder hostile, suspicious, monotony and disparaging attitudes towards organization which include social interaction and work situations. As a contrast, it is stated that clan culture, market culture and hierarchy types of organizational culture do not contribute positively to decrease organizational cynicism. However, it is mentioned that this finding does not mean that these factors are less important.

Therefore, based on the findings of previous studies, it is relevant for the present study to expand more investigation in terms of organizational culture to be applied in the organizational cynicism context, whether organizational cultures will moderate the relationship between organizational justice and job autonomy with organizational cynicism.

2.10 Underpinning Theories

2.10.1 Social Exchange Theory

One of the most influential theories that existed in the context of organizational behaviour is the “Social Exchange Theory” (SET). This theory is the key characteristic of interaction among individuals and subsequent generation of obligations (Emerson, 1976). The importance of SET has been highlighted by Blau (1964) as the social exchange among the individuals beyond economic gains. This theory involves two assumptions. First, the exchange is based on the principle of mutual benefits, and that

exchange relationships are classified as “earned” trust. Second, the social exchange takes place when individuals are bounded to each other, and expecting something in return that is associated with that person’s contribution, which is a self-reward. This suggestion aligns with the definition social exchange proffered by Blau, “Voluntary actions of individuals that are motivated by returns they are expected to bring and typically do, in fact, bring from others” (Blau, 1964, p.91).

This theory has also been suggested by the researchers as a conceptual underpinning in examining organizational cynicism (Johnson & O’Leary-Kelly, 2003). It is justified based on the fact that the employers should take care of their employees as a way of reciprocating the services that the employees offer to the organization (Cropanzano & Mitchell, 2005). If the employers do not acknowledge this exchange relationship, their employees may perceive such attitude as unfair and this perception will lead to a suspicion that organization has less integrity, which is referred to as organizational cynicism (Dean et al., 1998). On the other hand, if fairness is perceived by the employees, they will repay the organization by forming more positive attitudes toward the organizations (Cropanzano et al., 1997; Masterson et al., 2000; Randall, Cropanzano, Bormann & Birjulin, 1999).

In addition, job autonomy influences organizational cynicism by following the logic of SET as employees may develop goodwill and trust towards their organization (top management) who trust them to perform important tasks autonomously and empower them in terms of decision making (Abraham, 2000; as cited in Lorinkova & Perry, 2014). This could influence the employees to feel obligated in giving a good return to the organization which result to high quality exchange relationship by improving their

attitudes (for examples, less emotionally frustrated and pessimistic by situations that they have deal with) and behaviour (more motivation to engage in behaviours that bring improvement at work) (Cabrera, Ortega, & Cabrera, 2003; Wagner, Leana, Locke & Schweiger, 1997).

Taking above into consideration, it can therefore be assumed that Social Exchange Theory (SET) is used as a supporting theory to certain factors which influence cynicism among the employees, with the primary purpose of either increasing or reducing the level of organizational cynicism. In this context, the process of exchange occurs where organizational cynicism will be decreased when employees perceived high level of fairness and having more autonomy and vice versa.

2.10.2 Hierarchy of Needs Theory

The hierarchy of needs theory is one of the famous motivation theory which was proposed by Abraham Maslow. This theory is developed based on human's needs that set in array of five hierarchy (Maslow, 1943). Going from essential needs (psychological), safety needs, needs of belonging, esteem needs and to more complex needs namely, self-actualization needs (See Figure 2.1). According to Maslow (1943), the upper two levels of needs (self esteem and self-actualization) foster intrinsic motivations, for the example, the motivation that comes from the job itself and meanwhile. The lower three level of needs promote extrinsic motivation that comes from the organization (top management, leaders).

In the condition of the relationship between job autonomy and organizational cynicism that triggers among employees, it is discovered that employees may feel dissatisfy , mentally ill and also becoming cynical, especially in the situation where they feel powerless and unable to take any decision that related with their job. With regards to this matter, employees would believe that their self actualization and self esteem needs are not fulfilled (Nelson & Donohue, 2006) and therefore, this problem could tremendously lower their level of motivation. Relevance to the present study, this theory could support that organizational cynicism could be reduced if organizations are aware on what motivates their employees based on the five Hierarchy of Needs Theory.

Furthermore, this theory could also be applied to justify and associate with the needs of different types of organizational justice such as distributive justice, procedural justice and interactional justice. As employees' preference are different, this theory signifies its pertinence regarding which type of organizational justice is concern the most by the employees. For example, interactional justice could more preferred by the employees if they are more concern regarding their needs of belonging, as under the context of interactional justice, a fair treatment and interaction with kind and without bias is emphasized (Moorman, 1991).

Next, is a summary of Maslow's five types of hierarchy needs such as psychological needs, safety needs and social needs. The others are also growth needs namely esteem needs and self actualisation needs.

i) **Physiological Needs**

Physiological needs are considered as the most basic needs. This comprises the need to satisfy the fundamental biological drives such as water, food, air and shelter. According to Maslow, employees must be provided with salary that enable them to afford sufficient living conditions. The rational of this need is that, any hungry employees will face difficulties and demotivated to make much contribution to their organization.

ii) **Safety Needs**

This type of needs occupy the second level of needs and it is activated after physiological needs are met. Safety needs generally associate with the needs for a secure working environment that free from any harms or threats. The rationale is that, when employees working in an environment that free from harm, they will do their jobs without feeling fear of harm.

iii) **Social Needs**

Social needs represent the third level of hierarchy needs and it is operated after safety needs are fulfilled. Social needs refer to the need that to be affiliated. For example, the need to be loved, cared and accepted by other people. In this regards, employees' participations in social events such as recreation, family day, religious activities and etc should be encouraged by the organizations.

iv) Esteem Needs

This type of needs represent the fourth level of needs. It includes the need for self respect and approval of others. For example, organizations introduce awards as a symbol of recognition for employees' excellent achievements.

v) Self-Actualisation

Self-actualisation needs occupy the highest level at the top of hierarchy needs. It refers to the need to become all that one is capable of being to develop ones fullest potential. For example, IDM officers may have strong desire to become a leader and get promoted to a higher top management position and becoming a State Director. The logical behind this need is to hold to the point that self-actualised employees represent valuable assets to the organizations.

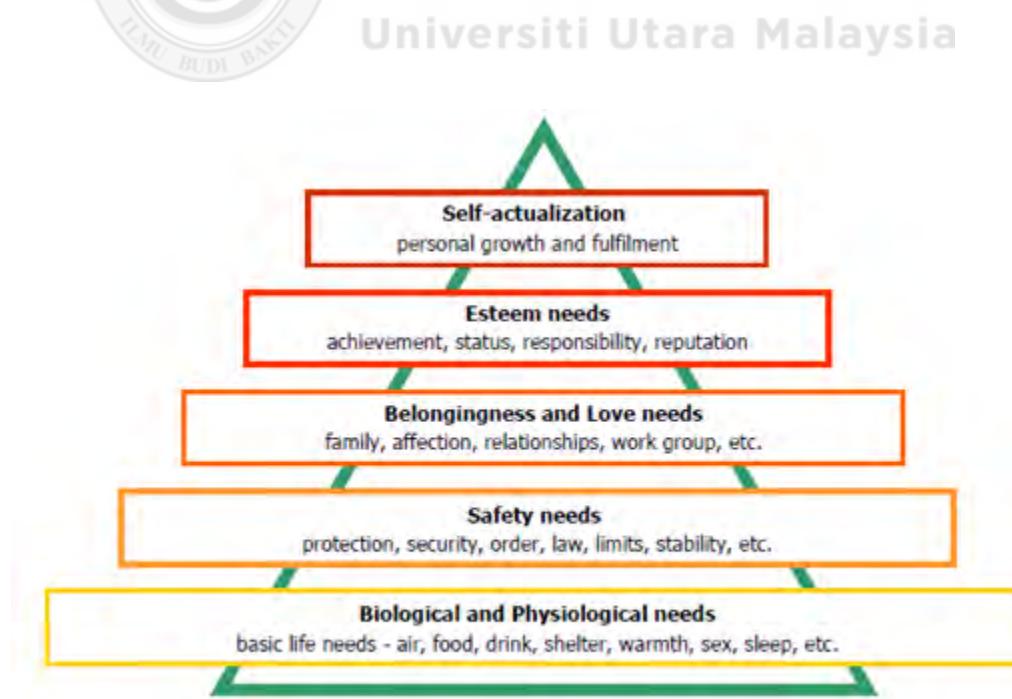


Figure 2.1:
Maslow's Five Hierarchy Needs

2.10.3 Person-Environment Fit Theory

Theories of person-environment (PE) fit has gained attention of management scholars in the last 100 years and above (e.g., Ekehammar, 1974; Lewin, 1935; Murray, 1938; Parsons, 1909; Pervin, 1968). The theory has been used in different fields of organizational behaviour, organizational psychology and human resource management (Kristof-Brown, Zimmerman & Johnson, 2005; Edwards, Cable, Williamson, Lambert & Shipp, 2006). Generally, the PE fit theory refers to the compatibility between individuals and their work environment (Kristof-Brown et al., 2005). As summarized by Edwards (1996, p.292), “ P-E fit embodies the premise that attitudes, behaviour and other individual level outcomes result not from the person or environment separately but rather from the relationship between the two (Lewin, 1951; Murray, 1938; Pervin, 1989).

The PE fit theory opines that every individual comes with different needs in terms of motivation which reflects their responses to the work environment (Hon & Leung, 2013; Kristof-Brown et al., 2005; Ostroff, Shin & Kinicki, 2005). For example, a highly qualified employee in terms of seniority, education, knowledge, skills and abilities might feel motivated if his need of job autonomy is fulfilled, as it encourages power, independence and freedom to delegate task and therefore meet the demand of the current work environment. This theory also asserts that people will perform better if there is a fit between the person and the characteristics of their occupational environment, which also makes them to be more satisfied (Wilkins & Tracey, 2014).

Muchinsky and Monahan (1987) proposed the two distinct conceptualization of PE fit. These concepts are complementary and supplementary fit. Accordingly, complementary fit is the basis for a good fit as it is the mutually offsetting pattern of relevant characteristics between the person and the environment (pp.272). This type of fit is strictly operationalized as individuals' skills which are required to meeting the needs of the environment (demands –abilities fit). Later, Kristof (1996) expanded the definition which positioned that individuals' needs are fulfilled by environmental supplies (needs-supplies fit). In this regard, complementary fit occurs when individuals' characteristics fill a gap in the current environment, or vice versa. Whereas for the supplementary fit, it operates under the psychological processes of the similarity-attraction paradigm (Schneider, 1987). According to Muchinsky and Monahan (1987) supplementary fits occur “when he or she supplements embellishes or processes characteristics which are similar to other individuals in this environment” (p. 269).

Subsequently, research on PE fit theory has been expanded to operate simultaneously at the four different levels and categories. These levels include the person and the organization (PO), the person and the job (PJ), the person and the group (PG), and the person and supervisor (PS) (Kristof-Brown, Zimmerman & Johnson, 2005). Based on the several PE fit categories given, this research focuses on the person-organization fit as it identifies organization's culture as an important moderator of organizational cynicism.

Importantly, the PO fit is one of the types of person environmental fit theory that has been studied to address the compatibility between individuals and entire organization (Kristof-Brown et al., 2005). Previous researches have suggested the two basic

assumptions that underlie the use of the person-organization fit concept (Hon & Leung, 2011). First, it is stated that individuals' experience can influence the behaviour (Fiske & Taylor 1991). Second, people are attracted to the organization depending on how the organizational values and goal can fit them (Schneider, 1987; Chatman, 1989). The individual characteristics such as motivations and needs are believed to interact with organizational culture which predicts their behaviours and work attitudes. In addition, the nature of person-organization fit depends on the organizational culture and the individuals themselves. It has therefore been assumed that the extent of this fits may help to predict the possibility of individuals to foster positive work attitudes (Hon & Leung, 2011).

This theory is also based on the assumption that organizations are endowed with certain characteristics or traits that can be congruent with their organizational members (Kristof, 1996). The P-O fit concept is generally referred as the term of value congruence (O'Reilly, Chatman, & Caldwell, 1991; Kristof 1996) which in P-O fit theory, values are known as guidance that help in understanding work attitude and behaviour (Rokeach, 1968). These values are related with personal level and organizational level. For personal level, values are the basic held norms that control expressions of the self through opinions, attitudes and behaviour. Whereas for the organizational levels, values are part of the organizational culture (Naus et al., 2007).

Moreover, the congruent of fit between individuals and organization is believed to reflect the individuals' work attitude and behaviour. This is based on the support that the fit may depend on the individual characteristics (Kim, Aryee, Loi & Kim, 2013). In the context of organizational cynicism, it is postulated that cynicism may be triggered

when there is a misfit between employee's personal values and organizational values (Naus et al., 2007). This is in line with Abraham (2000) who states that organizational cynicism may be initiated by employees who perceived a lack of congruence between their own personal values and organization's values. On the other hand, organizational cynicism could be controlled if there is a fit between employees' values and organizational values. Therefore, based on the support of the PE theory, this study suggested that employees' needs (organizational justice and job autonomy) are associated with organizational culture, as the connection of these variables may influence employees work behaviours and attitudes.

2.11 Chapter Summary

This chapter reviews past studies on organizational cynicism. Organizational justice and job autonomy will be investigated with special regards to the immigration officers profession and further discussion concerning about organizational culture will be carried out with reference to bureaucratic, innovative and supportive culture. This chapter also provides some explanations on the organizational cynicism's distinction from the similar constructs. The explanation is important in order to avoid confusion that may ensue as a result of other terms such as burnout, stress, dissatisfaction and so forth that have almost the same meaning with organizational cynicism. The underpinning theories (Social Exchange Theory, Hierarchy Needs Theory and Person-Environmental Fit Theory) were also discussed while their justification was also provided.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter discusses the hypotheses, research framework, research design and the methodology used to conduct the study. Specifically, the discussions here involve all the pertinent matters that address the research approach, variables and measurement, sampling design, data collection technique, and data analysis methods.

3.2 Research Framework

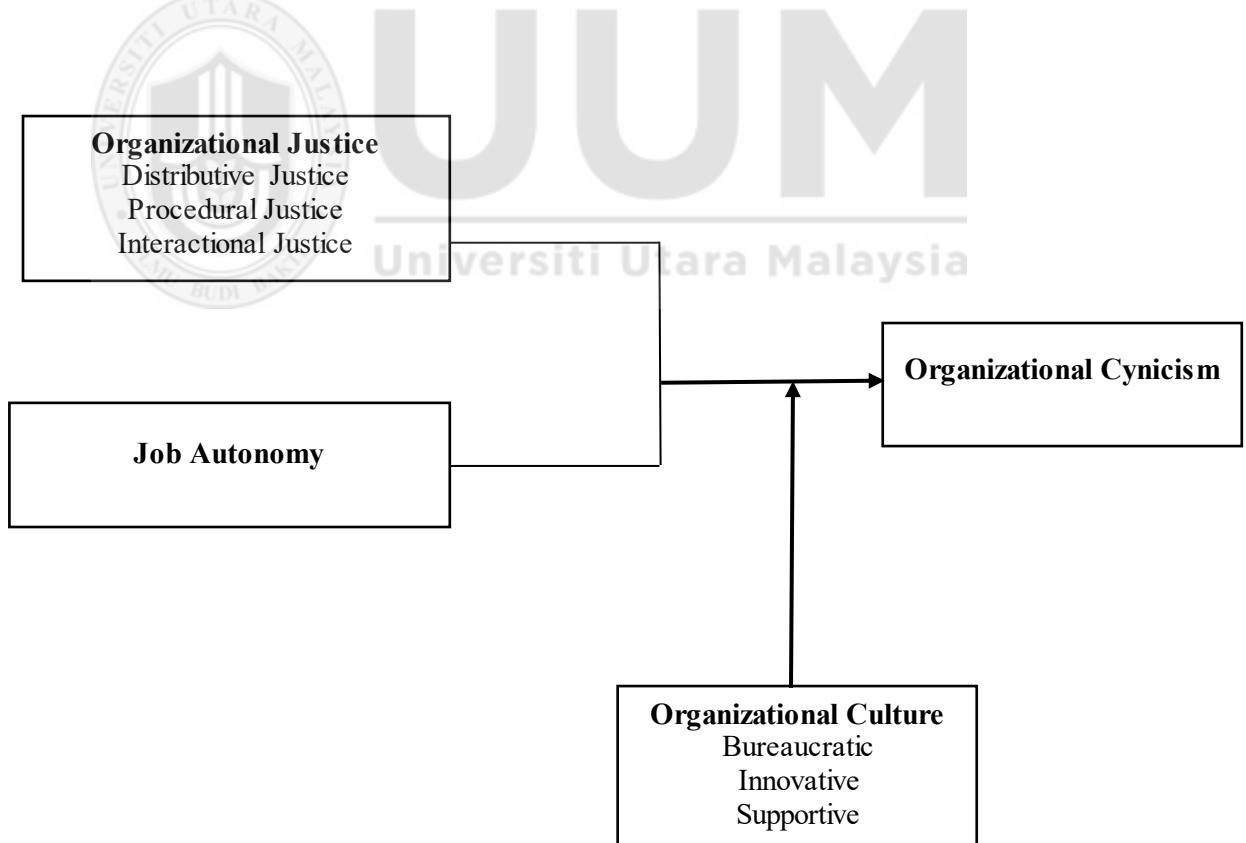


Figure 3.1:
Research model

3.3 Hypothesis Development

3.3.1 Organizational Justice and Organizational Cynicism

The omission of perceived justice in the organizational cynicism literature is therefore remarkable, also because perceptions of justice have been found to associate to some negative consequences including cynicism, burnout, and employee disengagement. . Research has indicated that organizational cynicism could be resulted from the employee's perception in terms of justice are being despoiled (Ozler et al., 2010). Some arguments has been raised out due to the conceptual progress for identifying under which justice is more or less impactful on employee's attitudes and behaviours (van Knippenberg, De Cremer & van Knippenberg, 2007 as cited in Strom, Sears & Kelly, 2014).

It can be generally assumed that organizational justice will have a relationship with organizational cynicism. This is because employee may feel satisfied from what they have obtained based on the effort they have contributed. In contrast, employees might feel devalued if they receive the imbalance compared with what they have given. . The imbalance in the ratio of what somebody perceives from the effort they have given and the rewards they receive may cause distress and counterproductive behaviours (Colquitt, 2008). As to overcome cynicism in a workplace, organizational justice is believed to be a useful mechanisms to foster a general positive orientation towards achieving the aims of the organization (Myhill et al., 2013). Research also found that organizational justice was significantly related to organizational commitment and job satisfaction. It is shown that individuals who tend showing positive feeling towards

distributive, procedural and interactional justice are more satisfied with their job and having a good level of organizational commitment (Elamin, 2012). On the other hand, it has been supported that Organizational justice also shown a good indicator to foster psychological wellbeing and positive affectivity (Heponiemi, Kuusio, Sinervo & Elovainio, 2011; Nadiri & Tanova, 2010).

Employees who perceive the low organizational justice are tend to having mental distress (Elovainio, Kivimaki & Vahtera, 2002; Robbins, Ford & Tetrick, 2012) and burnout (e.g., Bakker, Schaufeli, Sixma, Bosveld & van Dierendonck, 2000; Cropanzano, Goldman & Benson, 2005; Lambert et al., 2011; Liljegren & Ekberg, 2009). With the unfairly treatment that has been experienced, this is believed to bring impact on employee negative attitude, such as becoming cynical towards the organization. Moreover, they will suffer with the feeling of hopelessness, distress and emptiness (Tayfur et al., 2013)

Generally, it is understood that individuals will feel more confidence if they receive an equal treatment by their organizations. This will increase trust among the individuals as organizational justice and trust have an interdependent relationship between each other (Rezaiean, Givi, Givi & Nasrabadi, 2010). With such trust whether it is high or low may influence employee attitude, as research also postulates that the lack of trust may cause organizational cynicism (Chiaburu et al., 2013). On the finding of the employee wellbeing research among the non-professionals workers which was conducted in the past also indicated that the lowest level of burnout was observed in situation where employees perceive a fair treatment (Moliner, 2013).

3.3.1.1 Distributive Justice

Distributive justice, particularly the rewards for employees is believed as something that lies at the heart of employees' psychological contract (Frenkel, Li & Restubog, 2012). Individuals perceived fairness by comparing the input/outcomes of their ratio with others ratios, such as their colleagues. If they feel unfair with the comparison, it may affect their level of motivation to reduce that inequality by reducing inputs or increasing output (Elamin, 2012).

In study conducted by Strom et al. (2014), it is stated that employees' work related behaviours and attitudes are strongly influenced by perceptions of distributive justice. Research also has indicated that individuals are more likely to become weary and emotionally drained if they feel that they contribute more than they receive in return (Bakker et al., 2000). It is also supported by other study which distributive justice is not positively related to emotional exhaustion (Tayfur, 2013).

3.3.1.2 Procedural Justice

The violation of procedural justice may cause employee to feel a lack of cooperation in their relations with the organizations that they are working with (Tayfur, 2013). Tayfur (2013) also agreed that employees who perceived procedural injustice are more likely to have negative feelings and cynical attitude. As a result, employees tend to develop their cynical attitudes. Thus, procedural justice is important to shape employee's attitude. This is because, procedural justice is a symbol that employees are valued by the organizations.

Besides that, procedural justice also is said to be potentially contribute to increase employee job satisfaction, job performance and organizational commitment (Gillet, Fouquereau, Bonnaud-Antignac, Mokounkolo & Colombat, 2013). This has been indicated in some studies that, the sense which shows the need of satisfaction appeared to be powerful mechanism that influenced by procedural justice (Hochwarter, Kacmar, Perrewe & Johnson, 2003; & Gillet et al., 2013).

3.3.1.3 Interactional Justice

Based of past findings, it were found that interactional justice was positively accociated to trust (Aryee, Budhwar & Chen, 2002; Barling, & Phillips, 1993) and negatively related to workplace deviance (Aquino, Lewis & Bradfield, 1999) and withdrawal behaviour (Barling and Philips, 1993). Subsequently, it was continually found by Colquitt et al. (2001) in their research that interactional justice had weaken the impact on performance and have a low function to moderate the impact of organizational citizenship behaviors performance.

A group of researchers also have demonstrated in their research that when interactional justice is perceived to be fair by employees, it may help to improve employee's interpersonal facilitation. This means, interactional justice is believed to be one of the important roles that lead towards increasing employees' motivation (Treadway, Witt, Stoner, Perry & Shaughnessy, 2013).

More over, the way employees are being treated in organization is an important driver of employees' performance of interpersonal facilitation behaviour (Treadway et al.,

2013). It is generally known that employee is the main important asset to serve the organization. One of the critical important keys to overcome organizational cynicism is by treating the employees equally through interactional justice. Employees who work for the public enforcement agency like the Immigration officers are those who needs to be fair treated in terms of interactional justice. Therefore, the following hypotheses are established:

H1: Organizational justice is negatively related to organizational cynicism

H1a: Distributive justice is negatively related organizational cynicism

H1b: Procedural justice is negatively related to organizational cynicism

H1c: Interactional justice is negatively related to organizational cynicism

3.3.2 Job Autonomy and Organizational Cynicism

Autonomy refers to a characteristic of task that has a huge impact on employees' psychological states, such as a feeling of responsibility for job satisfaction and the work outcomes (Hackman & Oldham, 1980; Podsakoff, MacKenzie, Paine & Bachrach, 2000). Every individual has the ability to seek the opportunities towards growth and development. It does not matter whether they are fail or success, but it depends on the features of the context, which they may looking forward as an opportunity that will help to develop themselves (Maree Roche & Jarrod Haar, 2010).

Autonomy also may act as a factor to enhance employees' motivation to give more effort into their work (Chen & Chiu, 2009). It is because, employees who are given the autonomy will have more liberty to control and regulate the pace of work and its

processes and also be able to evaluate the procedures of work. (Naqvi, Ishtiaq, Nousheen, & Ali, 2013). Job autonomy also contributes to improve job performance for employees who are well equipped with skills and creativity to accomplish their work (Saragih, 2011; Çekmecelioglu & Günsel, 2011).

It is found that the high level of job autonomy cause employees to feel well adapted with the situational factors compared to other employees who experience less autonomy (Gellatly & Irving, 2001). Unlike employees with those who have little job autonomy, those who with more job autonomy will show more satisfaction with variation aspects of the work context (Oldham & Hackman, 1981), positive affect, self confidence and internal motivation (Hackman & Oldham, 1976). Besides, it enables employee to expand their creativity (Oldman & Cummings, 1996) and less emotional dissonance (Abraham, 2000). Having jobs with adequate autonomy in the organization could equip employees to experience more engagement as autonomy helps to decrease emotional dissonance (Karatape, 2011). On the other hand, as job autonomy is important towards employee wellbeing, it gives employees more opportunities to cope themselves with stressful situation and assist them to make decisions on how and when to respond to job demands. With such benefits, employee will face less burnout (Bakker & Demerouti, 2007).

Research has also indicated that job autonomy has a huge impact in influencing employees work attitude (Naus et al., 2007). This is because employees who are empowered to control over their work will be able to meet the job demand and adapt with uncertainties that placed on them. In the mean time, it could reduce the role ambiguity that they have to deal with (Çekmecelioglu & Günsel, 2011). In addition to

that, Çekmecelioğlu et al. (2011) in their research also found that job autonomy helps to build the level of employee self confidence, creativity and performance. This may encourage employees to become more independent to carry out their task. On top of that, autonomy may give employees more opportunity to show their extra role behaviour such as OCB (Runhaar, Konermann & Sanders, 2013).

It is known that employees should have significant roles in organizational decision making process (Ince & Gul, 2011). To be a part in a decision making team for example, it is important for employees to be given an autonomy. This has been stated in the previous research that job autonomy could enrich employees' competencies in problem resolution (Volmer et al., 2012). On the other hand job autonomy has been found to be very useful to sustain and improve employees contribution to the organization (Holz-Clause, Koundinya, Franz & Borich, 2012). It is also believed to be one of the important sources to discover the degree of how employees of the service sector accustomed to the changes (Iqbal, 2013). Kroth and Puets (2011) in their research have stated that, job autonomy is one of the important requirement factors that helps to foster a supportive work environment. When employee's need of autonomy is fulfilled, many of the positive outcomes will benefit the employees (Gillet, Philippe Colombat, Estelle Michinov, Anne-Marie Pronost & Evelyne Fouquereau, 2013). Gillet et al. (2013) have demonstrated in their research which also concurs with other past studies that these positive outcomes has been found to increase well being, (e.g. Panaccio & Vandenbergh 2009; Brien, Forest, Mageau, Boudrias, Desrumaux, Brunet, & Morin, 2012), organizational commitment (e.g. Tremblay, Cloutier, Simard, Chênevert & Vandenbergh, 2010; Meyer, Stanley & Parfyonova, 2012) and work engagement (e.g. Broeck, Vansteenkiste, Witte, Soenens & Lens, 2010; Zacher & Winter 2011).

Therefore, it is expected in this research that job autonomy can potentially reduce organizational cynicism among employees and the following hypothesis is established.

H2: Job autonomy is negatively related to organizational cynicism

3.3.3 The Interacting Effect: The Moderating Effect of Organizational Culture

Individual's behaviour is actually believed to be influenced by the environment that surrounds them. This has been long stated in previous study that culture is a powerful element and have oft time unconscious influence on the organizational members including individual and teams (Scheider, 1990). It is also functioned as a central to any organization activities (Singh, 2007), and representing the social glue to the organizations in providing identity, uniqueness, coherence and direction (Ababaneh, 2010). Ababaneh (2010) in his research stated that organization culture has a potential effect to influence attitudes, individuals' beliefs, direct behaviour, and establish performance expectations. This is because, every individuals of the organizations are reflected by the organizational culture which they are embedded (Javidan, House & Dorfman, 2004). Thus, it can be assumed that organizational justice and job autonomy could be moderated by organizational culture in influencing organizational cynicism.

With regards to the influence of organizational justice on organizational cynicism in terms of cultural differences, it is supported in the past studies the greater influenced of organizational justice is affected by the cultural differences (Leung & Bond, 1984; Leung & Lind, 1986; Pillai, Williams & Justin Tan, 2001). For examples, Reithel, Baltes & Buddhavarapu (2007); Fields et al. (2000) demonstrated that power distance

culture which is believed to result in a lack of fairness regarding organizational justice may not be seen as unfair among the Hongkong local workers (collectivist culture), since power distance culture is regarded as their culture norm that they used to adapt with. Meanwhile, it is perceived differently in the United States, where a lack of organizational justice is perceived as unfair due to the cultural differences (individualistic culture). Therefore, it can be assumed that the different type of cultures dimension such as bureaucratic, innovative and supportive culture could probably moderate the relationship between organizational justice and organizational cynicism differently.

On top of that, organizational culture could also play an important role in improving job autonomy among the employees in the organization. It has been previously supported that cultural values may enhance freedom, creativity, risk taking and team work (Wallach, 1983; Claver et al., 1998; Arad et al., 1997; Ahmed, 1998; Martins & Terblanche, 2003; McLean, 2005; Jang et al., 2002; Crossan & Apaydin, 2010). Moreover, it needs to emphasize on the importance of autonomy in the organization, based on the context of cultures evidence (Gagne & Bhave, 2011). Thus, organizational culture could be highlighted as a strong influence that affecting employees motivation towards becoming more committed towards the organization, as there is an association between employees' motivation and organizational culture (Yiing & Ahmad, 2009).

In the context of organizational cynicism, study by Carmeli (2005) found that there is a relationship between organizational culture and withdrawal intentions behaviour, where employees intent to show such behaviour which affecting the organizational functioning and productivity. Carmeli (2005) has concluded in her study that

employees' withdrawal behavior are influenced by organizational culture. This can be assumed that employees' attitudes and behaviours are affected by the cultures that are practiced by individuals of the organization and cynicism that is widespread in the organization of a different culture needs a different treatment (Bashir & Nasir 2013). Therefore it could be hypothesized that bureaucratic culture, innovative culture and supportive culture have a significant effect in moderate the relationship between organizational justice, job autonomy and organizational cynicism.

3.3.3.1 Bureaucratic Culture

In bureaucratic culture, work is hierarchical divided, compartmentalized in a systematically approach (Wallach, 1983; Erkutlu, 2012). This culture was found to lower the level of organizational commitment (Silverthorne, 2003). It is also believed that bureaucratic culture shown to have a negative relationship with employee commitment and involvement, job satisfaction and job involvement (Chen, 2004). The protocols and the rules of organizations are believed to add extra type of regulation which every employees must comply. With such imposed, such strict requirements, protocols and rules might be a hindrance to employees' ability in implementing creative solutions (Hung & Lien, 2005).

However, in bureaucratic environment, the culture does provide clear lines of authority and responsibilities where the work is also systematically arranged (Wallach, 1983). It is also observed that individuals who are working in a hierarchical culture environment are good at coordinating, administrating, controlling, and maintaining efficiency (Cameron & Quinn, 1999). On the other hand, as been stated, bureaucratic culture

emphasizes on maintaining specific rules and action such as in getting approval from the authorities and conforming to rules and procedures towards giving a great attention (Ababaneh, 2010). Therefore, this culture that equipped with efficient system and procedures could support to overcome organizational cynicism through enhancing the level of organizational justice and job autonomy.

3.3.3.2 Innovative Culture

Innovative culture has been long believed as a culture that create burnout and stress which are occupationally hazardous and brings the constant pressure (Wallach, 1983). However, it is later on been demonstrated that innovative culture is crucial to support change and improving quality (Bass & Avolio, 1990). Creativity and risk taking are believed to be a primary value of the innovative culture that are taking into account towards the competition survival (Ertkutlu, 2012).

Additionally, a research conducted by Watts, Robertson, and Winter (2013) found that innovative organizational culture is positively correlated with personal accomplishments. On the other hand, it is also said that innovative culture reflects the employees' attitude, which it may contribute a link between effective practices and high quality productivity (Cramm, Srating, Bal & Nieboer, 2013). In this regard, it means that employees may experience a greater sense of satisfaction in their roles by having more dynamic and innovative workplace. Furthermore, the innovative environment of the organization is believed to hinder hostile, monotony, suspicious and disparaging attitudes toward work situations and social interactions (Kaya, N., Ergün & Keser, 2014).

3.3.3.3 Supportive Culture

A supportive organization could be effective in decreasing employees' cynic attitudes which emotionally, employees may feel proud as a member of organization where they are fairly treated. This includes with a fair decision making in terms of policies and reward distribution made by the top management. So that, employees will be able to discover the organization future which this may change their negative perception to a positive direction (Guzel, Percin & Tukelturk, 2011).

It is indicated that a supportive culture potentially increase employee's commitment level (Lee Huey Yiing & Kamarul Zaman, 2009). Study which has been conducted by Erkutlu (2012), stated that the creation of supportive culture in organizations have a good tendency to make employees feel valued and appreciated of what they have contributed. This also may increase the individuals' motivation towards achieving the common goals and purpose. For example, when individuals feel that they are being supported and recognized, it may encourage their willingness to share responsibility and committed to towards their goals (Erkutlu, 2012).

Based on all of the supportive statement given therefore, the following hypotheses will are established:

H3 Organizational Culture moderates the relationship between organizational justice, job autonomy and organizational cynicism.

H3a Bureaucratic culture moderates the relationship between distributive justice and organizational cynicism.

H3b Bureaucratic culture moderates the relationship between procedural justice and organizational cynicism.

H3c Bureaucratic culture moderates the relationship between interactional justice and organizational cynicism.

H3d Bureaucratic culture moderates the relationship between job autonomy and organizational cynicism.

H4 Organizational culture moderates the relationship between organizational justice, job autonomy and organizational cynicism

H4a Innovative culture moderates the relationship between distributive justice and organizational cynicism

H4b Innovative culture moderates the relationship between procedural justice and organizational cynicism.

H4c Innovative culture moderates the relationship between interactional justice and organizational cynicism.

H4d: Innovative culture moderates the relationship between job autonomy and organizational cynicism.

H5: Organizational Culture moderates the relationship between organizational justice, job autonomy and organizational cynicism.

H5a Supportive Culture moderates the relationship between distributive justice and organizational cynicism.

H5b Innovative Culture moderates the relationship between procedural justice and organizational cynicism.

H5c Supportive Culture moderates the relationship between interactional justice and organizational cynicism.

H5d Supportive Culture moderates the relationship between job autonomy and organizational cynicism.

3.4 Research Design

Research design is a plan and decision that describes how the data will be collected and analysed which aims toward the accomplishment of research objectives and answering the research questions. It involves structure and research strategies that have been determined to answer the research problem, while controlling variance (Kerlinger, 1973). In addition, research design also constitutes the outline for the collection,

measurement and data analysis which helps the researcher in the allocation of inadequate resources by presenting important choices in methodology (Cooper & Schindler, 2008). There are two purposes of research design that as suggested by Huck, Cormier and Bounds (1974). First, to help researchers in answering the research questions, and second, to control the possibility of a rival hypothesis (Rival) and external variables (extraneous) that may compete with the independent variables as an explanation on cause-effect relationships.

The present study involves correlation and regression analysis that aims to understand organizational cynicism among the Malaysia Immigration Officers. Also under this research design, a cross-sectional method is employed, where the data is collected once to answer the research questions. In addition, the main research design that was employed in this study is survey by using the questionnaires distribution. Survey is a process of measurement that utilises a measurement tool such as questionnaire, measurement instrument, or interview schedule (Cooper & Schindler, 2008). A survey method was conducted in the present study as it is believed to be the best way to acquire fact regarding personal, social, belief and attitudes of the respondents (Kerlinger, 1973). Additionally, it is also supported that the survey research through the questionnaires distribution is known as the most extensive information collection technique in a survey study (De Vaus, 2002). The individual level unit of analysis was conducted in this study, where this research focused on the individuals who serve as Immigration Officers of the Security and Defence Department (Uniform based staffs).

3.5 Research Approach

In social sciences, there are two main research approaches namely quantitative and qualitative (Sekaran & Bougie, 2013; Cooper & Schindler, 2008; Sekaran, 2003 Cavana, Delahaye & Sekaran, 2001). This study was conducted by employing quantitative research which is known as study that addresses the research objectives during empirical assessments that involves numerical measurement and analysis approaches (Zikmund et al., 2010). As for this study, it is considered as quantitative in nature because it attempts to investigate the relationship between organizational justice, job autonomy and organizational cynicism, and also the effect of organizational culture as a moderating variable.

3.6 Operational Definition

3.6.1 Organizational Cynicism

Based on the issue related to organizational cynicism that has been investigated among the immigration officers', this study embraces Dean et al. (1998) comprehensive explanation and definition of organizational cynicism. With this regard, organizational cynicism is operationally defined as "a negative attitude toward one's employing organization, consists of three dimensions relating first, "a 'belief' that organization lacks of integrity, second, negative affect toward the organization and third, tendencies to disparaging critical behaviors toward the organization that are consistent with these beliefs and affect" (Dean, 1998, p.345). Based on the immigration enforcement

officer's work setting, the most relevant operational definition of organizational cynicism is derived from comprehensive definition of Dean et al., (1998).

Employees' belief is the first dimension among the three dimensions introduced by Dean et al. (1998), to relate organizational cynicism among the immigration enforcement officers, cynics may believe that such principles of their organization are often sacrificed to expediency and that unscrupulous behaviour is the norm (Dean et al., 1998). In addition, the cynical employees often believe that there are hidden motives for actions, therefore they may expect to see deception rather than candour. When this thing occurs, employees will refuse to accept the rational of organizational decisions. For the second dimension, the affective dimension in this regard is associated with individuals' emotions. For example, cynics may feel contempt, angry toward their organization. On the other hand, these individuals also will experience disgust, distress and even shame when they think about the organization.

The final dimension that will be utilized in this research is 'behaviour', which in this organizational cynicism context refers to tendencies toward negative and disparaging behaviour. Dean et al. (1998) stated that the expression of strong criticisms on the organization is the most obvious behavioural tendency of the cynics. This tendency falls into a variety of forms. The explicit statement for this dimension for example is about individuals questioning the honesty and sincerity of the organization. Additionally, a sarcastic humour is used to express their cynical attitudes. Another example of a behavioural tendency that relates with organizational cynic is individuals tend to express their interpretation of organizational event that lack of integrity such as, "employee may say that the only reason the organization is interested in environmental

issue is to generate good relations with the public". In behavioural dimension of organizational cynicism, it also involves pessimistic predictions about the organization's future course of actions. For example, organizational cynics may predict that a quality initiative will be gave up completely as it soon begins to be costly. Finally it also may involve the nonverbal behaviour tendencies. This kind of behaviour is used to convey cynical attitude. For example, the 'knowing' looks and rolling eyes shown by the cynics. The other example also includes smirking and sneering.

3.6.2 Organizational Justice

Organizational justice is the term used in order to describe the role of fairness of the organization that is perceived by organizational members. To relate organizational justice in this research, the definition and explanation proposed by Moorman, (1991) will be operationally selected in this study. According to Moorman, (1991), organizational justice is concerned regarding the ways in which employees determine whether they have been fairly treated in their jobs and the ways in which those determination affecting other work –related behaviours.

Based on the definition of the organizational justice given, this study also will be operationally adopted Moorman's (1991) three dimensions of organizational justice which comprises distributive justice, procedural justice and interactional justice. Distributive justice in this scope is associated with the degree to which individuals believed that they are fairly rewarded based on some comparison. For example, education level, performance, effort and so forth.

As for procedural justice, it is operationally defined as the degree to which fair procedures were presented and used in the organization. In this type of organizational justice, it mainly emphasizes on the organization as a whole and to which the degree of fairness procedures will be least presented. Meanwhile, interactional justice is viewed as the fairness of the manner in which procedures are implemented. In addition, the focus of interactional justice is on the degree of fairness to which the behaviour of the upper management or supervisor enacted to the formal procedures.

3.6.3 Job Autonomy

Based on the Job Decision Latitude scale developed by Karasek (1979), job autonomy is operationally refers as the individuals' potential control over their task and conduct during the work days (Karasek, 1979). In this context, it measures the degree to which employees has discretion or freedom to make work related decision on the job.

With reference to Karasek (1979), there were two categories that have been identified. Namely, "Decision authority" and "Intellectual discretion", have been selected for this study due to their similarity with other measures stated in other previous literature ("discretion and qualification scale," Gardell, 1971; "intellectual discretion," Kohn & Schooler, 1973). These measures were also found to be similar to the two components of the 'Development of the Job Diagnostic Survey' developed by Hackman and Oldham (1975) and also Turner & Lawrence's (1965) 'Motivating Potential Score' which organization decisions and skill variety were used.

3.6.4 Organizational Culture

Organization culture was operationally defined as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way a person perceive, think and feel in relation to those problems (Schein, 1992).

This study also operationally adopted Wallach's (1983) definition of organizational culture that comprises bureaucratic, innovative and supportive cultures. As for Bureaucratic culture, it is stated as hierarchical and compartmentalized which involves work that is organized and systematic. This culture is also associated with a clear line of responsibility and authority that usually based on control and power. On the other hand, the bureaucracy in this culture perspective means organization is power oriented, established, cautious, regulated, solid, ordered, structured, hierarchical and procedural. However, Wallach (1983) believed that a strong bureaucratic culture is not likely to attract and retain creative or ambitious people.

The second dimension is innovative culture which relates to excitement and dynamic. According to Wallach (1983), this culture is known to be associated with ambitious people who thrive in innovative environment which is also can be considered as risky and challenging. It is postulated that individuals who are well suited to an innovative organization is creative, driving, enterprising, challenging, stimulating, results oriented and risk taking. Nevertheless, to adapt working in innovative environments are not easy places to work with. It is believed to difficult to balance family-work-play time

within the expectation of this cultural environment. With this regard, burnout and stress are common routine that employees have to face due to the occupational hazards of the continuous pressure to achieve.

The third dimension of organizational culture that was used in this study is supportive culture which defined as “warm and fuzzy places to work” (Wallach, 1983, p.33). The supportive culture also associates with fair, helpful and friendly environment among the people who work in this culture. It is believed that this culture has more open and harmonious environment. Accordingly, Wallach (1998) has stated in this research that organization may gain a highly supportive environment if it is safe, trusting, sociable, equitable, encouraging and open relationships.

3.7 Measurement

3.7.1 Organizational Cynicism

Organizational cynicism is known as an issue to be investigated and with regards to this nature, it is important to select the instrument that is suitable to discover whether or not this issue is exist in the selected organization. Due to there is no specific organizational cynicism model that has been introduced in Malaysia, organizational cynicism was measured using the items developed by Dean et al. (1998). The relevance of selecting this instrument because it has been used to a considerable extent among the recent researchers, which is also widely tested in both public (eg: Nafei, 2013; Ince & Turan, 2012; Bashir, 2009) and private organization (eg: Tukelturk, 2012; Bashir & Nasir, 2013). Although the finding has been mostly generated based on the western countries

context, it is supported that the western finding is also can be utilized as to generalize this issue within the Malaysia context (Noor, Walid, Ahmad & Darus, 2013; Noor & Walid, 2012).

In connection to select the instrument, the 14-items which developed by Dean et al. (1998) was used in this research. These items consists of 3 dimensions proposed by Dean, namely cognitive, affective and behavioral, and the Cronbach's Alpha has been tested and shown to be ranged at 0.86, 0.80 and 0.78 respectively (Brandes et al., 1999). As for the measurement of organizational cynicism in this study, there were five (5) items included for the cognitive dimensions, five (5) items for the affective dimension and four (4) items for the behavioral dimension were included. These items were measured on a five-point Likert scale ranging from '1' "strongly disagree" to '5' "strongly agree". As for cognitive (belief) dimension, the respondents were asked for 5 questions to indicate their level of agreement or disagreement on items such as "I believe my organization says one thing and does another", "My organization's policies, goals, and practices seem to have little in common", "When my organization says it's going to do something, I wonder if it will really happen", "My organization expects one thing of its employees, but rewards another". "I see little similarity between what my organization says it will do and what it actually does".

There were five items measured for the emotional (affective) dimension for example: "When I think about my organization, I experience aggravation.", "When I think about my organization I get angry.", "When I think about my organization, I get tension.", "When I think about my organization, I feel a sense of anxiety", "I complain about what is happening in the work to my friends beyond my institution."

Meanwhile, for the third dimension of the organizational cynicism, there were 4 items representing the behavioural dimension such as “We look at each other in a meaningful way with my colleagues when my organization and its employees are mentioned”, “I often talk to others about the ways things are run in my organization”, “I criticize my organization practices and policies with others”, “I find myself mocking my organization’s slogans and initiatives”. Overall for this measure, respondents were asked to rate items in terms of which they believe (cognitive), experience (affect) and do (behaviour).

3.7.2 Organizational Justice

Organizational justice (Distributive, Procedural and Interactional Justice) was measured by using the 19-items developed by Moorman (1991) with 0.90 Cronbach Alpha, on a five-point Likert scale ranging from ‘1’ “strongly disagree” to ‘5’ “strongly agree”. These items were gauged by dividing organizational justice into 3 dimensions. Namely Distributive Justice, Procedural Justice and Interactional Justice.

Distributive justice was measured using 5 subscale items to access the fairness that employees perceived (reward) base on some comparison. The comparison includes responsibilities, experience, effort, work/task, stresses and strains of the job. The examples of the measured items are “I am fairly rewarded considering the responsibilities I have”, “ I am fairly rewarded with the amount of experience I have”, “I am fairly rewarded for the amount of effort I put forth”, “I am fairly rewarded for

the work that I have done well”, and “I am fairly rewarded for the stressors and strains of my job”.

The seven items subscale procedural justice have been measured to describe the degree to which formal procedures exist. This also includes whether these procedures are implemented by emphasizing on employees’ needs into consideration. The 7 measured items consist of “The Procedures are designed to collect accurate information necessary for making decisions”, “The procedures are designed to provide opportunities to appeal or challenge the decision”, “The procedures are designed to have all sides affected by the decision represented”, “The procedures are designed to generate standards so that decisions could be made with consistency”, “The procedures are designed to hear the concerns of all those affected by the decision”, “The procedures are designed to provide useful feedback regarding the decision”, “The procedures are designed to its implementation”, and “The procedures are designed to allow for requests for clarification or additional information about the decision”.

As for the interactional justice, there were six subscale items to cover the extent to which employees perceive that their needs are taken into account by their upper management. This is also related to which the behaviour of the upper management enacted to the formal procedures. The six items related to interactional justice are the organization considered their viewpoint, “The organization always considered my viewpoint”, “The organization was able to suppress personal biases, “The organization provided me with timely feedback about the decision and its implications”, “The organization treated me with kindness and consideration”, “The organization showed

concern for my rights as an employee”, and “The organization took steps to deal with me in a truthful manner”.

3.7.3 Job Autonomy

Job autonomy was measured based on the 8 items adapted from Karasek (1979) with the 0.79 Cronbach alpha, on a five-point Likert scale ranging from ‘1’ “strongly disagree” to ‘5’ “strongly agree”. This variable consists of two dimension namely, decision authority and intellectual discretion with 4 items each. As for the decision authority, the selected items were employed to measure the level of skill required, new things that are learnt, work condition either repetitious or non-repetitious and also creativity that is required. For example “My job requires high level of skills”, “My job requires me to learn new things”, “My job requires non repetitive jobs” and “My job requires creativity”. Meanwhile for the decision authority, the items were used to gauge freedom in terms of work and decision making. The representative items for this measure are “My job allows me freedom to decide how to organize my work”, “My job allow me to make decisions on my own”, “My colleagues are helpful in assisting in one’s own decisions”, and “I am allowed to say over what had happened”.

3.7.4 Organizational Culture

To measure organizational culture, this study utilized the three distinctive subcultures namely bureaucratic, innovative and supportive culture proposed by Wallach (1983) with the reported of Cronbach Alpha to be at 0.82, 0.88, and 0.79 (Akaah, 1993) . The selected subscales of the organizational questionnaire consists of 15 items on a five-

point Likert scale ranging from '1' "strongly disagree" to '5' "strongly agree". Each of the 3 sub dimension consist of 5 items.

The bureaucratic culture is commonly seen as organization is power oriented, established, cautious, regulated, solid, ordered, structured, hierarchical and procedural. It has been measured in this study base on the previous study that viewed bureaucratic culture as hierarchical and compartmentalized which involves work that is organized and systematic. This culture also is gauged to access a clear line of responsibility and authority that usually based on control and power. There were 5 related items measured in bureaucratic such as "Strict control mechanisms are applied to evaluate the performance of employees", "Employees follow specific rules and procedures in performing tasks", "Punishment is applied strictly when employees violate the working rules and procedures", "Employees follow formal channels to communicate with one another", and "Line of authority is clear and specified".

The second dimension is innovative culture which relates with excitement and dynamic. According to Wallach (1983), this culture is known to be associated with ambitious people who thrive in innovative environment which is also can be considered as risky and challenging. It is postulated that individuals who are well suited to an innovative organization is creative, driving, enterprising, challenging, stimulating, results oriented and risk taking. Nevertheless, to adapt working in innovative environments are not easy places to work with. It is believed to difficult to balance family-work-play time within the expectation of this cultural environment. With this regard, burnout and stress are common routine that employees have to face due to the occupational hazards of the continuous pressure to achieve. Here, with regards to innovative culture, the

respondents were requested to response on the 5 questions given regarding to what extent they were able to perform the specific job duties listed such as “Risk-taking is permitted while employees are performing tasks”, “The top management provides organizational climate that fosters innovation “, “The top management encourages employees to initiate new ideas to perform tasks better”, “Employees are allowed to apply new ideas to enhance work quality”, and “Open dialogues and meetings are set by employees from different units to develop new ideas”.

The third dimension of organizational culture that has been used in this study is supportive culture which is known as “warm and fuzzy places to work” (Wallach, 1983,p.33). This culture also associates with fair, helpful and friendly environment among the people who work in this culture. It is believed that this culture to have more open and harmonious environment. As for the supportive culture, the 5 items related are “We share social activities”, “We help one another in performing tasks”, “There is a free exchange of opinions among employees to enhance task quality”, “We trust one another”, and “Teamwork is supported in performing tasks”.

3.8 Questionnaire Design

The questionnaires were prepared in a booklet type form that has five (5) main sections. A booklet type is believed to have several benefit such as prevents pages from being lost or misplaced, (2) easier for the paged turning (3) looks more professional and easier to follow and (4) make it possible to be used as a double page format for questions about multiple events or persons. As for the questionnaire, the five sections consists of the questions relating to the respondents’ demographic information while the other 4

sections are the questions about the variables of this study such as organizational cynicism, organizational justice, job autonomy and organizational culture. The respondents were asked to tick on the appropriate response on a five-point Likert scale ranging from '1' "strongly disagree" to '5' "strongly agree".

The distributed questionnaire is included with an introductory letter. An introductory letter that contains such information is important as it helps promoting high responses from the respondents (Sekaran, 2003). The letter is specifically provided to inform the respondents regarding the purpose of the research, requesting their cooperation to participate in the study, confidentiality of their responses and how they could return the completed questionnaires. For this study, the respondents will be asked to return their responses directly to the researcher. It is also encouraged for the respondents to communicate with the researcher if they are interested about the study's outcome or if they have any question to ask.

3.8.1 Translation

The original questionnaire had been prepared in English. However, to fit the Malaysian application through language translation that suit the language proficiency and ability, as well as academic background of the respondents, the entire instrument was translated into Malay Language. This is to ensure that every respondents understood well the items that have been asking.

In ensuring equivalence of measures is achieved in both Malay and English, a back translation method was used (Brislin, 1970). Accordingly, the instrument was translated

from the English version (source language) to Malay version (target language) by a bilingual expert who is providing translation services, operating at the Language centre of Universiti Utara Malaysia. After that, the Malay version of the questionnaire was back translated into English version by bilingual expert who is also has vast experience in translation and well versed in both English and Malay.

A few discussions with the translators have been held before doing a back translation task. This is to ensure that the original meaning were maintained each time after the translation was conducted. The original version of the English questionnaire and the back translated version questionnaire was also compared. After the comparison was done, there was no suggestion on major rewording for any particular items. Overall, the questionnaires were prepared in two languages (Malay and English), where Malay language has been used as the first language.

3.9 Population and Sample

The Immigration Department of Malaysia (IDM) is one of the leading public enforcement agencies that operates under the Malaysia Ministry of Home Affairs that responsible to provides services to Malaysian citizen, Foreign Visitors, Immigrant Workers and also Permanent Residents in terms of handling and issuing passes, visas and permits to Foreign Nationals entering the country (Ministry of Home Affairs, 2012). The organization also is empowered by the Malaysia's government to play a role in administering and managing the movement of people at authorized entry and exit points of the country.

In the context of the Immigration Department of Malaysia, the studied population of this research refers to the uniform based immigration officers who were directly involve under the defence and security scheme. In selecting the sample from the population, the sample for this study covers all the officers from the grade KP 17 to KP 48. Based on the statistical data (refer to Appendix J) , the uniform based IDM officers who serve under the security and defence scheme are the largest group of employees in the Immigration Department of Malaysia (IDM). The grade for the immigration officers starting from KP 17 to KP 48. For the non managerial group, the grade KP 17 to KP 26 consist of Immigration Officers, while those who serves as assistant immigration enforcement range from KP27 to KP38. For the managerial level position (*Pengurusan dan Profesional / Pelaksana (Skim Perkhidmatan Bersepadu)*), the grade schemes are ranging from KP 41 to KP 48 which is held by the immigration enforcement officers. Since 2014, it is reported that there are approximately 10887 immigration officers who work under the security and defence division.

Generally, the role of immigration officers are to take responsibility in terms of receiving and reviewing applications from the local citizens in the withdrawal of passports and travel documents, the issuance of visas, passes and permits to foreigners who enter the country for the purpose of travelling, business, education and forth. The other responsibilities include enforcement duties and conducting the other task that involves the country's border and entrance.

The reasons of selecting this population group is first, the officers who are under the security and defence division is among the largest group of employees representing the IDM. Second, this group is believed to have a limited career path, low autonomy and

perceive lacking of justice. Third, it is noted the immigration officers' jobs are stressful with direct interactions with the publics at the top end of high job demand to be fulfilled. Demographically for this study, participants are represented in terms of gender, marital status, position qualifications and years of service.

3.10 Sample Size

Sampling is known as the process whereby some elements from the population are selected to represent the whole population (Cooper & Schindler, 2008). The determination of choosing a sample size is important step in terms of planning a statistical study regardless of its difficulties (Lenth, 2001) as its quality will generalize the outcome of analysis (Gay & Diehl, 1992). As for this research, the sample size was determined by using the Rule of Thumb from what has been specified by Krejcie and Morgan (1970), which is with 375 samples for a population of 10887. Meanwhile, the sample size between 30 and 500 could also be considered effective depending on the sampling type design and research questions investigated in the study (Roscoe, 1975). However, to overcome a low response rate, at about 800 questionnaires have been distributed to the respondents. It is recommended to have a larger sample size than the required sample size calculated in order to avoid the problem of sample attrition Bryman and Bell (2003). This is also to get a possibility of higher response rate, as the larger sample is better while small samples size tend to result in unreliable correlation coefficients (Pallant, 2007). Therefore in this study, 800 number of questionnaires distribution is considered to be adequate to meet the minimum number of 375 sample size based on the Krejcie and Morgan's formula.

3.11 Sampling Technique

Sampling is a useful technique of the data collection which the information will be collected either through interview or questionnaire (Sarantakos, 1998). Purposely, the use of sampling in the research is to collect information regarding the variables from the studied population. It must be noted that the choice of sampling technique in every research should be conducted systematically in ensuring that the generalization of the study is valid and reliable (Butcher, 1973). As for this study, the probability sampling was applied as to avoid a bias selection in getting a total sample from the population. Under this context, the researcher choose a simple random sampling (unrestricted probability sampling design) which enables to every population element has a known and equal chance to be selected as a sample (Idris, 2010; Cooper & Schindler, 2008).

After determining the number of samples needed for the present study, the information on population (immigration officers) has been examined before deciding on the most suitable sampling technique to be carried out. By referring to the data that has been provided by the Immigration Department of Malaysia, the samples for this study were chosen based on the selection of the immigration officers (uniform based employees) who work under the security and defence group, ranging from grades KP 48 to the lowest KP17 (as shown in Table 3.1).

To select the sample, this study employed a disproportionate stratified random sampling technique as it is believed could reduce the sampling error due to the imbalance of population in certain groups (Babbie, 1995; Butcher, 1973). Stratified sampling technique also has its own advantages in providing more information of a given sample

size (Sekaran, 2001). Additionally, a disproportionate stratified sampling method could be applied if some stratum or strata are too small or too large (Kumar, Talib & Ramayah, 2013).

In this sampling technique, the sample was obtained by separating the elements that do not overlapped which is known as strata. This technique has been carried out before applying a simple random sampling for each stratum (Babbie, 1995). To determine a stratified sampling, the total population should be divided by a number of total samples. After that, it is multiplied by each number of subject of one department or organization. The respondents represented (as shown in the Table 3.1) in the sample from each stratum will be proportionate to the total numbers of elements in the respective strata. However, as what has been stated previously, the researcher of this study may use a disproportionate stratified random sampling procedure which the number of sample selection of subjects from each stratum will be altered (Sekaran & Bougie, 2013). This is because, some of the strata were found to be too small and too large (As will illustrated in the Table 3.1).

Table 3.1
Overview of Sample Selection

Gred Jawatan: Keselamatan dan Pertahanan Awam	Population	Percentage	Minimum Sample (Proportionate)	Questionnaire distribution (Disproportionate)
KP48 Penguasa Imigresen	9	0.31	0	9
KP44 Penguasa Imigresen	30	1.03	1	27
KP41/42 Penguasa Imigresen	91	3.13	3	27
KP38 Penolong Penguasa Imigresen	77	2.65	3	40
KP32 Penolong Penguasa Imigresen	235	8.10	8	50
KP32/KP38 Penolong Penguasa Imigresen (ATASE)	7	0.24	0	7
KP27/KP32 Penolong Penguasa Imigresen	446	15.4	15	30
KP27/KP32 Penolong Penguasa Imigresen (ATASE)	17	0.59	1	10
KP26 Pegawai Imigresen	344	11.50	12	100
KP22 Pegawai Imigresen	1607	55.35	55	150
KP17/22 Pegawai Imigresen	8024	276.4	276	350
Total	10887	375	374	800

Source: The Immigration Department of Malaysia, November, 2014

3.12 Data Collection Procedure

This study procedure involves the primary data collection, which involves the data collected from the origin source or first source (Konting, 1990). The purpose of conducting a primary data collection in this study is to examine hypotheses related to the relationship or difference between variables. Meanwhile, the type and amount of data is controlled by the research design, data accessibility and other relevant consideration factors (Oppenheim, 1992). To get the relevant data for the present study, the data collection is conducted via a self-administered survey through the questionnaires distribution. Self-administrated questionnaires was employed to enable the respondents taking the task for reading and answering the questions on their own (Zikmund et al., 2010). It also useful as self administrated questionnaires could cover wider geographical area, provide convenience to the respondents, keep respondentys' identity undisclosed and contain well structured questions. Prior to the survey, the questionnaire has been gone through a proper translation procedures. After setting the questionnaire, the researcher contacted a representative from the Immigration Department of Malaysia to brief about the research that would be conducted. In this stage, the researcher has been informed regarding certain procedures to be followed before distributing the questionnaires.

Before the questionnaire were finally distributed, a formal letter from the researcher attached by UUM university letter was forwarded to the head director (Ketua Pengarah) of the immigration department of Malaysia regarding the intention of the researcher. A sample of the questionnaire was also given to the IDM Head of Director for perusal so that, the research could be clearly understood, and at the same time, to secure the

approval by the Head of Director. A formal written approval by the IDM Head of Director had to be obtained to facilitate the data collection process. With the approval letter attached together with the questionnaire, it could convince the respondents to participate in the research as it may help respondents towards understanding the importance of the research conducted.

The permission on formal approval to conduct the research at the Immigration Department of Malaysia was received in April 2015. The data collection started immediately once the approval was granted. 800 questionnaires have been distributed to six selected immigration offices such as Putrajaya, Bukit Kayu Hitam, Alor Setar, Kangar, Kota Bharu and Johor Baharu (see Table 3.2). Since the number of respondents who are working under the grade KP 41 and above is limited, these 6 locations were chosen due to the possible chances of getting more response from this group.

The representatives of the each selected immigration offices have been contacted to get access to the immigration officers. The representatives was initially briefed regarding the purposed of the research, and the proper way the research would be conducted. A copy of the approval letter from the Head Director of the Immigration Department of Malaysia was also shown to them in order to encourage active participation in the research. The cooperation from the IDM representatives to help distributing the questionnaire was crucial in this data collection process, this is to ensure a good response among the respondents can be received. After that, the questionnaires were handed personally to each of the selected immigration offices representative. In next step, the questionnaires have been distributed by the IDM representative to the respondents based on the respondents' position grades.

To facilitate the respondents answering the questionnaires, the survey package contains a covering letter, a copy of approval letter from the Head Director of the IDM, a questionnaire, a pen and a stamped envelope with the researcher's address on it, were personally distributed to the respondents in all selected offices. The covering letter was included as an implied consent to the participants and ask them to complete the survey. The researcher also has stated that the research is conducted for academic purpose and ensuring to guarantee anonymity and their participation is voluntary.

A stipulate time of two months was given to the respondents and in case of non response after the given time period expired, the follow up was carried out by making phone calls and reminder letters as it is suggested that follow up can increase the response rate (Hopkins & Gullickson, 1992). After the questionnaires had been completed by the respondents, the researcher collected the questionnaires personally from the immigration department offices. Overall, the data collection in this study took two months starting from the early month of June to the mid month of August 2015.

Table 3.2
Distribution of Questionnaires according to IDM Locations

Locations	Distributed Rate
Putrajaya	200
Bukit Kayu Hitam	90
Kota Bharu	100
Kangar	90
Alor Setar	100
Johor Baharu	220
Total	800

3.13 Pilot Study

Pilot study is a small scale project conducted to culls data from respondents that are similar to the target respondents of the study (Zikmund, Babin, Carr & Griffin, 2010). It presents as a direction to guide the researchers for their actual larger study or to examine the vague aspects of the study to discover whether the procedures will work as intended. In other words, pilot study is useful for the purpose of reducing confusion in the format and terminology used in the questionnaire (Sekaran, 2000). In addition, it is the best method to determine whether an actual study can be ran completed. This is due to the reason that the pilot study will help to resolve the problem before conducting the actual research (Leedy & Ormond, 2001).

Through a pilot study, the researchers will be able to acquire useful and meaningful experience. It due to the factor which sometimes the researcher will face some unexpected problems in conducting research (Gay, 1996). The other important benefits of pilot studies are it may help to refine survey questions and reduce flaws in the study (Zikmund et al., 2010) and improves the questions. It is because, pilot study can be applied to test understanding the items used in the questionnaire and to the reliability of the instrument. Moreover, it is necessary to ensure that the language and the structure of the sentence in the questionnaire can be understood by the respondents and to make sure the question are presented in conformity and well match with respondents' experience.

For this study, a pilot test has been conducted by distributing 60 set of questionnaires, ranging among the Immigration Officers of Langkap Perak. A formal letter of approval

to conduct a pilot test has been sent through email to the President of KPISM before the pilot test is conducted. After getting the approval, the researcher managed to meet one of the representative of the KPISM to distribute the questionnaire to the targeted respondents. The feedback of 60 set of return questionnaire has been received two weeks after the questionnaire distribution. As expected, there were some confusions in understanding the words and sentences in the questionnaire. Some sentences have been identified and corrected. Thus, several amendments of the questionnaire have been made.

Table 3.3 illustrates the reliability test result of the pilot study that has been conducted. Cronbach alpha coefficient is used to measure the reliability level of organizational cynicism and job autonomy. As shown in the findings, the Cronbach Alpha for Organizational cynicism is found to be at 0.801. The measurement for organizational justice and job autonomy are shown to be more than 0.7 Cronbach alpha, which is 0.9 for organizational justice and 0.781 for job autonomy. Meanwhile for organizational culture reliability level is found to be at 0.910. Overall, four of the variables indicate the acceptable minimum value level of 0.60 (Sekaran & Bougie, 2010). Therefore, all the measurements of this study have an acceptable level of reliability.

Table 3.3
Reliability Test Result

Variable	Cronbach Alpha
Organizational cynicism	0.801
Organizational Justice	0.963
Job Autonomy	0.781
Organizational Culture	0.910

3.14 Data Analysis

For purposes of data analysis, descriptive analysis, content validity, factor analysis, reliability test, correlation test, multiple regression and multiple hierarchical regression will be performed. These analysis will be run using ‘Statistical Package for Social Science’ (SPSS) program. The following explains each of the analysis that will be carried out in this study.

3.14.1 Descriptive Statistic

Descriptive statistic are the statistics that describe the phenomena of interest (Sekaran, 2003). It represents the means and standard deviations for all variables. This type of data analysis is conducted to show how the original data set is formated for the ease of interpretation and understanding.

In descriptive statistic for example like maximum, minimum, means, standard deviations and variance can be obtained for variables that are measured on an interval scale (Sekaran, 2003; Trochim, 2006). As for the present study, descriptive statistics will be ran to get the feel of the data in general especially regarding the main variables.

3.14.2 Factor Analysis

Factor analysis is a set of techniques used to explain the underlying structure of a data matrix (Hair, Black, Babin & Anderson, 2010; Pallant, 2001) and carried out to decrease the number of variables to a meaningful, interpretable and manageable set of

factors (Sekaran, 2003). It is also performed to measure the construct validity of the instrument which basically “to identify small numbers of themes, dimensions, components or factors underlying a relatively large set of variables” (Meyers, Gamst & Guarino, 2006, p. 465)

Factor analysis also generally known as a data reduction technique which statistically identifying a reduced number of factors from a large numbers of items, known as the measured variables. (Kumar et al., 2013). These identified factors are called latent variable as they are not measured directly. In other words, factor analysis is carried out to identify the overall structure of the relationship between the items. It is performed by identifying the formation of dimensions known as factors (Hair et al., 2010).

To perform factor analysis in the present study, this study uses an exploratory factor analysis (EFA) as it is carried out when there is uncertainty about the number of underlying factors that may be available in the data (Kumar et al., 2013). Thus, it provides flexibility in responding to the patterns revealed in the preliminary of data analysis (Cooper & Schindler, 2008).

To determine the factorability of the construct in exploratory factor analysis, some statistical assumptions in factor analysis were taken in consideration to determine the appropriateness of factor analysis. First, the values of Measure of Sampling Adequacy (MSA) for the individual items should be above 0.50 (Hair et al., 2010). Second, it is suggested that the Barlett' test of sphericity must be significant and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy should be greater than 0.50 (Hair et al., 1998). On the other hand, it is also recommended that the excellent KMO value is

ranging from 0.8-0.9, the range between 0.7 to 0.8 is good and value that range from 0.5 to 0.7 is considered as mediocre (Field, 2000). In terms of factor loading, the cut-off point chosen for significant factors loading in the present study is 1.5, where factor loading of ± 1.5 or larger considered as practically significant for the sample size of 504 samples (Hair et al., 2010).

3.14.3 Reliability Test

Reliability test is a type of data analysis which is carried to analyze the extent to which a variable or set of variables is consistent with what it is intended to measure (Hair et al., 2010). To test the internal consistency of measurement, reliability analysis is performed on the resulting factors (Nunally, 1978).

Cronbach's alpha is a reliability coefficient used to indicate how well the items in a set are positively correlated with one another. Generally, the closer reliability of the 1.0 is better. It is also stated that the reliability of less than .06 are considered weak, meanwhile for the range of 0.70 is acceptable and the reliability which is greater than 0.80 is considered good (Sekaran, 2000; Sekaran & Bougie, 2010). As for overall, the acceptable minimum value of reliability (Cronbach's Alpha) in this study is fixed from 0.60 as suggested by Sekaran & Bougie (2010).

3.14.4 Content Validity

Content validity refers to the sufficiency in which a scale or measure has been sampled from the intended universe or field of content (Pallant, 2010). It pertains to the degree to which the instrument fully assesses or measures the construct of interest (Kumar et al., 2013). In other words, content validity depends on how well the dimension and elements of a concept have been determined (Sekaran, 2003).

With content analysis, it also ensures that the measures includes with an adequate and representative set of items that tap the concept (Sekaran & Bougie, 2013). According to Sekaran & Bougie (2013), the greater the scale items represent the domain or universe of the concept being measured, the greater the content validity. Moreover, it can be functioned on how well the dimensions and elements of a concept have been delineated.

3.14.5 Correlation

Correlation analysis is carried out to describe the magnitude of the linkage between two variables that are measured on a continuous scale. The Pearson correlation is carried out in this study to describe the strength and direction of the relationship between variables. The relationship between organizational justice, job autonomy and also organizational cynicism will be tested using this analysis. A positive correlation indicates that as one variable goes up, so does another. Meanwhile as for negative correlation, it indicates that as one variable goes up, the other goes down (Pallant, 2007).

In Pearson correlation coefficient, r , symbolizes the estimated strength of linear association and its direction between interval and ratio variables based on sampling data and it varies over a range of +1 to -1. In addition, the prefix (+,-) indicates the direction of the relationship either positive or negative, while the numbers are regarded as the strength of the relationship. Which mean, if the number closer to 1, the stronger the relationship; 0 = no relationship (Cooper & Schindler, 2008).

3.14.6 Multiple Regression

Multiple regression is an extension of correlation to a more sophisticated and used to explore the ability in predicting a group of independent variables on a dependent variable (Pallant, 2007). For the present research, the Multiple Regression was conducted to test significant predictors of organizational cynicism from organizational justice (distributive justice, procedural justice and interactional justice) and job autonomy. By using multiple regression test, it may provide understanding how much variance of the dependent variable is explained through the independent variables when theorized to influence simultaneously the former (Sekaran, 2003). In addition, the multiple regression analysis also was used as an inference tool to test hypotheses (Cooper & Schindler, 2008).

3.14.7 Hierarchical Multiple Regression

Hierarchical multiple regression analysis is used to test whether organizational culture (bureaucratic, innovative and supportive) will moderate the relationship of organizational justice (distributive, procedural, interactional) and job autonomy on organizational cynicism.

Chaplin (1991), Cohen and Cohen (1983), Stone and Hollenbeck (1984) and Zedeck (1971) have recommended that hierarchical multiple regression can be used in research to emphasize on the detection of moderating effects. In addition, the use of multiple regression has been suggested as the most appropriate test in detecting moderating effect (Baron & Kenny, 1986)

3.15 Chapter Summary

In conclusion, the research methodology of this chapter is designed to answer all the questions and objectives of the study. It covers research design, research approach, operational definition, measurement, determination of population and sample, data collection procedures, pilot study and method of analysis. The data analysis is provided in the methodology of this study to ensure that the measurements are valid and reliable before the process of answering each research questions.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

An explanation on how the present study was practically carried out was offered in the previous chapter. This chapter is devoted to presenting the results based on the data analysis. There are four sections. First section elaborates introductory section followed by response rate and data inspections and data screening procedures. The second section presents the background of the respondents which includes the demographic of the respondents. In order to verify the validity of the instrument, exploratory factor analysis is performed under the third section. This section also demonstrates the reliability test result of the latent constructs that have been measured. The fourth section contains descriptive analysis test of the variables and intercorrelation between variables. Finally, the last section presents the result of multivariate analysis that test the research hypotheses through multiple regression and multiple hierarchical regression.

4.2 Response Rate and Data Inspection

Generally, response rate is calculated by dividing the number of questionnaires returned or completed number of participants of the survey (Zikmund et al., 2010). As mentioned previously in chapter three on research methodology, about 800 set of questionnaires that have been distributed to the respondents (security and defence officers) from the Immigration Department of Malaysia (IDM). With the minimum of 375 required sample size suggested by Krejcie and Morgan (1970), 518 returned questionnaires have

been received from out of 800 of distributed questionnaires. Upon the data inspection process, 11 copies of questionnaires have been identified unanswered, therefore, these 11 cases have been excluded and 507 of the usable set of questionnaires have been selected for the data entry and data cleaning process.

4.3 Data Screening

It is recommended to conduct a data screening process before analysing the data, where researcher should check for any errors that appear in the data set (Pallant, 2007). In this data screening process, it is also stressed out that a researcher must identify the missing data and the outliers (Hair et al., 2010).

As been applied on this study, the data screening was performed before pursuing with further statistical data analysis. This procedures involves with steps that comprise of several assumptions to be examined such as identification of missing data and also outliers, normality, linearity, multicollinearity of the data and independence of error (Coakes, 2013).

4.3.1 Missing Data

Missing data is a common phenomenon in any research. Although it is a common phenomenon, it is important for the researcher to check if there is any missing data before the analysis as the missing data could badly affect the validity of the research findings (Hair et al., 2010). Generally, missing data falls into two category which is “known versus unknown” processes. The process that are known to the researcher can

be identified as error in the data entry that creates invalid codes. For example, the case listed has a value of 3 (three) for gender. Meanwhile the unknown processes are something that is difficult to be identified, which is most directly related to the respondent. For examples, the unanswered or refusal to respond on the certain questions (Hair et al., 2010).

The process of screening the data have also been conducted in this study to identify if there is any missing data which is known and unknown to the researcher. This process is very important before starting with the next stage of data analysis, as any kind of missing data or scores that fall under the impossible range can distort the statistical analyses. In this study, there were no unknown missing data that have been identified during the data screening process. However, they were some of the known missing data have been detected. To deal with this problem, the original questionnaires have been checked and accessed before deleting the error scores and replace it with the correct scores by referring to the questionnaire that have been given the identification number on each of the questionnaire (Pallant, 2007). For overall in this study, the case of missing data is not alarming.

4.3.2 Detecting Outliers

Outliers are observation with a unique combination of characteristics identifiable as distinctly different from other observation (Hair et al., 2010). In multivariate analysis, outliers are a strange combination of scores on more variables which can distort the analysis (Tabalnick & Fidell, 2007).

After screening and cleaning the data, the next step to be performed is detecting the outliers. Like missing data, outliers can also seriously impact to the validity of any type of empirical research findings (Pallant, 2011; Hair et al., 2010). Therefore, due to the seriousness of the impact of outliers, it is necessary to examine the data for the presence of outliers. One of the most familiar way to examine the outliers is by opting mahalanobis distance which refers to the distance of a case from centroid of remaining cases where the centroid is the point created at the intersection of the means of all variables (Tabalnick & Fidell, 2007). With this regard, mahalanobis distance is employed to test the appearance of outliers in this study.

As stated in a rule of thumb, the maximum mahalanobis distance shout not exceed the critical chi-square value degree of freedom equal to the numbers of predictors and alpha = 0.001 (Hair et al., 2010; Tabalnick & Fidell, 2007; Cohen, Cohen, West & Aiken, 2003). Given the numbers of predictor variables (3) representing the degree of freedom in the χ^2 table at $P>0.001$, the chi-square value was found as 16.27. As a result, a total of 3 outliers that exceed the value of 16.27 were identified and removed. Which means, 3 observations were excluded, while 504 cases (63%) of complete responses were retained for the use of further subsequent analysis. With the response rate of 504 questionnaires , this indicates that the obtained sample size was appropriate according to the rules of thumb purposed by Krejcie and Morgan (1970); Bryman and Bell (2003) and Pallant, (2007).This response rate is also considered as acceptable since it involves with hard work, tremendous effort and extra financial cost.

Therefore, as a result of this process, the obtained data was valid in proceeding further analysis such as factor analysis, multiple regression and hierachal multiple regression.

Table 4.1 below demonstrates the details of questionnaires response rate that have been received based on the IDM selected locations.

Table 4.1

Percentage of Respondents according to IDM Locations (n = 504)

Locations	Distributed rate	Returned Rate	Usable rate	Valid Response Rate
Putrajaya	200	125	120	119
Bukit Kayu Hitam	90	50	50	50
Kota Bharu	100	63	63	63
Kangar	90	80	80	79
Alor Setar	100	54	54	54
Johor Baharu	220	146	140	139
Total	800	518	507	504
Percentage (63%)		(65%)	(63%)	

4.3.3 Assessment of Linearity

The presence of linear relationship between variables is an important prerequisite in order to perform multivariate analysis such as the multiple regression analysis test. Another assumption to meet in the regression analysis is the linearity test. The assessment of linearity was carried out based on the examination via scatterplot test and it represents the degree to which the change in the dependent variable is associated with independent variables. As exhibited in figure 4.1. The shape of scatter plots and slopes of the linearity line verified the linearity between variables.

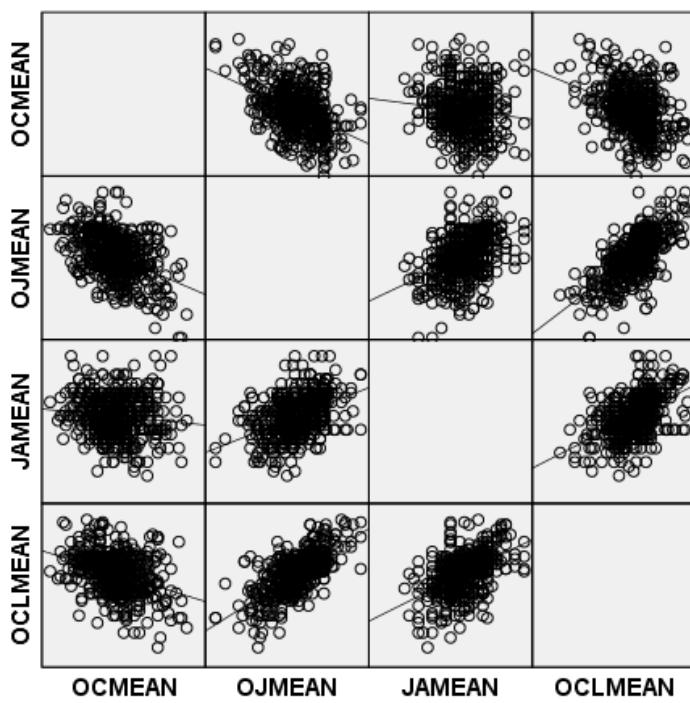


Figure 4.1:
Scatter Plots of Variables

4.4.4 Assessment of Normality

Subsequent to the outliers detection is the normality test. Normality is the most fundamental assumption in multivariate analysis. It is referred to the shape of the data distribution for an individual metric variable and how it correspond to the normal distribution. It is also known as the benchmark for statistical method (Hair et al., 2010). Similar to the missing data and outliers, normality also is very critical in many statistical methods as it will significantly impact the results of the data.

There are various ways to test normality such as through graphical method to visualise the random variables distribution or by comparison between theoretical and empirical distribution or through numerical representation of summary statistic such as skewness

and kurtosis. Skewness and kurtosis are two ways that can be used to conduct statistical test of normality (Tabachnick & Fidell, 2007; Hair et al., 2010). The skewness values provide an indication of the distribution symmetry, meanwhile, kurtosis values provide information related to the “peakedness” or “flatness” of the distribution compared to the normal distribution (Hair et al., 2010).

In comparing these two method (graphical method and numerical method) to test the normality, graphical methods is believed to be the simplest way in terms of interpreting the normality of the data whilst with the numerical method, researcher can easily assess the level to which the skewness and peakedness of the distribution differ from the normal distribution (Hair et al., 2010). Following Tabachnick and Fidell (2007), suggested that skewness and kurtosis must not be greater than +2 or -2 standard deviations from the mean, any scores that above + 2 or - 2 must be eliminated.

In the present study none of the variables had skewness and kurtosis index that greater than +2 or -2. This result is obtained through Z-skewness test with the formula used by dividing skewness measure by its standard error. The results in the table 4.2 below indicates that the data for these variables were normally distributed because the value obtained fell within +2 and -2 according to Tabachnick and Fidell (2007).Therefore, the data appeared to have normal distribution and considered appropriate for parametric analysis test.

Table 4.2
Results of Z Skewness For Normality Test.

Variables	Skewness	Std Error of Skewness	N	Z Skewness	Kurtosis
Organizational Cynicism	0.255	0.109	504	2.339	0.217
Organizational Justice	- 0.259	0.109	504	-2.376	0.217
Job Autonomy	0.080	0.109	504	0.733	0.217
Organizational Culture	0.266	0.109	504	2.440	0.217

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4.4.5 Assessment of Multicollinearity

One of the key major requirements in engaging in multiple regression is to examine the multicollinearity of the predictors, and it is highly recommended prior testing the hypothesized model (Hair et al., 2010). Multicollinearity is detected when one independent variable is too highly correlated with another one independent variable where the correlation value is greater than 0.90 (Hair et al., 2010). This can be examined by checking through at the tolerance value and Variance Influence Factor (VIF). Tolerance value is the amount of variability of selected variable that not explained by

the other independent variable whilst, Variance Influence Factor (VIF) is tolerance's inverse.

It is suggested that VIF that equal to zero indicates that these variables are not correlated to each other (no multicollinearity) and the cut off value of 10.00 is regarded as an acceptable VIF (Hair et al., 2010). That is to say, any value which below this cut off points shows that there is no problem in terms of multicollinearity (Tabachnick & Fidell, 2007).

As for this study, the VIF value indicates to be below the cut off point of 10. This can be viewed based on the table 4.3 where the tolerance value range between 0.4 and 0.7 while VIF values range between 1.3 and 2.5 which is considered as acceptable limit. Therefore, the result signified that there was no multicollinearity found among predictors in this study. The more details assessment of multicollinearity is further discussed in multiple regression analysis where tolerance values and variance inflation matrix (VIF) values are accessed to examine the occurrence of multicollinearity.

Table 4.3:
Result for Test of Multicollinearity

Variables	Collinearity Statistics	
	Tolerance	VIF
Organizational cynicism	.514	1.944
Job Autonomy	.731	1.368
Organizational Justice	.471	2.121

4.4 Demographic Profile of Respondents

This section revealed IDM officers' profile according to their gender, age, marital status, education, ethnic group, years of working experience and service scheme as illustrated in the table 4.4.

Table 4.4
Respondents Demographic Profile

Respondents' Demographic Profile (n=504)

Age	Frequency	Percent
25 and Below	47	9.3
26 – 35	281	55.8
36 – 45	105	20.8
46 – 55	47	9.3
56- and above	24	4.8
Gender	Frequency	Percent
Male	272	54.0
Female	232	46.0
Race	Frequency	Percent

Malay	472	93.7
Chinese	6	1.2
Indian	14	2.8
Others	12	2.4
Marital status	Frequency	Percent
Single	99	19.6
Married	387	76.8
Divorced	15	3.0
Widowed	3	0.6
Academic	Frequency	Percent
Secondary	245	48.6
Diploma	176	34.9
Degree	72	14.3
Master	6	1.2
Others	5	1.0
Length of Service	Frequency	Percent
2 years and below	61	12.1
3 to 5 years	62	12.3
6 to 8 years	150	29.8

Position (Grade)	Frequency	Percent
More than 8 years	231	45.8
KP48 Penguasa Imigresen	3	0.6
KP44 Penguasa Imigresen	6	1.2
KP41/42 Penguasa Imigresen	4	0.8
KP38 Penolong Penguasa	13	2.6
Imigresen	18	3.6
KP32 Penolong Penguasa	0	0
Imigresen		
KP32/KP38 Penolong Penguasa	40	7.9
Imigresen (ATASE)		
KP27/KP32 Penolong Penguasa	6	1.2
Imigresen		
KP27/KP32 Penolong Penguasa	25	5.0
Imigresen (ATASE)	77	15.3
KP26 Pegawai Imigresen	312	61.9
KP22 Pegawai Imigresen		
KP17/22 Pegawai Imigresen		

As shown in the table 4.4, most of the respondents were mostly at the age of 26-35 years old which comprised of 55.8%, while 20.8 % of the respondents are at age between 36-45 years old. It also revealed that 9.3 % respondents were at the age of 46-

55 and 25 years old and below. Whilst another 4.8% of the respondents were at 56 years old and above. Details on age profile were as revealed in Table 4.4.

Next respondents' demographic profile was gender. As demonstrated in the Table 4.4, 54% were male and 46% were female immigration officers. The difference in gender sample of 8% occurred since male officers outnumbered female officers in actuality.

The table also depicted on the ethnic groups of the respondents. Malay was the largest ethnic group with the percentage of 93.7% (n=472). Others group which were Chinese, Indian and others were only 2.4%.

Next, is the marital status of the respondent as exhibited in Table 4.4. As illustrated on the table, a majority of the respondents are married. The statistic showed 76.8% of the respondents were married, followed by 19.6% for single respondents and others were widowed for 0.6% and divorcee who were of 3%.

On the other hand, the table 4.4 also pointed out the respondents' education level. It indicated majority 48.6% of the respondents were passed secondary school education level (SPM/ STAM and STPM holders). While Diploma, Degree and Master holders were 34.9 %, 14.3 %, 6% respectively while others were 1% from the total respondents.

Subsequently, respondents' working experience depicted most of respondents had served for more than 8 years (45%, n=231). Whilst 29.8% respondents had worked in the Immigration Department for between 6-8 years. Those officers who had worked for

between 3 to 5 years were 12.3% and additionally, another 12.1% of the respondents had served The Malaysia Immigration Department between 2 years and below.

Lastly, information on all of the employees grade scheme as emphasized in table 4.4 revealed majority 61.9 of the respondents were under the scheme KP 26 . Whilst the lowest number of the respondents were under the top position scheme (grade KP48) which comprises of 0.6 % (n=3) of the employees.

4.5 Goodness of Measurement

In order to test the goodness of measures, two procedures must be attained before proceeding the main analysis. First, a validity test conducted through factor analysis and second, a reliability analysis. The results of the factor analysis and reliability analysis for all the items tapped for the independent variables and moderating variable were included in the present study.

4.5.1 Construct Validity

As described in Chapter 3, most of the items used to measure the variables are modified from the previous literature. Although the measurement of the items has been confirmed in terms of reliability and validity in the past studies, it still needs to be tested to see whether they fit within the context of this study. This study is undertaken in Malaysia context, which may not same with the western context. Furthermore, the exist literature in the private organizations and developed countries also may have different environment compared to Malaysia context.

Before proceeding to the further tests, it was necessary to test the validity and the reliability of the constructs. Exploratory Factor Analysis (EFA) by utilizing the principal components method like Principal Component Analysis (PCA) was performed in order “to identify small number of themes, dimensions, components or factors underlying a relatively large set of variables” (Meyers, Gamst, & Guriano, 2006, p.465). PCA is a factor extraction process that associates to the formation of uncorrelated linear combination of the variables (Everitt & Dunn, 1983). As a single item represents a part of a construct, a combination of items is needed to explicate the whole construct.

Factor analysis has been carried out in this study to determine the validity on all items measuring construct of organizational justice, job autonomy and organizational culture in order to make sure that all the measurements used in the present study has construct validity. It is recommend that a sample size of 300 as appropriate for conducting factor analysis (Tabachnick & Fidell, 2001). Therefore, the 504 sample size of this study was large enough to run factor analysis. While any items that have high cross loading were removed from the analysis (Hair et al., 2010). For example, if the loading item for any factor that has less than 0.10 difference loading, the item is removed to avoid high cross loadings problem (Ramayah , Rouibah , Gopi & Rangel, 2009 ; Snell & Dean , 1992). Following are the findings of the results pertaining to factor analysis of variables used in the present study.

4.5.1.1 Factor Analysis on Organizational Cynicism

Exploratory factor analysis was conducted on 14 items for measuring organizational cynicism. Through the analysis, item such as OC 11 was found to have a high crossloading. Therefore, this item was removed and was not remained for further analysis. The further result for organizational cynicism factor analysis is shown in table 4.5.

As exhibited in table 4.5, The Kaiser-Meyer –Olkin (KMO) measure of sampling adequacy was 0.900, exceeding the recommended value of 0.50 (Hair et al., 2010). Barlett sphericity test was also found to be significant ($p=0.000$). The values of communalities among the items are substantially good, ranging from 0.460 to 0.471. Moreover, the test of the measure of the sampling adequacy (MSA) for each item falls in acceptable range, which is between 0.930 to 0.895 as shown in Appendix B. Additionally, the result of the varimax rotated analysis revealed the existence of three factors with eigenvalue greater than 1 explained by 63.732% of the variance in the data. The screen plot also reported two clear components.

Table 4.5
Results of Factor Analysis for Organizational Cynicism

	Items	Factor Loading		
		1	2	3
OC1	I believe that my organization says one thing and does another		0.654	
OC2	My organization's policies, goals, and practices seem to have little in common			0.616
OC3	When my organization says it's going to do something, I wonder if it will really happen		0.638	
OC4	My organization expects one thing of its employees, but rewards another		0.632	
OC5	I see little similarity between what my organization says it will do and what it actually does			0.780
OC6	When I think about my organization, I experience aggravation		0.841	
OC7	When I think about my organization I get angry		0.807	
OC8	When I think about my organization, I get tension		0.848	
OC9	When I think about my organization, I feel a sense of anxiety		0.806	
OC10	I complain about what is happening in the work to my friends beyond my institution		0.699	

OC12	I often talk to others about the ways things are run in my organization	0.778
OC13	I criticize my organization practices and policies with others	0.356 0.776
OC14	I find myself mocking my organization's slogans and initiatives	0.417 0.623
Eigenvalue		8.902 2.659 1.391
% of Variance		46.852 13.997 7.321
Kaiser-Meyer-Olkin (KMO)		0.900
Bartlett sphericity test		3316.576
Df		78
Sig		0.000

4.5.1.2 Factor Analysis On Organizational Justice

Exploratory Factor Analysis (EFA) was carried out on organizational justice comprising three main categories: Distributive Justice, procedural justice and interactional justice with 19 total items. Table 4.6 shows the number of items of each dimension of the organizational justice the result depicted the factor loadings of each item of organizational justice showed to be the range between 0.308 and 0.879.

The communalities values among the items are also quite high ranging up to 0.880

Table 4.6 also indicates that the KMO measure for organizational justice is 0.934, exceeding the recommended value of 0.50 which is appropriate to be utilized in the factor analysis (Hair et al., 2010). Bartlett sphericity's value for the study is 7265.542 with a significant level of 0.000. Both KMO measure and Bartlett test of sphericity

results indicate that the items utilized satisfied and fulfill the requirements for factor analysis. Meanwhile, the Measures of Sampling Adequacy (MSA) value for all items is within the acceptable range which is between 0.937 and 0.919. The scree plot also reported clear component (as shown in appendix B). In addition, the result of the varimax rotated analysis showed the existence of three factors with eigenvalue greater than 1 explained by 68.171% of the variance in the data and therefore implying that factor analysis could be made applicable to the organizational justice items.

Table 4.6
Results of Factor analysis for Organizational Justice

Items	Factor Loading		
	1	2	3
OJ1 I am fairly rewarded considering the responsibilities I have		0.843	
OJ2 I am fairly rewarded with the amount of experience I have		0.871	
OJ3 I am fairly rewarded for the amount of effort I put forth		0.879	
OJ4 I am fairly rewarded for the work that I have done well		0.869	
OJ5 I am fairly rewarded for the stressors and strains of my job		0.802	
OJ6 The Procedures are designed to collect accurate information necessary for making decisions	0.595		
OJ7 The organization procedures are designed to provide opportunities to challenge the decision		0.386	
OJ8 The procedures are designed to have all sides affected by the decision represented		0.737	
OJ9 The procedures are designed to generate standards so that decisions could be made with consistency		0.848	

OJ10	The procedures are designed to hear the concerns of all those affected by the decision	0.798
OJ11	The procedures are designed to provide useful feedback regarding the decision	0.835
OJ12	The procedures are designed to its implementation	0.799
OJ13	The procedures are designed to allow for requests for clarification or additional information about the decision	0.749
OJ14	The organization always considered my viewpoint	0.706
OJ15	The organization was able to suppress personal biases	0.688
OJ16	The organization provided me with timely feedback about the decision and its implications	0.706
OJ17	The organization treated me with kindness and consideration	0.722
OJ18	The organization showed concern for my rights as an employee	0.768
OJ19	The organization took steps to deal with me in a truthful manner	0.757
Eigenvalue	8.036	2.598
% of Variance	50.228	16.240
Kaiser-Meyer-Olkin (KMO)	0.934	
Bartlett sphericity test	7265	
Df	171	
Sig	0.000	

4.5.1.3 Factor Analysis on Job Autonomy

The result of EFA on the job autonomy as exhibited in Table 4.7. Based on the finding, The Kaiser-Meyer-olkin (KMO) measure of sampling adequacy value was 0.778. Bartlett sphericity test was also found to be significant ($p=0.000$). The values of communalities among the items were reasonably good, ranging up to 0.656 as depicted in Appendix B.

Meanwhile, the Measures of Sampling Adequacy (MSA) value for all items is within the acceptable range that is between 0.932 and 0.892. Besides that, the factor analysis result indicated two factors extracted with eigenvalue greater than 1 explaining 53.789% of variance in the data. The result also revealed an acceptable factor loading which is ranged from 0.743 to 0.802, which were acceptable based on the criterion set.

Table 4.7

Results of Factor Analysis for Job Autonomy

Items	Factor Loading	
	1	2
JA1 My job requires high level of skills		0.798
JA 2 My job requires me to learn new things		0.784
JA 3 My job requires non repetitive jobs	0.422	
JA4 My job requires creativity		0.724
JA5 My job allows me freedom to decide how to organize my work	0.743	
JA6 My job allow me to make decisions on my own		0.791
JA7 My colleagues are helpful in assisting in one's	0.615	

own decisions			
JA 8 I am allowed to say over what had happened	0.699		
Eigenvalue	2.859	1.444	
% of Variance	35.734	18.055	11.373
Kaiser-Meyer-Olkin (KMO)	0.778		
Bartlett sphericity test	826		
Df	6		
Sig	0.000		

4.5.1.4 Factor Analysis of Organizational Cultures

Exploratory factor analysis was carried out on 15 items for measuring organizational culture, consisting of three main categories namely Bureaucratic Culture, Innovative Culture and Supportive Culture. As exhibited in Table 4.8, The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.908, exceeding the recommended value of 0.50 (Hair et al., 2010). Barlett sphericity test was also found to be significant ($p=0.000$). Moreover, the test of the measure of the sampling adequacy (MSA) for each item falls in acceptable range, which is between 0.889 to 0.938 as shown in Appendix B.

The values of communalities among the items are also fairly high up to 0.815. Additionally, the result of the varimax rotated analysis revealed the existence of two factors with eigenvalue greater than 1 explained by 58.924% of the variance in the data. The screen plot also reported two clear components.

Table 4.8
Results of Factor Analysis for Organizational Culture

Items	Factor Loading		
	1	2	3
OCL1 Strict control mechanisms are applied to evaluate the performance of employees			.674
OCL2 Employees must follow specific rules and procedures in performing tasks			.602
OCL3 Punishment is applied strictly when employees violate the working rules and procedures			.661
OCL4 Employees must follow formal channels to communicate with one another			.566
OCL5 Line of authority is clear and specified			.650
OCL6 Risk-taking is permitted while employees are performing tasks			.572
OCL7 The top management provides organizational climate that fosters innovation			.771
OCL8 The top management encourage employees to initiate new ideas to perform tasks better			.844
OCL9 Employees are allowed to apply new ideas to enhance work quality			.826
OCL10 Open dialogues and meetings are set by employees from different units to develop new ideas			.732

OCL11	We share social activities (Examples: Leisure, sports, religious activities)	.639	
OCL12	We help one another in performing tasks	.805	
OCL13	There is a free exchange of opinions among employees to enhance task quality	.718	
OCL14	We trust one another	.747	
OCL15	Teamwork is supported by the top management in performing tasks	.597	
Eigenvalue	6.040	1.513	1.285
% of Variance	40.268	10.089	8.568
Kaiser-Meyer-Olkin (KMO)	0.908		
Bartlett sphericity test	3204.412		
Df	105		
Sig	.000		

4.5.2 Reliability Analysis

A reliability test was performed in this study in order to measure internal consistency across items by Cronbach Alpha. Based on the factor analysis results, the minimum value of 0.60 is generally sufficient to be accepted for the research (Sekaran & Bougie, 2010). Meanwhile a reliability which reach over 0.80 is considered good (Hair et al., 2010; Pallant, 2007). Table 4.9 summarized the reliability coefficient of the measures, while the details of the SPSS output is exhibited in Appendix C.

As shown in Table 4.9, the Cronbach alpha for organizational cynicism, dimensions of organizational justice, job autonomy and organizational culture dimensions range from 0.7 to 0.9, reaching the minimum accepted reliability as suggested by Sekaran & Bougie, 2010). Overall, the present studies indicate that the reliability test that have been undertaken on the items showed that all measurement were internally consistent and reliable. Thus, the results suggest that the variables were suitable for further analysis.

Table 4.9
Cronbach's Alphas of the Variables after Factor Analysis (n=504)

Variables	Items	Cronbach
Alpha		
Organizational Cynicism	13	0.868
Organizational Justice	18	0.936
Distributive Justice	5	0.949
Procedural Justice	8	0.898
Interactional Justice	6	0.894
Supportive Culture	5	0.830
Job Autonomy	8	0.738
Organizational Cultures	15	0.890
Bureaucratic Culture	5	0.736
Innovative Culture	5	0.827

4.6 Restatement of Hypotheses

Proceeding with the results of factor analysis, this section restates the hypotheses as derived from the factor analysis presented earlier in this chapter. The hypotheses are

also concerned with the moderating effects of organizational cultures on the relationship between organizational justice, job autonomy and organizational cynicism. Proceeding with the results of factor analysis, the hypotheses were restated as follows.

- H1: Organizational justice is negatively related to organizational cynicism
- H1a: Distributive justice is negatively related organizational cynicism
- H1b: Procedural justice is negatively related to organizational cynicism
- H1c: Interactional justice is negatively related to organizational cynicism
- H2: Job autonomy is negatively related to organizational cynicism
- H3: Organizational Culture moderates the relationship between organizational justice, job autonomy and organizational cynicism.
- H3a: Bureaucratic culture moderates the relationship between distributive justice and organizational cynicism.
- H3b: Bureaucratic culture moderates the relationship between procedural justice and organizational cynicism.
- H3c: Bureaucratic culture moderates the relationship between interactional justice and organizational cynicism.
- H3d: Bureaucratic culture moderates the relationship between job autonomy and organizational cynicism.

H4: Organizational culture moderates the relationship between organizational justice, job autonomy and organizational cynicism

H4a: Innovative culture moderates the relationship between distributive justice and organizational cynicism

H4b: Innovative culture moderates the relationship between procedural justice and organizational cynicism.

H4c: Innovative culture moderates the relationship between interactional justice and organizational cynicism.

H4d: Innovative culture moderates the relationship between job autonomy and organizational cynicism.

H5: Organizational Culture moderates the relationship between organizational justice, job autonomy and organizational cynicism.

H5a: Supportive Culture moderates the relationship between distributive justice and organizational cynicism.

H5b: Innovative Culture moderates the relationship between procedural justice and organizational cynicism.

H5c: Supportive Culture moderates the relationship between interactional justice and organizational cynicism.

H5d: Supportive Culture moderates the relationship between job autonomy and organizational cynicism.

4.7 Descriptive Analysis for Major Variables.

The general statistical description of variables employed in this research was examined through descriptive statistic which consists of means, standard deviation, minimum and maximum were calculated for the independent variables, the moderating variable. The results of these statistical values are shown in Table 4.10

Table 4.10
Descriptive Statistic for Major Variables

Variables	Mean	SD	Minimum	Maximum
Organizational cynicism	2.7440	0.64702	1.00	4.77
Organizational Justice:				
Distributive Justice	3.1044	.91611	1.00	5.00
Procedural Justice	3.4363	.62408	1.00	5.00
Interactional Justice	3.1822	.72396	1.00	5.00
Job Autonomy:	3.3676	.55852	1.75	5.00

Organizational Cultures:				
Bureaucratic Culture	3.5583	.59321	1.40	5.00
Innovative Culture	3.3635	.70574	1.00	5.00
Supportive Culture	3.6952	.67737	1.00.	5.00

As for the interpretation of the result, the result were measured on a five- point scale. Thus, a score of less than 2.33 is considered to be low (1= the lowest mean value). While a score of a score of 3.67 is considered high (5= the highest mean value) and the score that came in between is considered to be moderate. The standard deviation explains the variability or spread of the sample distribution values from the mean, and is perhaps the most valuable index of dispersion (Hair et al., 2010; Zikmund et al., 2010). If the estimated standard deviation is large, the responses in a sample distribution of numbers do not fall closer to the mean of the distribution. If the estimated standard deviation is small, the distribution values are closer to mean (Hair et al., 2010). On the other hand, if the estimated standard deviation is lower than 1, means that the respondents were very consistent in their opinions, while if the estimated standard deviation is larger than 3, it indicates the respondents had a lot of variability in their opinions (Hair et al., 2010).

Table 4.10 also presents the summary of means of independent variables, moderating variables and dependent variable. The mean for all variables are shown to be between 2.7 and 3.6. In general, it is found that most of the variables had mean values more than 3.0 (Organizational justice: Distributive justice, procedural justice, interactional justice, job autonomy, organizational culture: bureaucratic culture, innovative culture and

supportive culture), meanwhile organizational cynicism indicated to have a lower mean value of less than 3.0.

Meanwhile, in answering the first question regarding the level of cynicism among the respondents, Table 4.10 shows the mean score of organizational cynicism to be at 2.7440. This signifies that organizational cynicism among the respondents is significant at a moderate level. Additionally, the standard deviation showing the score of 0.64 which the value is lower than 1, indicating that the respondents were very consistent with their opinions.

With regards to organizational justice variables and job autonomy, the mean value for procedural justice of 3.43 was relatively higher than the other organizational justice variables namely distributive justice and interactional justice. This means that the IDM officers perceived higher fairness in terms of organizational procedures justice compared with the other types of justice. In addition the mean of job autonomy is shown to be at 3.36 with 0.5 standard deviation.

For organizational culture, supportive culture had the highest mean of 3.69 with a standard deviation of 0.67 and minimum and maximum scores of 1.0 and 5.0, respectively. While bureaucratic culture shows the lower mean of 3.56, also with a standard deviation of 0.59. On the other hand, innovative culture had a mean score of 3.36, with 0.7 standard deviation.

1.7.1 Organizational Cynicism Level among the Respondents:

4.7.1.1 T Test

It is quite interesting to explore if there is any difference in the level of organizational cynicism across various profiles of the respondents. The T test was used in this study to compare the level of organizational cynicism between genders of the respondents. Based on the result shown in the Table 4.11, it shows that there is no statistically significant difference in the mean score of organizational cynicism between male and female respondents. Therefore, this finding indicates that different gender did not show any differences in organizational cynicism level between male and female IDM officers. The details of the T Test statistical output is depicted in Appendix D.

Table 4.11
Organizational Cynicism Based On Gender

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
Organizational cynicism	Male	272	2.7432	0.65676	0.03982
	Female	232	2.7450	0.63682	0.04181

4.7.1.2 ANOVA

Next, the one way ANOVA test was conducted in this study to investigate the difference of organizational level between groups of age, race, marital status, years of working experience and employees' grade service schemes. Based on the analysis result, table 4.12 revealed no significant difference on respondents' profile such as groups of age,

race, marital status, years of working experience and grade scheme. Detailed results as in table 4.12 and Appendix D.

Table 4.12
Organizational Cynicism Based on Respondents' Group Profile.

Variables	F-Value (p value)
Age	1.890 (0.111)
Race	1.049 (0.371)
Marital Status	0.903 (0.440)
Academic Background	1.549 (0.187)
Working Experience	2.285 (0.078)
Position (Grade)	1.727 (0.080)

4.8 Correlation Analysis

The correlation analysis was conducted to explain the direction, strength and significance of the relationship among variables that are measured in an interval or ratio level (Sekaran & Bougie, 2010). This test is prior to hypothesis testing in order to determine the extent to which they were related. The correlation analysis also performed to inspect multicollinearity if there are two or more independent variables are highly correlated, which brings confusion in determining the importance of predictor variables. High multicollinearity is believed to increase the variance of regression coefficients which affect the validity of the regression. As indicated by

Cooper and Schindler (2003); and Allison (1999) the correlations of 0.8 or higher are considered as problematic.

In this present study, Pearson (r) correlation was used to examine the correlation in order to obtain an understanding of the relationship between variables of study. Table 4.13 presents organizational justice dimension namely distributive justice, procedural justice and interactional justice and job autonomy were found negatively correlated with organizational cynicism (Distributive Justice: $r = -0.388$, $p < 0.01$ and significant at 0.000; Procedural Justice : $r = -0.314$, $p < 0.01$ and was significant at 0.000 and Interactional Justice : $r = -0.434$, $p < 0.01$ indicated to be significant at 0.000). Additionally, job autonomy was also shown to be negatively correlated with organizational cynicism ($r = -0.106$, $p < 0.01$). Based on the results, the negative relationship indicates that high organizational justice and job autonomy are more likely to reduce organizational cynicism than with lower organizational justice and job autonomy. The output details of correlation are depicted in Appendix E.

Table 4.13
Correlation of Variables

Variable	1	2	3	4
Organizational Justice				
Distributive Justice				
Procedural Justice	0.423**			
Interactional Justice	0.617**	0.589**		
Job Autonomy	0.309 **	0.368 **	0.405 **	
Organizational cynicism	-0.397**	-0.331**	-0.440**	
	0.121**			

Note: * $p < 0.05$; ** $p < 0.01$

4.9 Test of Hypotheses

In order to test hypotheses, multiple regression analysis were performed to predict the influence of organizational justice and its dimension namely distributive justice, procedural justice and interactional justice and job autonomy towards organizational cynicism. However, the data was first examined before performing the analysis. This is to identify whether there is any serious violations of the basic assumption underlying regression analysis such as linearity, normality, and homoscedasticity (Hair, 2010). Based on the evaluation of assumptions, it indicates no violation of the assumptions and the Variance Influence Factor (VIF) value did not reveal any sign of multicollinearity effect of predictor variables on the dependent variables.

Another concern on this present study is to find out whether organizational culture moderates the relationship between predictors (organizational justice dimensions and job autonomy) and dependent variable (organizational cynicism). This test has been conducted through Hierarchical Multiple Regression analysis. In order to test the moderating effect, the guidelines that were established by Baron and Kenny (1986) were used in this study. Based on the hypotheses that have been developed in this study, the choice of the significant level for both multiple regression and multiple hierarchical regression was set at $p < 0.5$ and $p < 0.01$ (Cooper & Schindler, 2003; Hair et al., 1998).

4.9.1 Multiple Regression Analysis on the Relationship Between Organizational Justice, Job Autonomy and Organizational Cynicism

Multiple regression analysis has been carried out prior to proceeding the Hierarchical Regression Analysis. The objective of conducting multiple regression analysis was to find out the predictive power of independent variables (organizational justice: distributive justice, procedural justice and interactional justice and job autonomy) in influencing dependent variable (organizational cynicism). In addition, this analysis was employed due to its ability to perform rigorous and simultaneous assessment of the independent variables.

Before the multiple regression analysis was performed, there were several procedures that have been followed to ensure whether the data meets the prerequisites for advance multivariate analysis. First, the assumption of normality in this study was verified through histogram and normal P-P plot as presented in Appendix F. A view from the histogram given in Appendix F exhibited satisfactory normal distribution where shaped curve signifies that the data came from normal distribution. While normal probability plot demonstrated a normal distribution as the data points lay on the straight line.

In second step, the linearity and homoscedasticity of the data was verified through examining the scatter plot diagram as demonstrated in Appendix F. Based on the scatter plot, linearity of the data was ensured as the scatter dots lay almost equally within the desired range of ± 3 on either side of the fit line. In addition, the scatter plot illustrates that there is no clear relationship between predicted values and standardized residual.

This verifies the variance of dependent variable is same for the entire data, indicating that the assumption relative to homoscedasticity is correct.

Following to that, tolerance and variance inflation factor (VIF) values were examined in order to investigate whether multicollinearity exist in the data. The values of 0.471 and 2.123 for tolerance and VIF were respectively well acceptable as tolerance value is greater than 0.10 and VIF value is lower than 10 (Hair et al., 2010; & Myers, 1990). Therefore, the results for tolerance and VIF signifies no multicollinearity is detected between independent variables.

To ensure that errors of variance are independent or autocorrelation does not exist, Durbin-Watson value was monitored and found to be at 1.948. This value indicates a desirable value for Durbin-Watson which lies between the ranges of 1.5 to 2.5 whereby a value of less than 1 or greater than 3 is considered as beyond acceptability (Durbin & Watson, 1951). With this regard, the value of 1.948 assured that the errors of variance are independent. Therefore, there was no problem of autocorrelation in the data. To sum up, all the assumptions of performing the multiple regression analysis were satisfied.

The results shown in Table 4.14 indicates that organizational justice which comprises of distributive justice, procedural justice and interactional justice and also job autonomy explained 23% of the variance of organizational cynicism, $R^2= 0.233$, ($F=37.859$), $p < 0.001$; $Sig=0.000$, $p < 0.05$). This signifies that 23% of organizational cynicism is exist due to a change in predictors of organizational cynicism. The result in Table 4.14 also revealed that the distributive justice ($\beta=-0.201$, $p < 0.001$; $Sig 0.000$, $p < 0.05$), Procedural Justice ($\beta=-0.111$, $p < 0.001$; $Sig 0.025$ $p < 0.05$) and interactional

justice ($\beta=-0.294$, $p =0.000$; $\text{Sig } 0.000$ $p < 0.05$) of organizational justice have significant negative relationship between organizational cynicism. In addition, it also indicates that job autonomy has a negative significant relationship between organizational cynicism ($\beta=0.101$, $p =0.001$; $\text{Sig } = 0.022$ $p<0.05$). Therefore, organizational cynicism could be overcome when organizational justice (distributive justice, procedural justice and interactional justice) and job autonomy is given focus attention. The summary and details of multiple regression result is presented in Appendix F.

Table 4.14
Results of Regression Analysis

Variables	Standardized Coefficients		
	Beta	T value	P value (sig)
Organizational Justice:			
Distributive Justice	-0.201	-4.012	0.000
Procedural Justice	-0.111	-2.248	0.025
Interactional Justice	-0.291	-5.102	0.000
Job autonomy	0.101	2.304	0.022
R ²			0.233
Adjusted R ²			0.227
F Value			37.859
F Value Sig			0.000
Durbin-Watson			1.948

4.9.10 Testing of Moderating effect

This section presents the result concerning the interaction test between organizational cultures with predictor variables (organizational justice and job autonomy) and dependent variable (organizational cynicism). A hierarchical multiple regression has been carried out to analyse and find out which types of organizational culture has a moderating effect.

With based on the hypothesis H3 and H4, it was predicted that each dimension of the organizational cultures (bureaucratic culture, innovative culture and supportive culture) moderate the relationship between organizational justice variable dimensions (distributive, procedural and interactional), job autonomy and organizational cynicism. To test the moderating effect, the guidelines that have been established by Baron and Kenny (1986) were used in this study.

Based on the summary and details (presented in Appendix G) of the hierarchical multiple regression results, it revealed that bureaucratic culture only make a significance interaction between job autonomy and organizational cynicism. While innovative culture shown a significance moderating effect between interactional justice, job autonomy and organizational cynicism. Whilst, there is no other significance interactions have been found in supportive culture in this test. Therefore, this study partially supports the hypotheses 3 and hypotheses 4, which indicating that hypotheses H3d, H4c and H4d are supported, while the other hypotheses are rejected.

4.9.10.1 The Moderating Effect of the Bureaucratic culture on the Relationship between Job Autonomy and Organizational Cynicism

According to the regression results depicted in table 4.15, the analysis was processed through the following three models

Model 1: In the first model, the predictor variable namely job autonomy was introduced to the model. This model was found to be significant at $p < 0.001$ with an R^2 of 0.015

and significant F change at the 0.007 level of significance as illustrated in Table 4.15. More specifically, job autonomy ($\beta = -0.121$, $p < 0.001$) had negative significant relationship between organizational cynicism.

Model 2: In this model, the moderating variable namely Bureaucratic Culture was entered. This model was proven to be significant at $p < 0.001$, with value of R^2 increased to 0.077. In this model, it was found that job autonomy ($\beta = -0.012$, $p < 0.001$) and moderating variable, bureaucratic culture ($\beta = -0.272$, $p < 0.001$) had negative significant effect on organizational cynicism.

Model 3: In this model, the interaction terms between independent variable and moderating variable were examined to test the moderating effect. This model was proven to be significant at $p < 0.05$ with value of R^2 increased to 0.088. The R square Change and Sig F change values indicate that bureaucratic culture has made a strong, unique contributions of 7.7 percent to 8.8 percent to the variance of organizational cynicism after job autonomy and bureaucratic culture had been taken into account ($p=0.016$). Also, the overall model was significant and the beta value is 0.939, which revealed that bureaucratic culture does have a considerably moderating effect on the relationships among job autonomy and organizational cynicism ($\beta=0.939$, $t=2.424$, $p=0.016$). The significance interacting effect result of the bureaucratic culture on the relationship between job autonomy and organizational cynicism can be seen in Table 4.15.

4.9.10.2 Hierarchical Regression Results of Organizational Culture

(Bureaucratic Culture) as a Moderator in the Relationship Between Job Autonomy and Organizational Cynicism

Table 4.15

Hierarchical Regression Results of Organizational Culture (Bureaucratic Culture) as a Moderator in the Relationship Between Job Autonomy and Organizational Cynicism

Independent Variables:	Std Beta Step 1	Std beta Step 2	Std Beta Step 3
Model Variables i) Job autonomy	-0.121	-0.012	-0.583
Moderating Variables Organizational Culture: Bureaucratic Culture		-0.272	-0.817
Interaction Terms -AutonomyBureaucratic			0.939
R ² :	0.015	0.077	0.088
Adj R ² :	0.013	0.073	0.082
R ² Change:	0.015	0.062	0.011
Sig F Change:	0.007	0.000	0.016

The interaction terms between Bureaucratic Culture and Job Autonomy were examined.

The result depicted that, interaction effect between Bureaucratic Culture and Job Autonomy was found to be significant at the 0.05 level of significance ($\beta=0.939$, $p=0.016$), therefore, a graph was contracted to explain the moderating effect. The graph illustrated in figure 4.2 explains that the relationship between Job Autonomy and Organizational Cynicism is stronger when bureaucratic culture is higher. Therefore, it implies that the association between Job autonomy and organizational cynicism is stronger in the case of high bureaucratic culture and somehow weaker in the case of low bureaucratic culture.

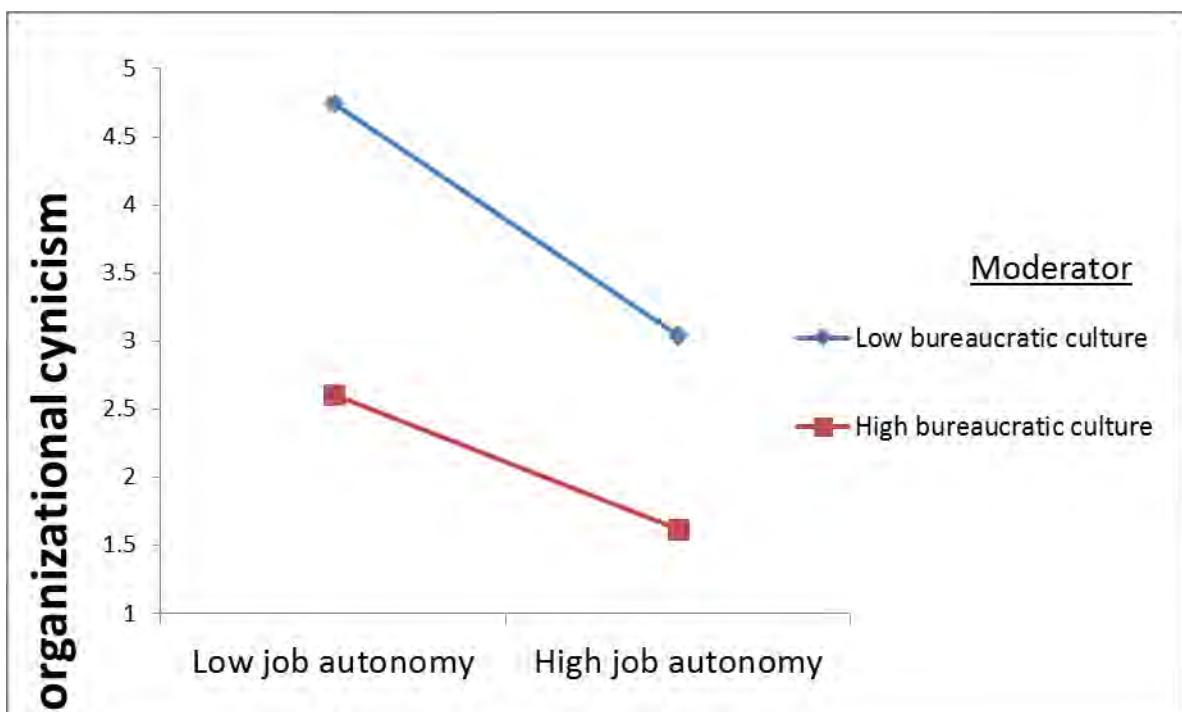


Figure 4.2:
Relationship Between Job Autonomy and Organizational Cynicism

4.9.10.3 The Moderating Effect of the Innovative culture on the Relationship

between Interactional Justice and Organizational Cynicism

According to the regression results illustrated in Table 4.16, the analysis was conducted through the following three models

Model 1: In this model, the predictors namely interactional justice was introduced in the model. This model was found to be significant at $p<0.001$ with an R^2 of 0.194 and significant F change at the 0.000 level of significance as illustrated in Table 4.16. More specifically, interactional justice ($\beta=-0.440$, $p<0.0010$) had negative significant effect on Organizational Cynicism.

Model 2: In this model, the moderating variable namely innovative culture was introduced. This model was proven to be significant at $p<0.001$ with value of R^2

increased to 0.199. In this model, it was found that interactional justice ($\beta=-0.376$, $p<0.001$) and moderating variable, innovative culture ($\beta=-0.095$, $p<0.001$) had negative significant effect on organizational cynicism.

Model 3: In this model, the interaction terms between the independent variable (interactional justice and moderating variable (innovative culture) were examined to test the moderating effect. This model was proven to be significant at <0.05 and the Sig F Change=0.017. Results revealed that the interaction effect between interactional justice and innovative culture was found to be significant at the 0.05 level of significance. Table 4.16 is given as follow.

Table 4.16

Hierarchical Regression Results of Organizational Culture (Innovative Culture) as a Moderator on the Relationship Between Interactional Justice and Organizational Cynicism

Independent Variables:	Std Beta Step 1	Std beta Step 2	Std Beta Step 3
Model Variables ii) Job autonomy	-0.440	-0.376	-0.711
Moderating Variables Organizational Culture: Bureaucratic Culture		-0.095	-0.381
Interaction Terms -autonomybureaucratice			0.576
R ² :	0.194	0.199	0.208
Adj R ² :	0.192	0.196	0.203
R ² Change:	0.194	0.005	0.009
Sig F Change:	0.000	0.080	0.017

The interaction effect between innovative culture and interactional justice was revealed to be significant at the 0.05 level of significance ($\beta=0.576$, $p=0.017$), thus, a graph was constructed to explain the moderating effect. The graph depicted in figure 4.3 elaborates that the relationship between Interactional Justice and Organizational Cynicism would

be strengthen when interaction with innovative culture is higher. Therefore, it implies that the relationship between interactional justice and organizational cynicism is stronger in the case of high innovative culture and weaker in the case of low innovative culture.

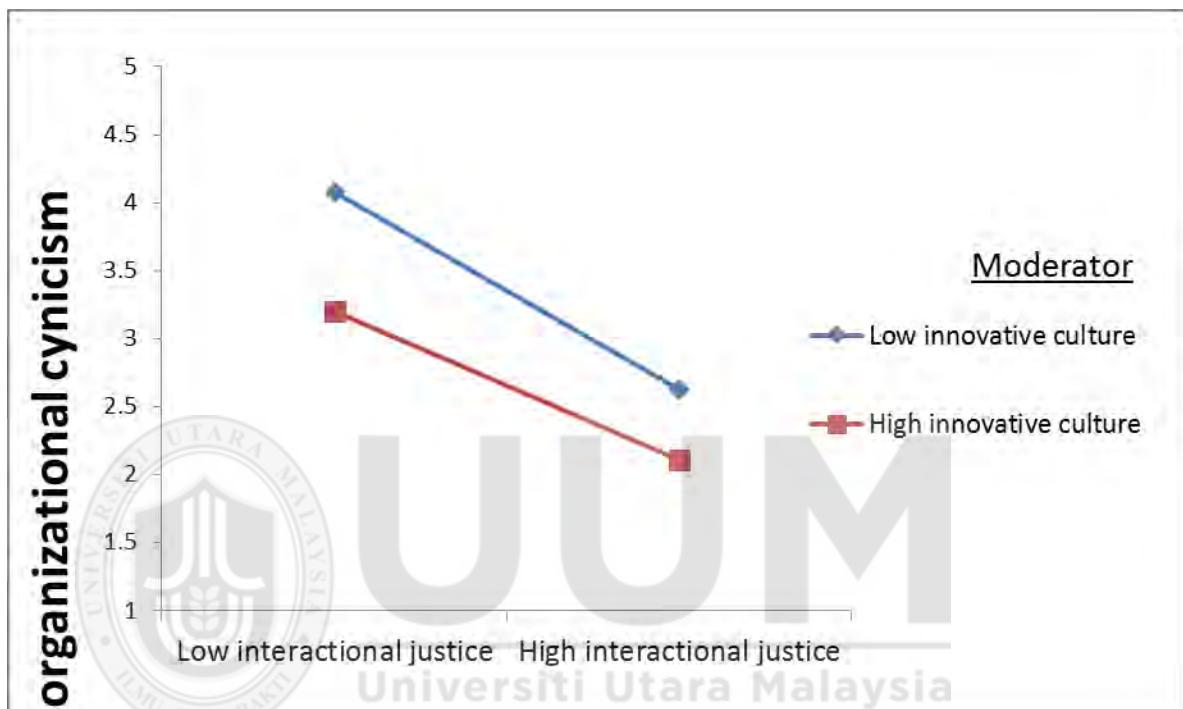


Figure 4.3:
Relationship between Interactional Justice and Organizational Cynicism

1.9.10.4 The Moderating Effect of the Innovative culture on the Relationship between Job Autonomy and Organizational Cynicism

Model 1: For the first model, the predictor namely, job autonomy was introduced into the model. This model was found to be significant at $p<0.001$ with an R^2 of 0.015 and significant F change at the level of 0.007 level of significance as depicted in Table 4.17. More specifically, job autonomy ($\beta=-0.121$, $p<0.001$) had negative significant effect on Organizational Cynicism.

Model 2: In the second model, the moderating variable namely innovative culture was introduced. This model was proven to be significant at $p<0.001$ with value or R^2 increased to 0.124. In this model, it was found that Job Autonomy (0.054, $p<0.001$) and moderating variable (-0.374, $p<0.001$) had negative significant effect on organizational cynicism.

Model 3: For the third model, the interaction terms between the Job Autonomy and Innovative culture were examined to test the moderating effect. This model was proven to be significant at $p<0.05$ with Value of R^2 increased to 0.157. Result indicated that the interaction effect between job autonomy and innovative culture was found to be significant at the 0.05 level of significance. Table 4.17 is given as follow.

Table 4.17

Hierarchical Regression Results of Organizational Culture (Innovative Culture) as a Moderator in the Relationship Between Job Autonomy and Organizational Cynicism.

Independent Variables:	Std Beta Step 1	Std beta Step 2	Std Beta Step 3
Model Variables iii) Job autonomy	-0.121	0.054	-0.703
Moderating Variables Organizational Culture: Bureaucratic Culture		-0.374	-1.306
Interaction Terms -autonomybureaucratic			1.461
R^2 :	0.015	0.124	0.157
Adj R^2 :	0.013	0.120	0.152
R^2 Change:	0.015	0.109	0.033
Sig F Change:	0.007	0.000	0.000

The interaction terms between innovative culture and job autonomy was found to be significant at the level of significance ($\beta=1.461$, $p=0.000$), therefore a graph was constructed to elaborate the moderating effect. The graph illustrated in figure 4.4 explains that the relationship between job autonomy and organizational cynicism would

be stronger when interaction with innovative culture is higher. Therefore, it indicates that the relationship between job autonomy and organizational cynicism is stronger in the case of high innovative culture and weaker in the case of low innovative culture.

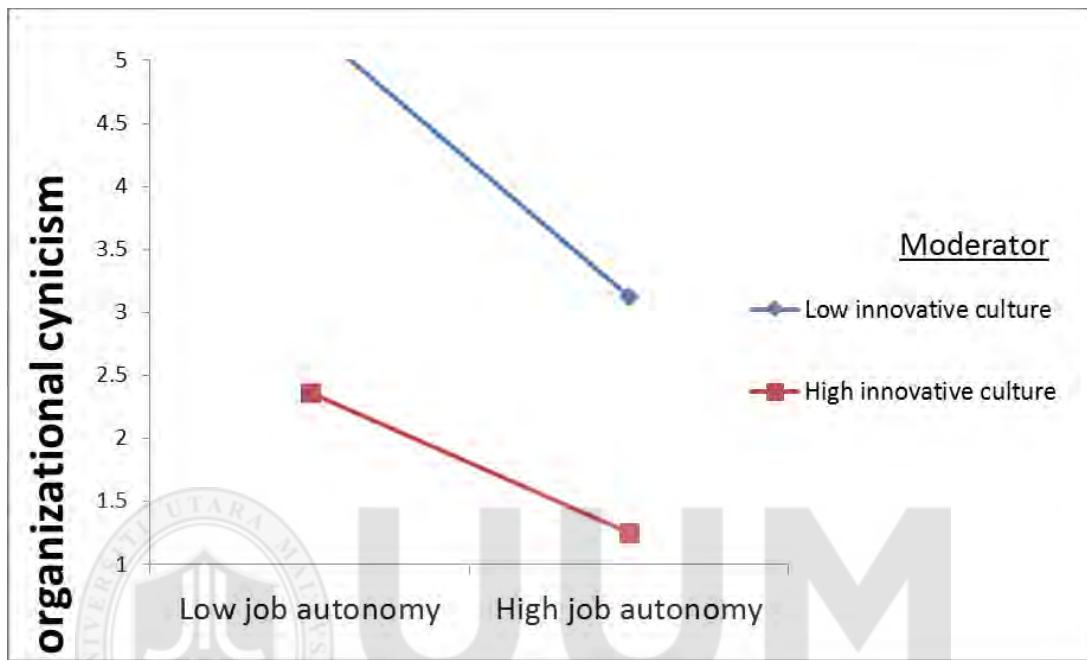


Figure 4.4:
Relationship between Job autonomy and Organizational Cynicism

4.10 Summary of Hypothesis Testing

As a summary of the findings, table 4.18 summarizes the results of the hypotheses tested in this study.

Table 4.18
Summary of Hypotheses Testing

Hypothesis	Statement	Supported / Rejected
H1	Organizational justice is negatively related to organizational cynicism	Supported

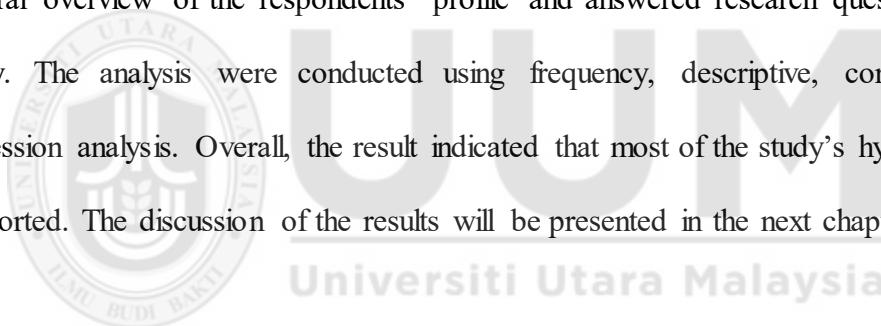
H1a	Distributive justice is negatively related organizational cynicism	Supported
H1b	Procedural justice is negatively related to organizational cynicism	Supported
H1c	Interactional justice is negatively related to organizational cynicism	Supported
H2	Job autonomy is negatively related to organizational cynicism	Supported
H3	Organizational Culture moderates the relationship between organizational justice, job autonomy and organizational cynicism.	Partially Supported
H3a	Bureaucratic culture moderates the relationship between distributive justice and organizational cynicism.	Rejected
H3b	Bureaucratic culture moderates the relationship between procedural justice and organizational cynicism.	Rejected
H3c	Bureaucratic culture moderates the relationship between interactional justice and organizational cynicism.	Rejected
H3d	Bureaucratic culture moderates the relationship between job autonomy and organizational cynicism.	Accepted

H4:	Organizational culture moderates the relationship between organizational justice, job autonomy and organizational cynicism	Partially Supported
H4a	Innovative culture moderates the relationship between distributive justice and organizational cynicism.	Rejected
H4b	Innovative culture moderates the relationship between procedural justice and organizational cynicism.	Rejected
H4c	Innovative culture moderates the relationship between interactional justice and organizational cynicism	Accepted
H4d:	Innovative culture moderates the relationship between job autonomy and organizational cynicism.	Accepted
H5:	Organizational Culture moderates the relationship between organizational justice, job autonomy and organizational cynicism.	Rejected
H5a	Supportive Culture moderates the relationship between distributive justice and organizational cynicism.	Rejected
H5b	Innovative Culture moderates the relationship between procedural justice and organizational cynicism.	Rejected

H5c	Supportive Culture moderates the relationship between interactional justice and organizational cynicism.	Rejected
H5d	Supportive Culture moderates the relationship between job autonomy and organizational cynicism.	Rejected

4.11 Chapter Summary

This chapter accounted the findings of the data analysis performed in order to give general overview of the respondents' profile and answered research questions of this study. The analysis were conducted using frequency, descriptive, correlation and regression analysis. Overall, the result indicated that most of the study's hypotheses are supported. The discussion of the results will be presented in the next chapter.



CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter discusses the findings of the study. In doing this, the chapter is structured as follows: The next section presents the findings of the research in line with research questions and hypotheses. The section that follows discusses the theoretical and practical implications. Next section presents the limitations and suggestions for future research while the last part concludes.

5.2 Discussion of the Findings

The main purpose of the present study is to examine the organizational cynicism among the uniform based employees from the security and defense unit of the Immigration Department of Malaysia (IDM). Specifically, the study investigated the relationship between organizational justice (i.e. distributive justice, procedural justice and interactional justice), job autonomy and organizational cynicism. Apart from that, it also investigated the moderating effect of organizational cultures (Bureaucratic, innovative and supportive). In order to achieve the objectives of this study, a number of research hypotheses were formulated and eventually tested.

As mentioned in the earlier chapter, this study has five objectives, in which the first objective is to discover the level of organizational cynicism among the IDM officers. The second and the third objectives are to determine the relationship between

organizational justice, job autonomy and organizational cynicism. Finally, the fourth and the fifth objectives are to investigate whether the relationship between organizational justice, job autonomy and organizational cynicism are moderated by organizational cultures (Bureaucratic, Innovative and Supportive).

With referring to the first research question of the study, it was found that the level of organizational cynicism among the IDM officers is at a moderate level, therefore indicating that organizational cynicism is exist among the IDM officers. In answering the third and the fourth research questions, the multiple regression analysis has been carried out and found all the tested hypotheses were accepted. In this regard, this study indicates that organizational justice and job autonomy have a negative relationship between organizational cynicism and therefore suggesting that organizational justice and job autonomy could be an important influence to overcome cynicism in organization.

Meanwhile, the multiple hierarchical regression has been performed to test the moderating effect of organizational cultures. From the result, only three hypotheses were accepted. The finding revealed that bureaucratic culture has a significance moderating effect on the relationship between job autonomy and organizational cynicism. Additionally, innovative culture was found to be significant in moderating the relationship between interactional justice, job autonomy and organizational cynicism. In the meantime, it is found that there is no significant moderating effect of supportive culture.

5.2.1 Organizational Cynicism Level among the Respondents

To answer the first research question, the finding from the previous chapter indicates that the level of organizational cynicism among the respondents is at a moderate level. Therefore, this study confirms that organizational cynicism still exists among the IDM officers. Even though the finding indicates a moderate level of organizational cynicism, the issue cannot be simply ignored as it will negatively tarnish the image of the organization itself. In line with this finding, the current research discloses an interesting outcome that exposed the unknown of the immigration officers' world. Therefore, it is important to know what causes the phenomenon of organizational cynicism in the IDM.

Importantly, one of the reasons causing organizational cynicism in the IDM is lack of implementation of some of the essential elements in the KP service with respect to Security and Defense. For example, the risk and critical allowance is not provided to meet the need of immigration officers that are exposed to risk and danger. According to the President of KPISM, Khairilniza Khairuddin, (SinarHarian, 22 October 2014), the immigration officers are not entitled to any important incentive while carrying out their enforcement duties as other law enforcement agencies. Meanwhile, Azih Muda, (2014), who is the president of CUEPACS, (Congress Of Union Of Employees In The Public And Civil Services Malaysia), affirms that such allowance should be considered by the Government as it justifies the job risk and threats that are always faced by the enforcement bodies. More severely, the threat also involves death threats to the officers while they are on duty (BERNAMA, 2014). The immigration officers' job is getting more challenging and risky from time to time. In 2016, following a bombing incident in Jakarta, Indonesia on 14 January 2016, the Immigration Department had made a

decision to tighten the security level at every country's border in order to ensure safety and to avoid any incident that may be associated with terrorism in the country (Dato Seri Mustafa Ibrahim, BERNAMA, 2016). Due to high responsibility and risk, the IDM officers deserve allowances that commensurate with the risk they are taking as this will equally motivate them to take up further challenges that may be associated with stressful situation. Such issue is very important and should be duly considered by the government and the top management in order to treat the employees equally, increase their job satisfaction and appreciate those who have to work day and night (KPISM, 2016).

Furthermore, another possible reason causing the organizational cynicism among the IDM officers is that a limited career development is available in KP grade scheme service. This career limitation lowers the chance of the officers to be promoted to the highest level positions such as the director general, the state director and others. However, it is learned that these positions are being occupied by particular group of officers such as PTD, although the majority of the employees are under the KP scheme. Importantly, this had lowered their chance of getting better autonomy in their job, as well as limiting their opportunity to be empowered or promoted to a top management decision making group. Perhaps, it could be said that, the job autonomy and the other important aspects such as fairness in terms of employees career development , rewards, recognition and other special incentives given to IDM officers are not in tandem with today's reality, albeit as what we have known that the IDM has been established in the country since long time ago. These unpalatable events are affecting employees' belief, emotion and behaviour thereby generating negative reaction among them such as cynicism attitude towards the organization. These findings are similar with the previous

studies results (Bashir, 2011; Naus et.al, 2007; James, 2005) which indicates that the low level of job autonomy and organizational injustice created cynicism among the employees.

5.2.2 The Relationship between Organizational Justice on Organizational Cynicism

The second research question of this study concerns with the organizational justice (distributive justice, procedural justice and interactional justice) and organizational cynicism relationship in the context of IDM (Immigration Department of Malaysia). In respect of this, a number of hypotheses were formulated and tested. To formulate the hypotheses however, a negative relationship was assumed between the independent variables and organizational cynicism.

The findings of this study are consistent with the hypotheses formulated through the regression analysis. Importantly, all or the three types organizational justice dimensions such as distributive, procedural and interactional are found to be negatively significant with organizational cynicism. Suggesting that employees may have lower levels of organizational cynicism if organizations maintain high levels of organizational justice to the employees. Moreover, the negative association between organizational justice and organizational cynicism is an indication that high level of fairness by the management of IDM could help to overcome and reduce organizational cynicism. For example, the more the employees are concerned about justice, the more curious they become. This finding therefore supports the past literature that organizational justice will act as a source of motivation, and allows the employees to trust and respect their

organization even during unstable situations (Manaf, Latif & Ali, 2014; Brockner & Wiesenfeld, 1996). Furthermore, organizations that pay attention to the importance of fairness could reduce the level of organizational cynicism among the employees. The justification for this is that if justice issues are given due consideration, employees will repay by forming more good attitudes toward the organizations (Masterson et al., 2000; Randall, Cropanzano, Bormann & Birjulin 1999 & Cropanzano et al., 1997). This finding is in line with the position of the Social Exchange Theory (SET) that asserts that the employees will be willing to sincerely render services to their organizations if employers take good care of them (Cropanzano & Mitchell, 2005).

As expected, different types of organizational justice perceptions have a significant negative relationship between organizational cynicism. This finding supports the previous research on the negative relation between distributive justice and organizational cynicism (Strom et.al 2014; Frenkel, Li & Restubog, 2012) and shows different with the finding of distributive justice effect on cynicism that was discovered in a study by Tayfur et.al (2013). This indicates that employees' attitudes are strongly influenced by perceptions of distributive justice. In the context of IDM officers as investigated by the researcher, it is not impossible that the organizational cynicism level among the employees will silently get worse in future if they are being burdened with increased responsibilities and other risky jobs. This scenario could be at extreme if such risky jobs are not rewarded or given special treatment such as The Critical Allowance (*elaun kritikal*). This practice in the IDM of Malaysia is contrary to what is obtainable in other public organizations as experience has shown that enforcement units of those organizations do give such allowances to their employees. As a matter of fact, employees are more likely to be motivated by economic or extrinsic form of reward

and treatments (Frenkel et.al, 2012). Thus, this can be the reason that the monetary form of reward given by the organization could encourage employees to work harder, increase their commitment towards the organization as well as reduce their burden of coping with the current economic situation of high cost of living facing local employees.

In respect of organizational justice, it is important to note that, justice is not only perceived by fair distribution of outcome, but it is also being addressed in terms of decision making process that is derived from the outcomes (for examples, employees annual performance appraisal, decision making on promotions, recognition, salary increment) . Congruent with the previous literature, procedural justice is found to be negatively related with organizational cynicism (Tayfur et al, 2013). This can be strengthened by the fact that procedural justice is an important element to build employees' job attitude and well being. Thus, if this type of justice is practiced, it may indicate that organization values and recognizes its employees accordingly. Extending this to fair procedures and implementation, it is not impossible that the role of procedural justice could potentially help to build employees trust and belief that organization will treat them justly. Consequently, employees will become less cynical and more satisfied towards their job. In addition, when employees believe that organization is implementing a fair policy process, it tends to increase their strong support for the policy with a high level of trust and commitment towards the organization.

Interestingly, the finding of this study has extended the results of previous studies where the significant result of interactional justice turned out to be the strongest variable in

influencing organizational cynicism. This finding presents new important implication for scholars and practitioners, given that previously, procedural justice has generally categorized as one of the biggest concern in public organization (Choi, 2010). Thus, this new finding could contribute to the body of knowledge in organizational cynicism as described in the following paragraph.

In the first instance, the result of this study shows a strong relationship between interactional justice and organizational cynicism compared with other types of justice. This may be due to the fact that this form of justice stresses more on the quality of interpersonal relations among individuals and it is important for organization to treat its members equally by considering their views and opinions. This point can be driven home by being conscious of decision making process through which policy makers should communicate the information in a truthful and justified manner in order to explain the reason why certain decisions have been made (Gim & Desa, 2014). Taking such step will indicate that management respects the rights as well as improves communication process effectively (Manaf et al., 2014), while suspicious feeling among the employees about their organization is avoided (Gim & Desa, 2014). Given that, when employees are treated fairly with respect, it may help to develop positive belief, behaviours and emotions towards the organization. This is in line with the position of past research that employees attitude is mostly improved when the employees perceive interactional justice (Treadway et al., 2013). This is because, interactional justice is believed to be the most effective manner to manage employees perception regarding fairness in the organizations (Moorman, 1991). On the other hand, the willingness of employees to change is also very much determined through communication and efficiency in terms of information dissemination (JPA, 2015).

5.2.3 The Relationship Between Job Autonomy and Organizational Cynicism

While organizational justice (distributive, procedural & interactional) has been proven to have a strong negative relationship between organizational cynicism in this study, job autonomy was also found to be negatively related to organizational cynicism. This result confirms that the third research question of this study and the hypothesis which stated the negative relationship between job autonomy and organisational cynicism is accepted.

As been indicated in the present study, job autonomy functions as an important role that can hinder organizational cynicism. It could also help in preventing the possibility of employees from easily developing a cynical attitude and in the meantime, it creates more confidence among the employees to carry out tasks independently with least supervision. Hence, the presence of job autonomy could also result in a higher level of employees' intrinsic motivation and more employees' commitment. This finding is consistent with the results of previous studies which indicated that a high level of job autonomy is likely to result in positive outcomes such as increase in job satisfaction and job commitment among the employees (Khamisabadi, 2013; Naus et al., 2007).

Under this research context, the present study also describes that the restriction in terms of autonomy could hinder employees self expressive behaviours, which will eventually evoke opposition and resistance that could lead to negative attitudes and behaviours such as cynicism towards the organization. This problem occurs when there is a very strict structural controls in terms of rules and procedures and tight organizational

control that can impede employees' capabilities, work competency and ideas to perform the job. Importantly, this might cause negative feelings among the employees where they feel pressured to follow all those overly strict procedures which often limit their freedom in contributing their ideas and decisions. With under the aforementioned discussion, it depicts a significant negative relationship between job autonomy and organizational cynicism, which was evidenced in previous research where it was found that employees who have more autonomy in their job show more positive feelings, and self confidence (Hackman & Oldham, 1976), less mental stress (Karasek, 1979), and less emotional dissonance (Abraham, 2000).

Based on these findings as mentioned above therefore, this study confirms that job autonomy is negatively related to organizational cynicism, where the absence of job autonomy could cause employees to develop a negative belief about their organization. This at the same time may build negative emotion and behaviour among the employees as they may be having the feelings that they are not valued and appreciated. Furthermore, a lack of job autonomy given to the employees could also create frustration towards the organization and increase dissatisfaction with their role, career and the top management. As the consequence, this will ultimately affect their level of commitment and satisfaction, which is also could be harmful to the organization.

5.2.4 Moderating Effect of Organizational Culture

The result of this study indicates that not all types of organizational culture do significantly moderate the relationship between the variables that have been examined. However, the findings reveal a significant moderating effect of bureaucratic culture and

innovative culture on the relationship between interactional justice, job autonomy and organizational cynicism, while on the other hand, the moderating effect of supportive culture with all the variables was not supported. These findings will be discussed further in the next sub sections.

5.2.4.1 The Moderating Effect of Bureaucratic Culture on The Relationship Between Organizational Justice, Job Autonomy and Organizational Cynicism

Considering the interaction between independent variables (organizational justice: distributive, procedural and interactional justice; and job autonomy) and moderating variable (bureaucratic culture were examined to test the moderating effect), the results of the study show that the interaction effect between bureaucratic culture and job autonomy was found to be significant, while, the interaction effect between bureaucratic culture and organizational justice was insignificant.

As this study was conducted at the IDM offices that is generally considered to be bureaucratic oriented (Yiing & Ahmad, 2009; Kabanoff & Daly, 2000), the result found that the environment of the IDM that is surrounded with the bureaucratic culture moderates a strong relationship between job autonomy and cynicism. This indicates that bureaucratic culture that involves strict adherence to rules and efficiency are beneficial. In this context, empirical findings of the present study contradict the past literature which claimed that bureaucratic culture often impedes the freedom of employees to implement creative solutions, due to its strict rules and protocols (Hung & Lien, 2005). In fact, employees who are working under the bureaucratic culture and environment were good at administrating, coordinating, controlling and sustaining

efficiency (Cameron & Quinn 1999). This shows that the present study also corresponds with the findings of past research which indicate that higher bureaucratic culture would significantly build up the positive correlation between transformation and employee innovative behaviour, if an organization's structure and obligations are clearly defined (Chao, Lin, Cheng & Tseng, 2011).

Furthermore, this study suggests that a well trained staff with efficient procedures and system in a bureaucratic environment might have supported the job autonomy and team works to decrease organizational cynicism among the employees. This at the same time could reduce the drawback of job autonomy where it is sometimes perceived as risky, threatening in case of bad performance and quite challenging to be handled, especially when there is lack of supervision or control of the tasks that are involved (Wynen, Verhoest, Ongaro, Van Thiel 2014; Langfred, 2004). On the other hand, with clear lines of authority and responsibility that have been highly standardized under the bureaucratic oriented culture, the work could also be systematically organized (Wallach, 1983). Therefore, it is suggested in this research that employee will not feel trapped and emotionally distressed as the work procedures, rules and protocols are properly arranged with highly standardized and stable operation.

5.2.4.2 The Moderating Effect Of Innovative Culture on The Relationship Between Organizational Justice, Job Autonomy and Organizational Cynicism.

The interaction terms between Innovative Culture and independent variables (three organizational justice dimensions and job autonomy) were examined to test the moderating effect. Results revealed that the interaction effect between innovative culture and organizational justice was found to be significant only with the interaction

justice while the interaction with the other dimensions of organizational justice (distributive and procedural justice) did the opposite. Thus, it indicates that innovation culture moderates a strong relationship between interactional justice and organizational cynicism.

Communication and social interaction are one of the important aspects of interactional justice that are perceived by the individuals (Moorman, 1991) and these are only meaningful when feedback is given (McDowall & Fletcher, 2004). Although this aspect is important, it may not be sufficient to overcome cynicism in a workplace. Thus, it is suggested in this research that, a high innovative culture could be crucial to support the influence of interactional justice to decrease the level of organizational cynicism among employees. For example, innovativeness in terms of the advancement of new communication technologies could be adopted as one of the critical elements (Wallach, 1983). With innovative culture, organization would have a great potential to maintain employees job satisfaction and increase the level of employees commitment (Silverthorne, 2004). This could be supported with the findings that employees may experience better satisfaction by having more dynamic and innovative environment (Watts, Robertson, & Winter, 2013).

Furthermore, it is found that innovative culture significantly moderates the relationship between job autonomy and organizational cynicism. Based on the moderating test, this therefore implies that it can be generalized that innovative culture is dominantly associated with job autonomy and organizational cynicism. This result is in line with the findings of early studies where innovative culture was found to exert stronger influence or even strengthen employees' commitment (Brewer, 1994; Brewer, 1993),

and brought about more positive attitudes among employees in a high autonomy work group (Cordery, Mueller & Smith, 1991). Therefore, this present finding is inconsistent with the findings of Ensley, Pearson and Pearce, (2003), Pearce and Conger (2003) and Shadur, Kienzle, and Rodwell (1999) which claimed that competitiveness and risk taking in innovative culture were related with employees stress and burnout, hesitancy towards team work and decision making (Wallach, 1983). This study on the other hand supports the finding that innovative culture is far from burnout as it was positively associated with employees' personal accomplishment and therefore increases their satisfaction towards their roles (Watts et al., 2013).

The result of this finding also depicts that when innovative culture is high in the organization, the relationship between job autonomy and organizational cynicism is stronger. It therefore implies that organizational cynicism could be controlled by creating and encouraging innovative culture in the working environment, where employees' commitment, abilities, creativity and risk taking in performing the job are valued and appreciated. This has been supported by Kaya et al. (2014) that argued that innovative culture in the organization may hinder hostile, suspicious and disparaging attitude towards work situation. At the same time, job autonomy could also be implemented effectively through the innovative environment by providing advanced technologies and facilities that can assist employees to perform their tasks more efficiently. This can equally help to restructure and improve employees' career development and rewards system by offering more promotions and special benefits and incentives to reinforce employees' motivation. This kind of motivation is congruent with the key of innovation which focuses on the development and implementation of better services, better work processes and procedures (Hung & Lien, 2005). Moreover,

employees will feel motivated and be more creative if organization pays attention to their needs and creates a culture that encourages them to develop better ways of addressing problems and find solution (Hon & Leung, 2011).

Although Malaysian Immigration Department and other government offices are generally considered to be bureaucratic, this study however indicates that employees may still want to work in an environment that fosters innovation, encourages more advancement and where required facilities and other information technology materials are provided to facilitate their daily works. In order to improve interactional justice and autonomy so as to reduce organizational cynicism, this kind of innovative culture is considered as an important influence, as it encourages employees to initiate and apply new ideas to enhance their work quality (Wallach, 1983). This can be achieved for example, by letting employees to conduct more open dialogues and meeting set by the employees of a different unit. Consequently, they would probably come out with more new ideas, expand their formal job descriptions, exhibit extra roles behaviours and have trust in their organization and top management. This encouragement is congruent with the Malaysian Government initiative to reinvent the movement of public service with the objective of reforming the public service through innovative approaches that would equally ensure effectiveness and accountability beyond what is obtainable before (Siddiquee, 2014). In addition, innovative culture is remarkably important as any critical issues and challenges that affect the public organizations require employees who are more innovative to shape the future of their organizations in becoming more open and dynamic (Public Service Department of Malaysia, 2015).

This finding also suggests that, creating an innovative culture in the organization could be one of the effective ways that enables employees to have a greater chance of involvement and efficiency, especially when the organizational culture matches and meets their current needs and motivation. On the contrary, if there is any mismatch and unsuitable culture, employees may not be able to accomplish their job tasks since they may be not be having ‘a sense of belonging’. This would result in confusion, frustration, less morale and ineffectiveness at work (Hon & Leung, 2011).

5.2.4.3 The Moderating Effect of Supportive Culture on The Relationship Between Organizational Justice, Job Autonomy and Organizational Cynicism

The interaction between supportive culture and independent variables (organizational justice and job autonomy) were examined through moderating effect. The results revealed that, the interaction effect between supportive culture and organizational justice, and the interaction effect between supportive culture and job autonomy were insignificant. One possible reason is that, supportive culture may not be enough to facilitate organizational justice and job autonomy to reduce organizational cynicism in this research context, as public organizations or government offices are generally considered to be bureaucratic (Yiing & Ahmad, 2009; Kabanoff & Daly, 2000). Previous studies have equally revealed that this culture also involves domination in terms of order, strict rules and regulation (Ababaneh, 2010). Moreover, having a top management that adopts a softer and caring approach could be risky as this may lead to loss of respect while lazy employees may take advantage of the open and friendly environment (Yiing & Ahmad, 2009). The present study also suggests that having supportive working environment is not simply easy to be implemented in a government

based organizations, even though supportive culture emphasizes freedom for employees as this will encourage them to exchange opinion (Wallach, 1983).

Importantly, the finding of this study is inconsistent with the study of Leung and Bond, (1984); Leung and Lind, (1986) where it is suggested that organizational justice is determined by the cultural differences and also incongruent with other few studies that demonstrate significant moderating effects of culture and justice focused relationship (Gelfand, Erez & Aycan, 2007; Kirkman, Lowe & Gibson, 2006; Tsui, Nifadkar & Ou, 2007). One of the possible reasons for this result is that, employees may still pay attention on fairness that they received in any types of organizational culture. For example, a study on organizational culture and organizational justice relationships by Erkutlu (2011) revealed that employees would still appreciate the fairness in terms of the rewards received and also justice regarding procedures and process used to make decision, regardless of the organizational culture.

Supportive culture also was found not to contribute enough to facilitate job autonomy in order to reduce organizational cynicism among employees who are working in a highly bureaucratic and non profit oriented organization. This is due to the fact that this type of organization is concerned and restricted by certain government policies and getting the job strictly done. Furthermore, it is important to acknowledge that the public servant such as the IDM officers are all subjected to the regulation of the Ministry of Defence Malaysia and the Local Ministry of Human Resource in which there are certain procedures and policies that must be followed before giving any kind of autonomy to the employees. Therefore, based on this finding which contradicts with the hypothesis of the study, the present outcome could be relevant in justifying no moderating effect of supportive culture on the relationship between job autonomy and organizational

cynicism. This has also been found by the previous studies where it is indicated that increasing organizational support is not a holistic mechanism that can be used to reduce employees' cynic attitudes (Guzel, Perçin & Tukelturk, 2009).

5.3 Implications, Limitations and Recommendations of Future Research

This chapter proceeds to the discussion on the implications of the study which includes theoretical and practical implications, followed by limitations of the study and also recommendation of the future research.

5.3.1 Theoretical Implications

This research presents several theoretical implications and its new contribution to the body of knowledge in organizational cynicism in particular and in general to organizational justice, job autonomy and organizational culture research. Specifically, this research extends past studies in several ways. First, this study identified that organizational cynicism is influenced by the lack of organizational justice and job autonomy. Second, the present research has been extended by adding organizational cultures as a moderator. Three dimensions of organizational culture (bureaucratic, innovative and supportive culture) have been investigated to test the moderating effect. Theoretically, the implication of examining different types of cultures is important as it would encourage a variety of employee behaviours ranging from high individual achievement, to co-operation and helping them to adhere to strict rule and be innovative (Kafela, 2010).

The other important theoretical implication that has been highlighted in this study is that it empirically supports SET theory and person-environment fit theory in demonstrating the existence and interrelation of organizational cynicism, organizational justice, job autonomy and organizational culture in IMD setting. The main and interacting effect among the variables in the model justifies the usage of the underpinning theories and their application to the research and the selected respondents. For example, the need for organizational justice and job autonomy to decrease organizational cynicism has been justified in the SET theory, as it is postulated that when employees and organization are bounded to each other, the social exchange may take place. In this context, employees will be expecting something in return, like some self-rewards. This is consistent with Blau's SET theory (1964), which stated that, most individuals are motivated to contribute their quota in expectation that the recipients of that quota will equally reciprocate. In addition, employees may trust an organization that empowers them to participate in decision making and give them job autonomy (Abraham, 2000 as cited in Lorinkova & Perry, 2014).

Meanwhile, this study also indicates the relevance of hierarchy of needs theory to be included in investigating the relationship between organizational justice, job autonomy and organizational cynicism. Theoretically, the findings of the present study is supported by Maslow hierarchy of needs theory, especially in terms of justifying the different types of employees needs and what motivates the employees in order to minimize and overcome organizational cynicism. As the study indicates the dominance of negative relationship between interactional justice and organizational cynicism compared with the other predictor variables, it could be concluded that the needs of

belonging under the five hierarchy of needs theory is one of the important factors to lessen cynicism in organizations.

With regard to the elaboration and validation on the PE fit theory, it has been demonstrated in this study that individual's motivations and needs (organizational justice and job autonomy) are assumed to be connected with organizational culture, whereby the interrelation of these variables predicts their work attitudes and behaviours. This is consistent with the PE fit theory which validates that individuals attitudes and behaviours level of outcomes are determined through the relationship between the persons and the environment that surrounds them (Lewin, 1951; Murray, 1938; Pervin, 1989). This is confirming that cynicism could be reduced when there is a fit between employees' personal values and organizational values (Naus et al., 2007). Congruence to these theoretical implications, it therefore indicates that the application of these theories is appropriate as it could provide some guidance and new direction to the future researchers to expand more studies on organizational cynicism.

5.3.2 Practical Implications

This research also has some practical implications for top management, government, non-government organizations and policy makers. Essentially, the members of top management and other policy makers could draw some insights and knowledge through which they can direct and indirectly manage organizational cynicism. The importance of this cannot be overemphasized as the widespread of cynicism in the organization has been generally admitted to be inimical for the development of any organization as it

can intoxicate the organization workplace atmosphere, departments or even the entire organizations (Naus et al., 2007).

Hence, based on the insight gained from the present study, this may guide organizations to take proactive actions by addressing cynicism among their employees and lessen this problem by taking different form of solutions. This can be done by making a continuous effort in treating employees fairly with distributive justice, procedural justice and interactional justice. There is sufficient evidence which previously stated that employees perceptions of justice influences their judgement on organization, whereas, injustice treatment has been shown to cause cynical feelings. However, this can be solved and prevented by distributing fair rewards that match employees' job description and job risk, introducing fair policies in terms of rewards distribution, employees' promotion, career development and also openly discusses the organizational procedures together with the employees. This should also involve a good interaction with the employees without bias.

Additionally, the present research also demonstrates some practical implications for promoting employees job autonomy for the purpose of decreasing organizational cynicism. The findings of this research revealed a significant indication that the absence of job autonomy could affect employees' attitude and urgently requires the attention of the management. The absence of job autonomy should be taken into consideration as the IDM and other public government agencies in Malaysia are engaging in a transformation plan and encouraged to move forward towards a better improvement in terms of speed delivery, service efficiency in order to have committed employees. Thus, it highlights the importance of job autonomy to be given to the employees, where

employees are part of organization members who work for the organization. Having job autonomy allows employee to use their ideas and capability to do the job and making decision rather than being restricted and forced to follow some of the outdated procedures. Whereby, in today's world, it involves an intensely competitive working condition which requires new approach. For example, this can be done by the organization through re-design of employees work descriptions which allows more involvement and roles in decision making that is appropriate with employees' skills and also realistic with the current demand. With this effort, employees' actual potentials can be identified and through this, their full abilities to do the job can be explored. Therefore, this will likely bring a positive effect on employee and induce positive feelings towards the organization.

Essentially, the IDM is committed to achieve its vision and mission in transforming towards a better public enforcement agency. In this regard, another point of interest that relates to this practical implication is by looking at the organizational culture with respect to bureaucracy and innovativeness with job autonomy which may be used as a tool in reducing organizational cynicism. These cultures should be introduced to formulate a better employee's job autonomy in the IDM and other public enforcement agencies as this will allow employees to know and feel that their ideas and inputs are clearly valued and appreciated. Congruent with the Malaysia Government Transformation Plan (GTP), the need for organization to institutionalize the innovative culture in the working environment is also important, as it promotes creative thinking and continuous improvement for both employees and the organization. This innovative culture can be established through organizational support, teamwork, well efficient facilities and technologies, innovative thinking and better problem solving techniques.

5.3.3 Limitations

There are few limitations of the research that should be acknowledged while interpreting the findings of the research. Even though these limitations are in place, necessary actions were carried out to ensure that these pitfalls did not jeopardize the overall findings of the research.

First, literatures on organizational cynicism research that specifically focused on the IDM officers and other local enforcement agencies are very limited. This has actually resulted into a limitation of referencing the study based on local needs. Consequently, it was very challenging to expand the organizational cynicism research in the scope of Malaysia public agency cultures as it also involves several difficulties and barriers in terms of the sensitivity of the issue itself and some other procedures to be followed by the researcher. In addition, as this study is based on organizational cynicism among the IDM security and defence officers, the generalization of its findings on other public service employees, including the enforcement officers of the other public service agencies may be limited.

Second, this present study also experienced difficulty in finding available research materials on the study that focused on employees' organizational cynicism specifically in Malaysia. Most of the available organizational cynicism research instruments focused only on certain aspect of cynicism especially "organizational cynicism about change". In addition, cynicism research in general was very few within Malaysia context. In spite of this limitation, the present study was effectively conducted by relying on previous researches that were conducted in the western world.

The third limitation of this study is that it is quantitative in nature. Quantitative research in general is not often conducted about “why” and “how” of the cause and effect of the relationship among the variables. Nevertheless, this approach still does not belittle the whole findings of the present research as quantitative research could help in generalizing the result by using a large sample size.

The fourth limitation of present study was the difficulty to accomplish task in data collection. Some challenges were faced prior to questionnaires distribution and also data collection. Although the respondents and the top management gave full support and commitment to the researcher, there were some unforeseen obstacles which were beyond the control that the researcher had to deal with. For example, the researcher had some challenges in securing permission to conduct this research in the IDM. This happened as a result of some unexpected tragedies that affected the country such as the incident of the National Commercial Airlines Carrier MH370, the change of new “*Ketua Pengarah*”, weather and climate change during mid December 2014 through early January 2015, which caused flood disaster in the east coast and northern region of Peninsular Malaysia. This equally affected some of the IDM offices and their employees housing residential areas. In view of these uncontrollable problems, most of the IDM officers had a limited time to respond to the researcher’s application. In spite of this challenge however, the process of data distribution and collection went smoothly with more than the 500 questionnaires collected.

5.3.4 Directions of Future Research

Even though the findings of this research are informative, it is important for the future research to improve and widen the scope of organizational cynicism, organizational justice, job autonomy and organizational culture in IDM setting.

In view of the above, future researchers may replicate this research using larger sample size which represents the population of IDM officers from different locations and states. With larger sample size, it may help to improve generalizability and increase confidence that the research findings would be consistent across other similar group. Since the present study was conducted in certain location of IDM in Peninsular Malaysia, it is recommended that future research could be expanded to all locations in Malaysia so that it will give a full clearer picture of organizational cynicism level in the IDM.

Further research using qualitative approach such as in-depth interviews with the immigration officers who participate in employees union could be conducted in order to deeply figure out how and why cynicism is still in existence. Through this, the researcher would be able to deeply observe how the participants respond to the issues that influence cynicism. By observing their facial expression and body language during the interviews, it may help in giving a clearer picture on why organizational cynicism still exists. Additionally, qualitative approach could help to improve the quantitative research findings. It could also suggest new ways of approaching the phenomenon of study and clarify the results, especially when there is inconsistency in the findings of quantitative research.

In order to get better result and widen the knowledge regarding the issue under study, a mixed method that consists of qualitative and quantitative (triangulation) is also recommended. This approach can be done by integrating both questionnaire and interview for the data collection process where it may assist researchers to further develop the research findings that are derived from qualitative research approach and conversely. Therefore, to expand the boundary of knowledge regarding the issue of organizational cynicism, the triangulation research approach is strongly recommended for the future research as this method would yield a stronger result than other method could yield alone (Risjord, Maloney & Dunhar, 2002).

Based on the theoretical and practical implications of this study, it is also recommended that future researchers should expand its scope by targeting other public enforcement agencies. This is important as experience has shown that these agencies are not equally immune from organizational cynicism. In doing this, researchers can examine type of organizational cynicism and other factors influencing it among enforcement officers.

Future researcher could also possibly investigate the effect of demographic variables as moderators or antecedents to organizational cynicism. Investigation can be conducted in terms of whether employees' age, gender, marital status, educational background and monthly income (salary) could influence the level of cynicism at a workplace. For instance, because the IDM consists of more than 50 % officers who are married, it could be investigated whether their marital status can affect the ways they perceive fairness and consequently how they behave at work.

Finally, another useful extension for the future researchers to highlight is to conduct more research into investigating the consequences of organizational cynicism. For example, do cynical employees engaged less in their work than non-cynical?. Additionally, by examining whether organizational cynicism could influence the level of employees engagement, employee deviant behaviour and employees' union commitment can also be unravelled. In line with this, organizational cynicism can be also made as a mediating variable.

5.4 Conclusions

The chapter contains a summary of the main findings based on the research questions and hypotheses which directly accomplish the research objectives. Generally, the research objectives had been clearly understood and research questions were answered regardless of several limitations that the researcher have faced. The research structures were also elaborated which prove invaluable knowledge for future researchers who may be interested to further investigate organizational cynicism in any public enforcement agencies.

Although several studies have been conducted on organizational cynicism, organizational justice, job autonomy and organizational culture in social sciences, this study reduced the knowledge gap in organizational behaviour studies specifically in Malaysia. This has been indicated where procedural justice was found to be the strongest organizational justice dimension that negatively related to organizational cynicism. In addition, bureaucratic and innovative culture were found to have an interaction effect, where it was statistically proven as a significant moderator on the

relationship between some of the investigated variables. With these findings, this research contributed to the body of knowledge in organizational cynicism research.

In relating with the practical contribution, this research could be useful for public service agencies top management, and policy makers in reducing issues that are associated with organizational cynicism among the employees. In the mean time, the investigation of organizational cynicism, organizational justice, job autonomy and organizational culture also supported the Government initiative to produce highly committed employees in order to better serve the organizations and the communities that deal with public service agencies.

Overall, this study has contributed immensely to the body of knowledge through the literature review and the potential outlook in researching human attitudes and behaviour. In addition, the study can also be regarded as an important initiative that will help to improve human resource practices in Immigration Department of Malaysia through understanding of the psychological aspects of the whole process.

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Appendix A: Research Questionnaire

Questionnaire



UNIVERSITI UTARA MALAYSIA

Responden yang dihormati,

Sukacita dimaklumkan bahawa tuan/puan telah dipilih untuk menyertai satu soal selidik berbentuk kajian ilmiah. Kajian ini dilakukan atas tujuan bagi mendapatkan maklumat berkenaan sikap, pendapat, tanggapan dan penilian tuan/puan terhadap kendiri, pekerjaan dan organisasi anda bekerja.

Adalah amat dihargai sekiranya Tuan / Puan dapat meluangkan masa (lebih kurang 30 minit) untuk menjawab kesemua soalan kaji selidik.. Terdapat lima (5), bahagian di dalam borang kaji selidik ini.

Penyertaan Tuan/Puan dalam kaji selidik ini adalah secara sukarela serta tidak akan memberikan sebarang kesan ke atas sebarang aktiviti kerja dan rekod peribadi tuan. Kajian ini mengambil masa kurang 30 minit untuk menjawab kesemua soalan kaji selidik. Keputusan kajian serta segala maklumat yang diberi adalah sulit serta akan digunakan bagi tujuan kajian ini sahaja.

Akhir sekali, setinggi tinggi penghargaan diucapkan di atas kerjasama, masa dan usaha yang tuan/puan berikan

**Yang benar,
Sarah Binti Shaharruddin.
Penuntut Program Doktor Falsafah (No Matrik:94257)
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Sintok, Kedah DarulAman
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BAHAGIAN A / SECTION A:**LATAR BELAKANG RESPONDEN / RESPONDENT BACKGROUND**

Soalan-soalan di bawah adalah mengenai latar belakang anda. Sila tandakan (✓) pada kotak

yang berkenaan

The below questions are about your background. Please tick (✓) in the appropriate box.

1. Umur / Age

25 tahun dan ke bawah / 25 years old and below

26 hingga 35 tahun / 26 to 35 years old

36 hingga 45 tahun / 36 to 45 years old

46 hingga 55 tahun / 46 to 55 years old

56 tahun & ke atas / 56 years old & above

2. Jantina / Gender

Lelaki / Male

Perempuan / Female

3. Kumpulan Etnik / Race:

Melayu / *Malay*

Cina / *Chinese*

India / *Indian*

Lain-lain / Others (Sila nyatakan/ Please specify): _____

4 . Taraf Perkahwinan / Marital Status

Bujang / *Single*

Berkahwin / *Married*

Telah berpisah / *Divorced*

Kematian pasangan / *Widowed*

5. Kelayakan Akademik /Academic Qualifications

Sekolah Menengah / *Secondary*

Diploma / *Diploma*

Degree / *Sarjana Muda*

Sarjana / *Master*

PhD / *Doktor Falsafah*

Lain-lain / Others (Sila nyatakan/ Please specify): _____

6. Tempoh Perkhidmatan / Length of Service

2 tahun dan ke bawah / 2 years and below

6 hingga 8 tahun / 6 to 8 years

3 hingga 5 tahun / 3 to 5 years

More than 8 years / Lebih 8 tahun

7. Gred Jawaan /Grade of Position

KP48 Penguasa Imigresen KP48 <i>Immigration Enforcer</i>	
KP44 Penguasa Imigresen KP44 <i>Immigration Enforcer</i>	
KP41/42 Penguasa Imigresen KP41/42 <i>Immigration Enforcer</i>	
KP38 Penolong Penguasa Imigresen KP38 <i>Immigration Assistant Enforcer</i>	
KP32 Penolong Penguasa Imigresen KP32 <i>Immigration Assistant Enforcer</i>	
KP32/KP38 Penolong Penguasa Imigresen (ATASE) KP32/KP38 <i>Immigration Assistant Enforcer (ATASE)</i>	
KP27/KP32 Penolong Penguasa Imigresen KP27/KP32 <i>Immigration Assistant Enforcer</i>	
KP27/KP32 Penolong Penguasa Imigresen (ATASE) KP27/KP32 <i>Immigration Assistant Enforcer (ATASE)</i>	
KP26 Pegawai Imigresen KP26 <i>Immigration Officer</i>	
KP22 Pegawai Imigresen KP22 <i>Immigration Officer</i>	
KP17/22 Pegawai Imigresen KP17/22 <i>Immigration Officer</i>	

BAHAGIAN B / SECTION B:

SINISME DALAM ORGANISASI / ORGANIZATIONAL CYNICISM

Sila beri maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

1	2	3	4	5
Sangat tidak Bersetuju / Strongly Disagree	Tidak Bersetuju/ Disagree	Neutral/ Neutral	Setuju / Agree	Sangat Bersetuju / Strongly Agree

1	Saya percaya organisasi saya mengatakan sesuatu perkara yang lain dan melakukan perkara yang lain <i>I believe that my organization says one thing and does another</i>	1	2	3	4	5
2	Polisi, matlamat dan amalan di organisasi saya mempunyai sedikit persamaan <i>My organization's policies, goals, and practices seem to have little in common</i>	1	2	3	4	5

3	Apabila organisasi saya menyatakan akan melakukan sesuatu, saya berasa ragu ianya akan benar-benar berlaku <i>When my organization says it's going to do something, I wonder if it will really happen</i>	1	2	3	4	5
4	Organisasi saya mengharapkan satu perkara daripada pekerja tetapi memberikan ganjaran terhadap perkara lain <i>My organization expects one thing of its employees, but rewards another</i>	1	2	3	4	5
5	Saya melihat sedikit persamaan antara apa yang dikatakan akan dilakukan oleh organisasi dengan apa yang sebenarnya dilakukan <i>I see little similarity between what my organization says it will do and what it actually does</i>	1	2	3	4	5
6	Apabila memikirkan tentang organisasi, saya berasa terganggu <i>When I think about my organization, I experience aggravation</i>	1	2	3	4	5
7	Apabila saya memikirkan tentang organisasi, saya berasa marah <i>When I think about my organization I get angry</i>	1	2	3	4	5
8	Apabila saya memikirkan tentang organisasi, saya berasa tertekan <i>When I think about my organization, I get tension</i>	1	2	3	4	5
9	Apabila memikirkan tentang organisasi, saya berasa bimbang <i>When I think about my organization, I feel a sense of anxiety</i>	1	2	3	4	5
10	Saya mengadu tentang perkara yang berlaku dalam pekerjaan kepada rakan-rakan di luar institusi					

	<i>I complain about what is happening in the work to my friends beyond my institution</i>	1	2	3	4	5
11	Kami memandang antara satu sama lain antara rakan sekerja dengan pandangan yang bermakna apabila institusi dan para pekerja disebut <i>We look at each other in a meaningful way with my colleagues when my institution and its employees are mentioned</i>	1	2	3	4	5
12	Saya selalu berbincang dengan orang lain tentang cara sesuatu perkara dikendalikan dalam organisasi saya <i>I often talk to others about the ways things are run in my organization</i>	1	2	3	4	5
13	Saya mengkritik amalan dan dasar organisasi saya dengan orang lain <i>I criticize my organization practices and policies with others</i>	1	2	3	4	5
14	Saya dapati saya memperlekehkan slogan dan inisiatif organisasi <i>I find myself mocking my organization's slogans and initiatives</i>	1	2	3	4	5

BAHAGIAN C / SECTION C

KEADILAN DALAM ORGANISASI / ORGANIZATIONAL JUSTICE

Anda dipohon untuk memberi maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

1	2	3	4	5
Sangat tidak Bersetuju <i>Strongly disagree</i>	Tidak Bersetuju <i>Disagree</i>	Neutral/ <i>Neutral</i>	Setuju <i>Agree</i>	Sangat bersetuju <i>Strongly Agree</i>

1	Saya diberikan ganjaran yang setimpal dengan tanggungjawab saya <i>I am fairly rewarded considering the responsibilities I have</i>	1	2	3	4	5
2	Saya diberikan ganjaran yang setimpal dengan pengalaman yang saya miliki <i>I am fairly rewarded with the amount of experience I have</i>	1	2	3	4	5

3	Saya diberikan ganjaran yang setimpal dengan usaha saya <i>I am fairly rewarded for the amount of effort I put forth</i>	1	2	3	4
4	Saya diberikan ganjaran yang setimpal dengan tugas yang saya laksanakan dengan baik <i>I am fairly rewarded for the work that I have done well</i>	1	2	3	5
5	Saya diberikan ganjaran yang setimpal dengan tekanan dan bebanan kerja <i>I am fairly rewarded for the stressors and strains of my job</i>	1	2	3	5
6	Prosedur direka bentuk untuk mengumpulkan maklumat sahih yang diperlukan bagi membuat keputusan <i>The Procedures are designed to collect accurate information necessary for making decisions</i>	1	2	3	5
7	Prosedur organisasi direka bentuk untuk menyediakan peluang bagi mencabar keputusan <i>The organization procedures are designed to provide opportunities to challenge the decision</i>	1	2	3	5
8	Prosedur direka bentuk agar semua pihak terlibat dengan keputusan yang diwakili <i>The procedures are designed to have all sides affected by the decision represented</i>	1	2	3	5
9	Prosedur direka bentuk untuk menghasilkan piawaian yang membolehkan keputusan dibuat secara konsisten <i>The procedures are designed to generate standards so that decisions could be made with consistency</i>	1	2	3	5

10	Prosedur direka bentuk untuk mendengar semua perkara yang terlibat dalam pembuatan keputusan <i>The procedures are designed to hear the concerns of all those affected by the decision</i>	1	2	3	4
11	Prosedur direka bentuk bagi menyediakan maklum balas yang berguna berkaitan keputusan yang dibuat <i>The procedures are designed to provide useful feedback regarding the decision</i>	1	2	3	5
12	Prosedur direka bentuk untuk pelaksanaan <i>The procedures are designed to its implementation</i>	1	2	3	5
13	Prosedur direka bentuk bagi membolehkan permintaan untuk mendapatkan penjelasan atau maklumat tambahan mengenai keputusan <i>The procedures are designed to allow for requests for clarification or additional information about the decision</i>	1	2	3	5
14	Organisasi sentiasa mempertimbangkan pandangan saya <i>The organization always considered my viewpoint</i>	1	2	3	5
15	Organisasi mampu untuk menekang bias peribadi <i>The organization was able to suppress personal biases</i>	1	2	3	5
16	Organisasi menyediakan saya maklum balas tentang keputusan dan pelaksanaannya tepat pada waktunya <i>The organization provided me with timely feedback about the decision and its implications</i>	1	2	3	5
17	Organisasi melayan saya dengan baik dan bertimbang rasa				

	<i>The organization treated me with kindness and consideration</i>	1	2	3	4	5
18	Organisasi menunjukkan keprihatinan terhadap hak saya sebagai pekerja <i>The organization showed concern for my rights as an employee</i>	1	2	3	4	5
19	Organisasi mengambil langkah untuk berurusan dengan saya dalam cara yang telus <i>The organization took steps to deal with me in a truthful manner</i>	1	2	3	4	5



BAHAGIAN D / SECTION D:

AUTONOMI PEKERJAAN / JOB AUTONOMY

Anda dipohon untuk memberi maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

1	2	3	4	5
Sangat tidak Bersetuju <i>Strongly disagree</i>	Tidak Bersetuju <i>Disagree</i>	Neutral/ <i>Neutral</i>	Setuju <i>Agree</i>	Sangat bersetuju <i>Strongly Agree</i>

1	Pekerjaan saya memerlukan kemahiran yang tinggi <i>My job requires high level of skills</i>	1	2	3	4	5
2	Pekerjaan saya memerlukan saya belajar perkara baharu <i>My job requires me to learn new things</i>	1	2	3	4	5
3	Pekerjaan saya memerlukan tugas yang tidak berulang <i>My job requires non repetitive jobs</i>	1	2	3	4	5

4	Pekerjaan saya memerlukan kreativiti <i>My job requires creativity</i>	1	2	3	4	5
5	Tugas saya memberikan kebebasan untuk saya menentukan cara mengatur kerja <i>My job allows me freedom to decide how to organize my work</i>	1	2	3	4	5
6	Tugas saya membolehkan saya membuat keputusan sendiri <i>My job allow me to make decisions on my own</i>	1	2	3	4	5
7	Rakan sekerja amat membantu dalam menolong saya membuat keputusan sendiri <i>My colleagues are helpful in assisting in one's own decisions</i>	1	2	3	4	5
8	Saya dibenarkan untuk menyatakan apa yang berlaku <i>I am allowed to say over what had happened</i>	1	2	3	4	5

SECTION E / BAHAGIAN E:

BUDAYA ORGANISASI / ORGANIZATIONAL CULTURE

Anda dipohon untuk memberi maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

1	2	3	4	5
<p>Sangat tidak Bersetuju <i>Strongly disagree</i></p>	<p>Tidak Bersetuju <i>Disagree</i></p>	<p>Neutral/ <i>Neutral</i></p>	<p>Setuju <i>Agree</i></p>	<p>Sangat Bersetuju <i>Strongly Agree</i></p>

1	Mekanisme kawalan yang ketat digunakan untuk menilai prestasi pekerja <i>Strict control mechanisms are applied to evaluate the performance of employees</i>	1	2	3	4	5
2	Pekerja harus mematuhi peraturan dan prosedur khusus dalam menjalankan tugas	1	2	3	4	5

	<i>Employees must follow specific rules and procedures in performing tasks</i>				
3	Hukuman tegas dikenakan apabila pekerja mengabaikan peraturan dan prosedur kerja <i>Punishment is applied strictly when employees violate the working rules and procedures</i>	1	2	3	4
4	Pekerja harus berhubung antara satu sama lain melalui saluran yang formal <i>Employees must follow formal channels to communicate with one another</i>	1	2	3	5
5	Kedudukan autoriti adalah jelas dan khusus <i>Line of authority is clear and specified</i>	1	2	3	4
6	Tanggungan risiko dibenarkan semasa pekerja melaksanakan tugas <i>Risk-taking is permitted while employees are performing tasks</i>	1	2	3	5
7	Pengurusan atasan atasan menyediakan suasana organisasi yang menggalakkan inovasi <i>The top management provides organizational climate that fosters innovation</i>	1	2	3	4
8	Pengurusan atasan menggalakkan pekerja meneroka idea baharu bagi melaksanakan tugas dengan lebih baik <i>The top management encourage employees to initiate new ideas to perform tasks better</i>	1	2	3	5
9	Pekerja dibenarkan melaksanakan idea baharu bagi meningkatkan kualiti kerja	1	2	3	4

	<i>Employees are allowed to apply new ideas to enhance work quality</i>				
10	Dialog terbuka dan mesyuarat dijana oleh pekerja dari pelbagai unit bagi membangunkan idea-idea baharu <i>Open dialogues and meetings are set by employees from different units to develop new ideas</i>	1	2	3	4
11	Kami berkongsi aktiviti di masa lapang (contohnya: Aktiviti riadah, sukan, aktiviti kegagamaan dan lain lain) <i>We share social activities (Examples: Leisure, sports, religious activities)</i>	1	2	3	4
12	Kami saling membantu dalam menjalankan tugas <i>We help one another in performing tasks</i>	1	2	3	4
13	Pekerja bebas bertukar pendapat bagi meningkatkan kualiti tugas <i>There is a free exchange of opinions among employees to enhance task quality</i>	1	2	3	4
14	Kami saling mempercayai <i>We trust one another</i>	1	2	3	4
15	Kerja berpasukan disokong oleh pengurusan atasan dalam menjalankan tugas <i>Teamwork is supported by the top management in performing tasks</i>	1	2	3	4

Thank You

Terima Kasih

Appendix B: Factor Analysis

Factor Analysis on Cynicism

Correlation Matrix

	OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OC10	OC12	OC13	OC14	
Correlation	OC1	1.000	-.156	.535	.520	.199	.488	.473	.479	.444	.242	.268	.387	.376
	OC2	-.156	1.000	-.097	-.070	.207	-.126	-.168	-.166	-.136	-.164	-.090	-.262	-.259
	OC3	.535	-.097	1.000	.520	.178	.474	.427	.438	.413	.236	.235	.339	.355
	OC4	.520	-.070	.520	1.000	.342	.514	.425	.452	.487	.238	.317	.345	.329
	OC5	.199	.207	.178	.342	1.000	.225	.121	.154	.139	.062	.167	.055	.082
	OC6	.488	-.126	.474	.514	.225	1.000	.723	.749	.687	.323	.297	.427	.409
	OC7	.473	-.168	.427	.425	.121	.723	1.000	.853	.747	.439	.342	.540	.542
	OC8	.479	-.166	.438	.452	.154	.749	.853	1.000	.778	.421	.295	.518	.505
	OC9	.444	-.136	.413	.487	.139	.687	.747	.778	1.000	.380	.326	.460	.448
	OC10	.242	-.164	.236	.238	.062	.323	.439	.421	.380	1.000	.395	.500	.416
	OC12	.268	-.090	.235	.317	.167	.297	.342	.295	.326	.395	1.000	.517	.336
	OC13	.387	-.262	.339	.345	.055	.427	.540	.518	.460	.500	.517	1.000	.661
	OC14	.376	-.259	.355	.329	.082	.409	.542	.505	.448	.416	.336	.661	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.900
Bartlett's Test of Sphericity	Approx. Chi-Square	3316.576
df		78
Sig.		.000

Anti-image Matrices

	OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OC10	OC12	OC13	OC14	
Anti-image	OC1	.574	.054	-.164	-.117	-.035	-.027	-.020	-.014	.001	.024	-.009	-.029	-.019
Covariance	OC2	.054	.855	-.015	.010	-.201	.013	-.011	.009	-.010	.027	-.019	.057	.075
	OC3	-.164	-.015	.601	-.139	.012	-.051	-.003	-.006	.003	-.009	.007	-.003	-.042
	OC4	-.117	.010	-.139	.534	-.158	-.059	.022	.004	-.070	.008	-.056	-.009	-.008
	OC5	-.035	-.201	.012	-.158	.803	-.053	.025	-.017	.032	-.002	-.078	.044	-.028
	OC6	-.027	.013	-.051	-.059	-.053	.358	-.054	-.068	-.053	.022	-.009	.001	.021
	OC7	-.020	-.011	-.003	.022	.025	-.054	.226	-.110	-.050	-.029	-.023	-.012	-.049
	OC8	-.014	.009	-.006	.004	-.017	-.068	-.110	.204	-.084	-.025	.044	-.023	-.004

	OC9	.001	-.010	.003	-.070	.032	-.053	-.050	-.084	.339	-.015	-.033	.007	-.006
	OC10	.024	.027	-.009	.008	-.002	.022	-.029	-.025	-.015	.678	-.120	-.096	-.041
	OC12	-.009	-.019	.007	-.056	-.078	-.009	-.023	.044	-.033	-.120	.668	-.177	.031
	OC13	-.029	.057	-.003	-.009	.044	.001	-.012	-.023	.007	-.096	-.177	.410	-.197
	OC14	-.019	.075	-.042	-.008	-.028	.021	-.049	-.004	-.006	-.041	.031	-.197	.496
Anti-image	OC1	.930 ^a	.078	-.278	-.212	-.052	-.060	-.056	-.040	.001	.038	-.014	-.060	-.035
Correlation	OC2	.078	.788 ^a	-.021	.015	-.243	.023	-.025	.020	-.018	.036	-.026	.096	.116
	OC3	-.278	-.021	.916 ^a	-.245	.018	-.111	-.007	-.017	.007	-.013	.010	-.007	-.078
	OC4	-.212	.015	-.245	.897 ^a	-.241	-.136	.063	.013	-.164	.014	-.095	-.020	-.015
	OC5	-.052	-.243	.018	-.241	.707 ^a	-.099	.058	-.042	.061	-.003	-.107	.076	-.045
	OC6	-.060	.023	-.111	-.136	-.099	.944 ^a	-.192	-.251	-.151	.045	-.019	.002	.050
	OC7	-.056	-.025	-.007	.063	.058	-.192	.899 ^a	-.513	-.179	-.073	-.059	-.038	-.145
	OC8	-.040	.020	-.017	.013	-.042	-.251	-.513	.880 ^a	-.318	-.068	.118	-.081	-.011
	OC9	.001	-.018	.007	-.164	.061	-.151	-.179	-.318	.938 ^a	-.032	-.068	.018	-.015
	OC10	.038	.036	-.013	.014	-.003	.045	-.073	-.068	-.032	.942 ^a	-.179	-.182	-.071
	OC12	-.014	-.026	.010	-.095	-.107	-.019	-.059	.118	-.068	-.179	.861 ^a	-.339	.054
	OC13	-.060	.096	-.007	-.020	-.076	.002	-.038	-.081	.018	-.182	-.339	.866 ^a	-.436
	OC14	-.035	.116	-.078	-.015	-.045	.050	-.145	-.011	-.015	-.071	.054	-.436	.895 ^a

a. Measures of Sampling Adequacy (MSA)

Communalities

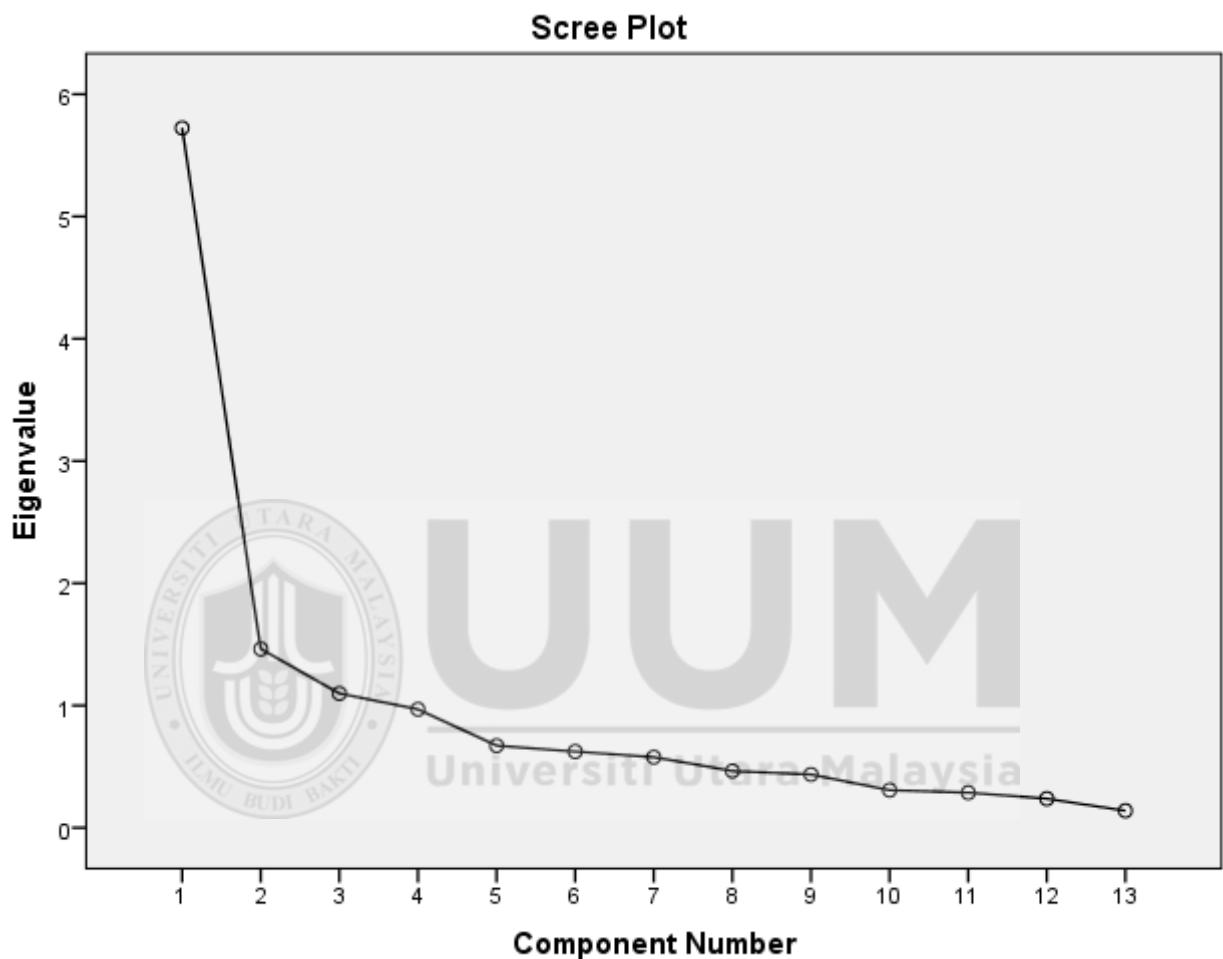
Universiti Utara Malaysia

Total Variance Explained

Componen t	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Varianc e	Cumulativ e %	Total	% of Varianc e	Cumulativ e %	Total	% of Varianc e	Cumulativ e %
1	5.72 4	44.029	44.029	5.72 4	44.029	44.029	4.39 0	33.770	33.770
2	1.46 3	11.251	55.280	1.46 3	11.251	55.280	2.54 6	19.587	53.357
3	1.09 9	8.452	63.732	1.09 9	8.452	63.732	1.34 9	10.375	63.732
4	.969	7.454	71.186						
5	.672	5.172	76.358						
6	.623	4.794	81.152						
7	.578	4.445	85.596						
8	.464	3.572	89.168						
9	.436	3.356	92.523						

10	.308	2.368	94.891				
11	.287	2.209	97.100				
12	.238	1.829	98.929				
13	.139	1.071	100.000				

Extraction Method: Principal Component Analysis.



Component Matrix^a

	Component		
	1	2	3
OC8	.855		
OC7	.854		
OC9	.808		
OC6	.801		
OC13	.719	-.375	
OC14	.687	-.316	
OC1	.665		
OC4	.657	.396	
OC3	.627		
OC10	.566	-.339	.333
OC5		.652	.423
OC2		.586	
OC12	.523		.611

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Rotated Component Matrix^a

	Component		
	1	2	3
OC8	.848		
OC6	.841		
OC7	.807	.327	
OC9	.806		
OC1	.654		
OC3	.638		
OC4	.632		.381
OC12		.778	
OC13	.356	.776	
OC10		.699	
OC14	.417	.623	
OC5			.780
OC2			.616

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Factor Analysis on Organizational Justice

Correlation Matrix

	OJ1	OJ2	OJ3	OJ4	OJ5	OJ6	OJ7	OJ8	OJ9	OJ10	OJ11	OJ12	OJ13	OJ14	OJ15	OJ16	OJ17	OJ18	OJ19
OJ1	1.000	.823	.814	.747	.728	.378	.246	.283	.295	.374	.326	.255	.237	.443	.394	.439	.487	.519	.432
OJ2	.823	1.000	.850	.805	.750	.380	.232	.269	.309	.332	.320	.284	.275	.464	.376	.436	.480	.494	.488
OJ3	.814	.850	1.000	.815	.778	.389	.195	.247	.246	.275	.293	.243	.232	.492	.393	.437	.484	.532	.498
OJ4	.747	.805	.815	1.000	.784	.394	.229	.280	.344	.344	.345	.298	.271	.431	.356	.408	.414	.466	.439
OJ5	.728	.750	.778	.784	1.000	.317	.240	.274	.280	.358	.325	.285	.264	.497	.393	.492	.467	.508	.481
OJ6	.378	.380	.389	.394	.317	1.000	.343	.486	.481	.480	.486	.514	.462	.358	.319	.300	.382	.428	.387
OJ7	.246	.232	.195	.229	.240	.343	1.000	.460	.303	.310	.248	.245	.286	.284	.276	.323	.193	.298	.223
OJ8	.283	.269	.247	.280	.274	.486	.460	1.000	.648	.550	.556	.575	.479	.380	.301	.364	.332	.377	.326
OJ9	.295	.309	.246	.344	.280	.481	.303	.648	1.000	.737	.712	.643	.601	.373	.274	.369	.391	.349	.328
OJ10	.374	.332	.275	.344	.358	.480	.310	.550	.737	1.000	.777	.613	.603	.423	.338	.437	.457	.435	.378
OJ11	.326	.320	.293	.345	.325	.486	.248	.556	.712	.777	1.000	.709	.695	.437	.295	.420	.439	.410	.408
OJ12	.255	.284	.243	.298	.285	.514	.245	.575	.643	.613	.709	1.000	.672	.405	.269	.395	.429	.371	.415
OJ13	.237	.275	.232	.271	.264	.462	.286	.479	.601	.603	.695	.672	1.000	.437	.305	.418	.429	.379	.404
OJ14	.443	.464	.492	.431	.497	.358	.284	.380	.373	.423	.437	.405	.437	1.000	.573	.660	.554	.580	.570
OJ15	.394	.376	.393	.356	.393	.319	.276	.301	.274	.338	.295	.269	.305	.573	1.000	.554	.442	.517	.473
OJ16	.439	.436	.437	.408	.492	.300	.323	.364	.369	.437	.420	.395	.418	.660	.554	1.000	.541	.572	.544
OJ17	.487	.480	.484	.414	.467	.382	.193	.332	.391	.457	.439	.429	.429	.554	.442	.541	1.000	.755	.697
OJ18	.519	.494	.532	.466	.508	.428	.298	.377	.349	.435	.410	.371	.379	.580	.517	.572	.755	1.000	.748
OJ19	.432	.488	.498	.439	.481	.387	.223	.326	.328	.378	.408	.415	.404	.570	.473	.544	.697	.748	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.934
Bartlett's Test of Sphericity	Approx. Chi-Square	7265.542
df		171
Sig.		.000

Anti-image Matrices

	OJ1	OJ2	OJ3	OJ4	OJ5	OJ6	OJ7	OJ8	OJ9	OJ10	OJ11	OJ12	OJ13	OJ14	OJ15	OJ16	OJ17	OJ18	OJ19	
Anti-image Covariance	OJ1	.243	-.078	-.057	-.013	-.026	-.008	-.016	-.009	.014	-.039	-.002	.013	.025	.019	-.020	-.010	-.025	-.023	.043
	OJ2	-.078	.199	-.063	-.051	-.015	.003	-.015	.011	-.015	.003	.011	-.005	-.014	-.001	.006	-.001	-.012	.023	-.030
	OJ3	-.057	-.063	.177	-.055	-.044	-.038	.032	-.007	.013	.034	-.013	.014	.005	-.032	.000	.008	-.004	-.014	-.009
	OJ4	-.013	-.051	-.055	.238	-.092	-.027	-.006	.019	-.042	.011	-.008	-.005	.005	.014	-.004	.008	.027	-.006	.001
	OJ5	-.026	-.015	-.044	-.092	.287	.048	-.017	-.008	.028	-.035	.009	-.012	.006	-.023	.006	-.041	-.002	-.001	-.012
	OJ6	-.008	.003	-.038	-.027	.048	.564	-.087	-.055	-.013	-.028	-.002	-.079	-.037	.005	-.037	.060	.008	-.036	-.011
	OJ7	-.016	-.015	.032	-.006	-.017	-.087	.705	-.171	.013	-.024	.040	.043	-.050	-.006	-.025	-.063	.053	-.039	.013
	OJ8	-.009	.011	-.007	.019	-.008	-.055	-.171	.450	-.126	.006	-.016	-.080	.022	-.020	-.011	.001	.025	-.028	.008
	OJ9	.014	-.015	.013	-.042	.028	-.013	.013	-.126	.322	-.106	-.040	-.035	-.032	.002	.005	-.002	-.022	.017	.012
	OJ10	-.039	.003	.034	.011	-.035	-.028	-.024	.006	-.106	.292	-.120	.003	-.008	.003	-.021	-.014	-.020	-.017	.022
	OJ11	-.002	.011	-.013	-.008	.009	-.002	.040	-.016	-.040	-.120	.269	-.077	-.089	-.015	.022	-.004	.011	-.002	-.013
	OJ12	.013	-.005	.014	-.005	-.012	-.079	.043	-.080	-.035	.003	-.077	.371	-.101	-.003	.022	-.020	-.028	.028	-.035
	OJ13	.025	-.014	.005	.005	.006	-.037	-.050	.022	-.032	-.008	-.089	-.101	.417	-.033	-.008	-.022	-.025	.012	-.012
	OJ14	.019	-.001	-.032	.014	-.023	.005	-.006	-.020	.002	.003	-.015	-.003	-.033	.424	-.118	-.133	-.024	-.012	-.032
	OJ15	-.020	.006	.000	-.004	.006	-.037	-.025	-.011	.005	-.021	.022	-.022	-.008	-.118	.575	-.103	.012	-.041	-.026
	OJ16	-.010	-.001	.008	.008	-.041	.060	-.063	.001	-.002	-.014	-.004	-.020	-.022	-.133	-.103	.443	-.024	-.026	-.023
	OJ17	-.025	-.012	-.004	.027	-.002	.008	.053	-.025	-.022	-.020	.011	-.028	-.025	-.024	.012	-.024	.347	-.129	-.079
	OJ18	-.023	.023	-.014	-.006	-.001	-.036	-.039	-.028	.017	-.017	-.002	.028	.012	-.012	-.041	-.026	-.129	.286	-.124
	OJ19	.043	-.030	-.009	.001	-.012	-.011	.013	.008	.012	.022	-.013	-.035	-.012	-.032	-.026	-.023	-.079	-.124	.355
Anti-image Correlation	OJ1	.937 ^a	-.357	-.277	-.052	-.097	-.022	-.038	-.027	.048	-.147	-.009	.042	.077	.058	-.054	-.031	-.087	-.086	.148
	OJ2	-.357	.932 ^a	-.335	-.236	-.062	.010	-.041	.035	-.059	.012	.049	-.018	-.049	-.004	.018	-.004	-.045	.098	-.112
	OJ3	-.277	-.335	.924 ^a	-.271	-.194	-.121	.091	-.025	.055	.151	-.061	.055	.019	-.116	.001	.028	-.014	-.062	-.037
	OJ4	-.052	-.236	-.271	.935 ^a	-.351	-.073	-.016	.059	-.152	.040	-.031	-.017	.017	.045	-.012	.025	.095	-.022	.002
	OJ5	-.097	-.062	-.194	-.351	.949 ^a	.120	-.037	-.022	.094	-.121	.032	-.037	.018	-.066	.015	-.116	-.007	-.004	-.039
	OJ6	-.022	.010	-.121	-.073	.120	.957 ^a	-.138	-.108	-.030	-.070	-.005	-.172	-.077	.011	-.064	.121	.017	-.091	-.025
	OJ7	-.038	-.041	.091	-.016	-.037	-.138	.884 ^a	-.304	.026	-.052	.092	.084	-.093	-.011	-.039	-.114	.106	-.087	.027
	OJ8	-.027	.035	-.025	.059	-.022	-.108	-.304	.919 ^a	-.331	.017	-.046	-.195	.052	-.045	-.021	.002	.064	-.078	.019
	OJ9	.048	-.059	.055	-.152	.094	-.030	.026	-.331	.922 ^a	-.346	-.138	-.100	-.088	.005	.012	-.005	-.064	.057	.037
	OJ10	-.147	.012	.151	.040	-.121	-.070	-.052	.017	-.346	.914 ^a	-.429	.010	-.024	.008	-.050	-.039	-.062	-.060	.067
	OJ11	-.009	.049	-.061	-.031	.032	-.005	.092	-.046	-.138	-.429	.921 ^a	-.244	-.266	-.045	.057	-.011	.035	-.006	-.042
	OJ12	.042	-.018	.055	-.017	-.037	-.172	.084	-.195	-.100	.010	-.244	.937 ^a	-.258	-.008	.048	-.049	-.077	.085	-.095
	OJ13	-.077	-.049	.019	-.017	.018	-.077	-.093	.052	-.088	-.024	-.266	-.258	-.949 ^a	-.079	-.016	-.051	-.067	.036	-.031
	OJ14	.058	-.004	-.116	.045	-.066	.011	-.011	-.045	.005	.008	-.045	-.008	-.079	.953 ^a	-.240	-.308	-.063	-.035	-.082
	OJ15	-.054	.018	.001	-.012	.015	-.064	-.039	-.021	.012	-.050	.057	.048	-.016	-.240	.955 ^a	-.204	-.026	-.102	-.058
	OJ16	-.031	-.004	.028	.025	-.116	.121	-.114	.002	-.005	-.039	-.011	-.049	-.051	-.308	-.204	.950 ^a	-.061	-.073	-.058
	OJ17	-.087	-.045	-.014	.095	-.007	.017	.106	.064	-.064	-.062	.035	-.077	-.067	-.063	.026	-.061	.936 ^a	-.411	-.224
	OJ18	-.086	.098	-.062	-.022	-.004	-.091	-.087	-.078	.057	-.060	-.006	.085	.036	-.035	-.102	-.073	-.411	.919 ^a	-.390
	OJ19	.148	-.112	-.037	.002	-.039	-.025	.027	.019	.037	.067	-.042	-.095	-.031	-.082	-.058	-.058	-.224	-.390	.937 ^a

a. Measures of Sampling Adequacy (MSA)

Communalities

	Initial	Extraction
OJ1	1.000	.814
OJ2	1.000	.860
OJ3	1.000	.880
OJ4	1.000	.839
OJ5	1.000	.774
OJ6	1.000	.474
OJ7	1.000	.211
OJ8	1.000	.589
OJ9	1.000	.753
OJ10	1.000	.716
OJ11	1.000	.762
OJ12	1.000	.694
OJ13	1.000	.645
OJ14	1.000	.652
OJ15	1.000	.539
OJ16	1.000	.634
OJ17	1.000	.674
OJ18	1.000	.746
OJ19	1.000	.698

Extraction Method: Principal

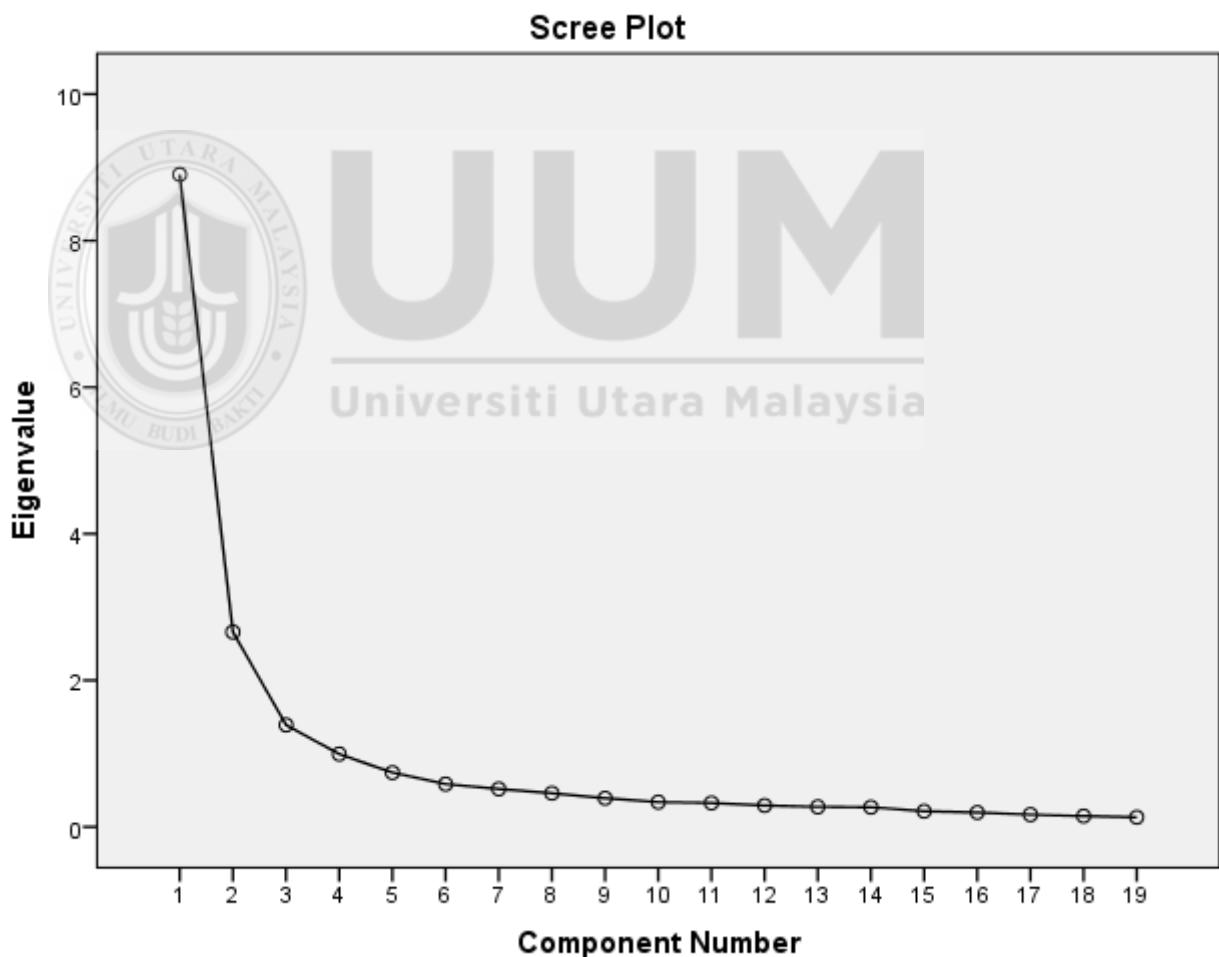
Component Analysis.

Total Variance Explained

Componen t	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Varianc e	Cumulativ e %	Total	% of Varianc e	Cumulativ e %	Total	% of Varianc e	Cumulativ e %
1	8.90	46.852	46.852	8.90	46.852	46.852	4.83	25.469	25.469
	2			2			9		
2	2.65	13.997	60.850	2.65	13.997	60.850	4.22	22.251	47.720
	9			9			8		
3	1.39	7.321	68.171	1.39	7.321	68.171	3.88	20.451	68.171
	1			1			6		
4	.994	5.234	73.405						
5	.741	3.900	77.305						
6	.584	3.075	80.380						
7	.518	2.725	83.105						
8	.459	2.418	85.523						

9	.392	2.065	87.588				
10	.339	1.783	89.371				
11	.327	1.721	91.091				
12	.293	1.540	92.631				
13	.274	1.441	94.072				
14	.269	1.416	95.488				
15	.213	1.119	96.607				
16	.197	1.039	97.646				
17	.168	.882	98.528				
18	.148	.779	99.307				
19	.132	.693	100.000				

Extraction Method: Principal Component Analysis.



Component Matrix^a

	Component		
	1	2	3
OJ18	.760		-.391
OJ2	.736	-.491	
OJ17	.734		-.362
OJ14	.727		-.348
OJ3	.726	-.550	
OJ5	.724	-.460	
OJ1	.724	-.472	
OJ19	.722		-.406
OJ4	.720	-.448	.347
OJ10	.706	.443	
OJ11	.705	.489	
OJ16	.705		-.367
OJ9	.661	.509	
OJ12	.657	.499	
OJ13	.643	.480	
OJ6	.630		
OJ8	.615	.434	
OJ15	.603		-.408
OJ7	.430		

Extraction Method: Principal Component

Analysis.

a. 3 components extracted.

Rotated Component Matrix^a

	Component		
	1	2	3
OJ9	.848		
OJ11	.835		
OJ12	.799		
OJ10	.798		
OJ13	.749		
OJ8	.737		
OJ6	.595		
OJ7	.386		
OJ3		.879	.309
OJ2		.871	
OJ4		.869	
OJ1		.843	
OJ5		.802	.321
OJ18		.308	.768
OJ19			.757
OJ17			.722
OJ16			.706
OJ14			.706
OJ15			.688

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Factor Analysis on Job Autonomy

Correlation Matrix

		JA1	JA2	JA3	JA4	JA5	JA6	JA7	JA8
Correlation	JA1	1.000	.425	.254	.488	.237	.104	.193	.146
	JA2	.425	1.000	.057	.391	.134	-.008	.146	.062
	JA3	.254	.057	1.000	.304	.302	.252	.167	.154
	JA4	.488	.391	.304	1.000	.395	.243	.275	.185
	JA5	.237	.134	.302	.395	1.000	.481	.338	.411
	JA6	.104	-.008	.252	.243	.481	1.000	.365	.382
	JA7	.193	.146	.167	.275	.338	.365	1.000	.335
	JA8	.146	.062	.154	.185	.411	.382	.335	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.778
Bartlett's Test of Sphericity	Approx. Chi-Square	826.314
	df	28
	Sig.	.000

Anti-Image Matrices

		JA1	JA2	JA3	JA4	JA5	JA6	JA7	JA8
Anti-image	JA1	.676	-.211	-.111	-.199	-.015	.032	-.028	-.034
Covariance	JA2	-.211	.755	.076	-.167	-.009	.076	-.049	.003
	JA3	-.111	.076	.835	-.107	-.094	-.080	-.008	.005
	JA4	-.199	-.167	-.107	.616	-.132	-.042	-.062	.022
	JA5	-.015	-.009	-.094	-.132	.622	-.195	-.061	-.162
	JA6	.032	.076	-.080	-.042	-.195	.677	-.148	-.133
	JA7	-.028	-.049	-.008	-.062	-.061	-.148	.780	-.138
	JA8	-.034	.003	.005	.022	-.162	-.133	-.138	.759
Anti-image	JA1	.743 ^a	-.296	-.147	-.308	-.023	.047	-.039	-.047
Correlation	JA2	-.296	.688 ^a	.096	-.245	-.013	.106	-.064	.004
	JA3	-.147	.096	.818 ^a	-.149	-.131	-.106	-.010	.006
	JA4	-.308	-.245	-.149	.774 ^a	-.214	-.065	-.090	.032
	JA5	-.023	-.013	-.131	-.214	.794 ^a	-.300	-.087	-.236
	JA6	.047	.106	-.106	-.065	-.300	.767 ^a	-.203	-.186
	JA7	-.039	-.064	-.010	-.090	-.087	-.203	.846 ^a	-.179
	JA8	-.047	.004	.006	.032	-.236	-.186	-.179	.802 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
JA1	1.000	.656
JA2	1.000	.619
JA3	1.000	.261
JA4	1.000	.641
JA5	1.000	.601
JA6	1.000	.628
JA7	1.000	.409
JA8	1.000	.489

Extraction Method: Principal

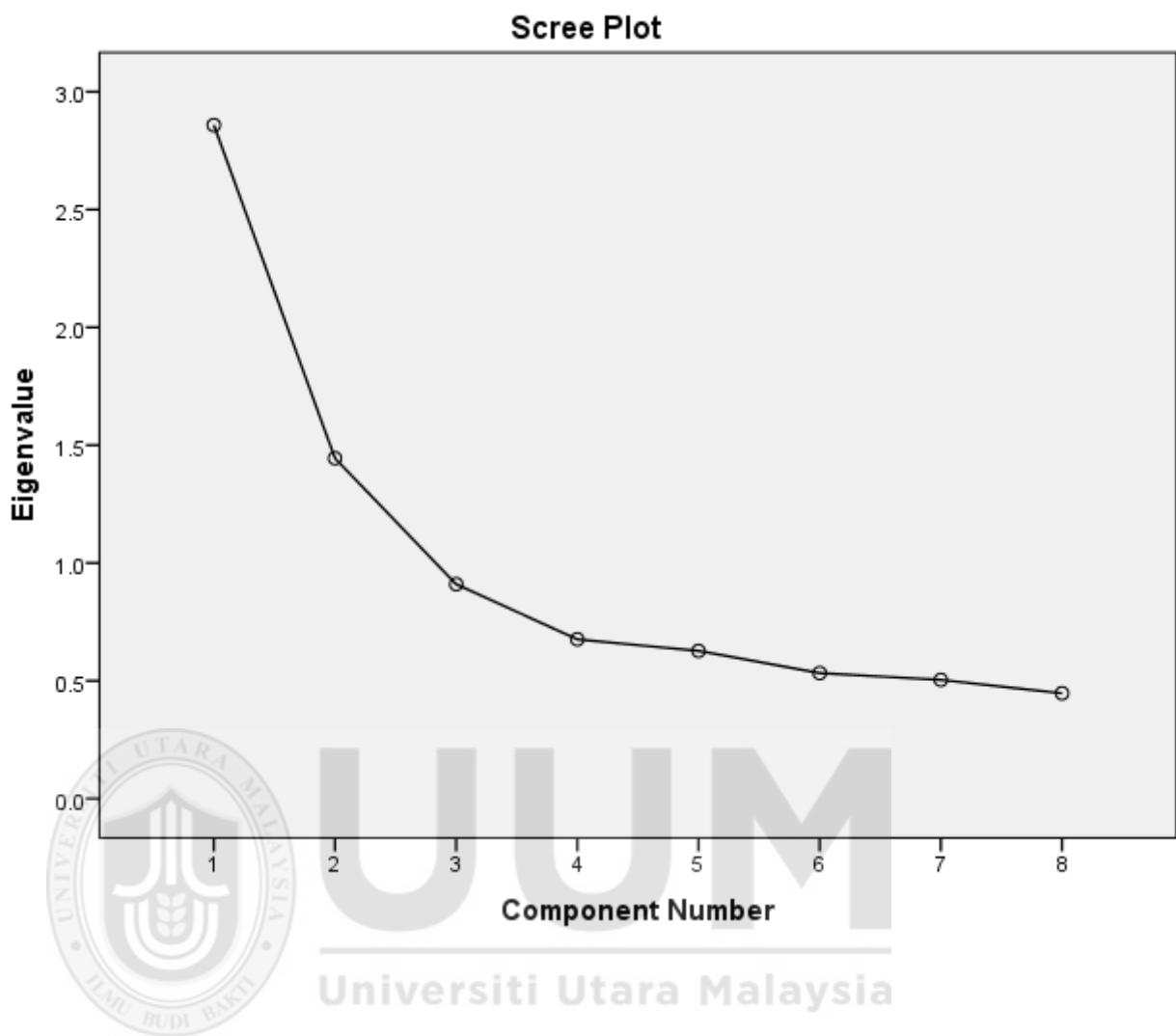
Component Analysis.

Total Variance Explained

Componen t	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Varianc e	Cumulativ e %	Total	% of Varianc e	Cumulativ e %	Total	% of Varianc e	Cumulativ e %
	1	2.85 9	35.734 35.734	35.734 9	2.85 9	35.734 35.734	35.734 35.734	2.36 1	29.518 29.518
2	1.44 4	18.055 53.789	53.789 53.789	1.44 4	18.055 53.789	53.789 53.789	1.94 2	24.271 53.789	53.789 53.789
3	.910	11.373	65.162						
4	.676	8.451	73.613						
5	.627	7.836	81.450						
6	.533	6.662	88.111						
7	.504	6.298	94.409						
8	.447	5.591	100.000						

Extraction Method: Principal Component Analysis.





Component Matrix^a

	Component	
	1	2
OCL8	.812	-.449
OCL7	.797	-.379
OCL9	.772	-.433
OCL15	.764	
OCL13	.740	
OCL14	.717	.430
OCL12	.681	.504

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Factor Analysis on Organizational Culture

Correlation Matrix

	OCL1	OCL2	OCL3	OCL4	OCL5	OCL6	OCL7	OCL8	OCL9	OCL10	OCL11	OCL12	OCL13	OCL14	OCL15	
Correlation	OCL1	1.000	.468	.432	.290	.320	.272	.404	.388	.293	.277	.236	.238	.205	.269	.360
	OCL2	.468	1.000	.418	.310	.342	.198	.332	.321	.283	.308	.367	.391	.283	.345	.372
	OCL3	.432	.418	1.000	.291	.323	.246	.303	.280	.274	.271	.264	.298	.222	.232	.262
	OCL4	.290	.310	.291	1.000	.388	.212	.293	.215	.243	.278	.223	.305	.237	.290	.264
	OCL5	.320	.342	.323	.388	1.000	.305	.318	.252	.198	.220	.205	.317	.286	.290	.319
	OCL6	.272	.198	.246	.212	.305	1.000	.287	.193	.221	.180	.121	.098	.124	.126	.199
	OCL7	.404	.332	.303	.293	.318	.287	1.000	.757	.643	.586	.424	.359	.485	.411	.500
	OCL8	.388	.321	.280	.215	.252	.193	.757	1.000	.752	.611	.448	.371	.444	.393	.509
	OCL9	.293	.283	.274	.243	.198	.221	.643	.752	1.000	.614	.454	.333	.451	.382	.469
	OCL10	.277	.308	.271	.278	.220	.180	.586	.611	.614	1.000	.425	.345	.384	.313	.402
	OCL11	.236	.367	.264	.223	.205	.121	.424	.448	.454	.425	1.000	.524	.525	.439	.433
	OCL12	.238	.391	.298	.305	.317	.098	.359	.371	.333	.345	.524	1.000	.567	.553	.502
	OCL13	.205	.283	.222	.237	.286	.124	.485	.444	.451	.384	.525	.567	1.000	.518	.481
	OCL14	.269	.345	.232	.290	.290	.126	.411	.393	.382	.313	.439	.553	.518	1.000	.588
	OCL15	.360	.372	.262	.264	.319	.199	.500	.509	.469	.402	.433	.502	.481	.588	1.000
Sig. (1-tailed)	OCL1		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL2	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL3	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL4	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL5	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL6	.000	.000	.000	.000	.000		.000	.000	.000	.000	.003	.014	.003	.002	.000
	OCL7	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	OCL8	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	OCL9	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	OCL10	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	OCL11	.000	.000	.000	.000	.000	.003	.000	.000	.000	.000		.000	.000	.000	.000
	OCL12	.000	.000	.000	.000	.000	.014	.000	.000	.000	.000	.000		.000	.000	.000
	OCL13	.000	.000	.000	.000	.000	.003	.000	.000	.000	.000	.000	.000		.000	.000
	OCL14	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	.000	.000	.000		.000
	OCL15	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.908
Bartlett's Test of Sphericity	Approx. Chi-Square	3204.412
	df	105
	Sig.	.000

Anti-image Matrices

		OCL1	OCL2	OCL3	OCL4	OCL5	OCL6	OCL7	OCL8	OCL9	OCL10	OCL11	OCL12	OCL13	OCL14	OCL15
Anti-image	OCL1	.626	-.164	-.151	-.051	-.035	-.069	-.044	-.054	.030	.021	.014	.032	.033	-.006	-.060
Covariance	OCL2	-.164	.629	-.115	-.043	-.064	-.005	.006	.002	.008	-.031	-.078	-.063	.024	-.028	-.029
	OCL3	-.151	-.115	.703	-.049	-.071	-.064	-.004	.009	-.029	-.021	-.022	-.053	.010	.014	.023
	OCL4	-.051	-.043	-.049	.749	-.163	-.035	-.034	.051	-.031	-.061	.007	-.052	.013	-.049	.013
	OCL5	-.035	-.064	-.071	-.163	.700	-.139	-.029	-.011	.044	.008	.039	-.043	-.048	-.013	-.037
	OCL6	-.069	-.005	-.064	-.035	-.139	.825	-.074	.044	-.050	.006	.003	.037	.020	.021	-.028
	OCL7	-.044	.006	-.004	-.034	-.029	-.074	.351	-.141	-.019	-.069	-.001	.030	-.070	-.019	-.023
	OCL8	-.054	.002	.009	.051	-.011	.044	-.141	.284	-.146	-.052	-.015	-.019	.013	.006	-.034
	OCL9	.030	.008	-.029	-.031	.044	-.050	-.019	-.146	.368	-.101	-.043	.036	-.044	-.019	-.027
	OCL10	.021	-.031	-.021	-.061	.008	.006	-.069	-.052	-.101	.525	-.053	-.024	.001	.032	-.011
	OCL11	.014	-.078	-.022	.007	.039	.003	-.001	-.015	-.043	-.053	.573	-.113	-.111	-.033	-.015
	OCL12	.032	-.063	-.053	-.052	-.043	.037	.030	-.019	.036	-.024	-.113	.499	-.136	-.112	-.067
	OCL13	.033	.024	.010	.013	-.048	.020	-.070	-.013	-.044	.001	-.111	-.136	.517	-.082	-.032
	OCL14	-.006	-.028	.014	-.049	-.013	.021	-.019	.006	-.019	.032	-.033	-.112	-.082	.528	-.165
	OCL15	-.060	-.029	.023	.013	-.037	-.028	-.023	-.034	-.027	-.011	-.015	-.067	-.032	-.165	.508
Anti-image	OCL1	.889 ^a	-.261	-.228	-.075	-.053	-.095	-.094	-.129	.063	.036	.024	.057	.058	-.011	-.106
Correlation	OCL2	-.261	.917 ^a	-.173	-.063	-.096	-.006	.012	.005	.017	-.053	-.129	-.112	.042	-.049	-.051
	OCL3	-.228	-.173	.913 ^a	-.067	-.101	-.084	-.008	.021	-.057	-.034	-.035	-.089	.017	.023	.038
	OCL4	-.075	-.063	-.067	.907 ^a	-.225	-.045	-.067	.110	-.059	-.098	.011	-.086	.021	-.078	.022
	OCL5	-.053	-.096	-.101	-.225	.899 ^a	-.182	-.059	-.024	.087	.014	.061	-.072	-.080	-.022	-.062
	OCL6	-.095	-.006	-.084	-.045	-.182	.866 ^a	-.138	.092	-.090	.009	.004	.058	.031	.032	-.043
	OCL7	-.094	.012	-.008	-.067	-.059	-.138	.907 ^a	-.447	-.053	-.161	-.002	.071	-.164	-.045	-.056
	OCL8	-.129	.005	.021	.110	-.024	.092	-.447	.861 ^a	-.452	-.136	-.038	-.052	.035	.016	-.089
	OCL9	.063	.017	-.057	-.059	.087	-.090	-.053	-.452	.892 ^a	-.230	-.093	.083	-.100	-.042	-.062
	OCL10	.036	-.053	-.034	-.098	.014	.009	-.161	-.136	-.230	.945 ^a	-.097	-.047	.002	.060	-.022
	OCL11	.024	-.129	-.035	.011	.061	.004	-.002	-.038	-.093	-.097	.939 ^a	-.212	-.204	-.060	-.028
	OCL12	.057	-.112	-.089	-.086	-.072	.058	.071	-.052	.083	-.047	-.212	.900 ^a	-.267	-.218	-.134
	OCL13	.058	.042	.017	.021	-.080	.031	-.164	.035	-.100	.002	-.204	-.267	.919 ^a	-.158	-.062
	OCL14	-.011	-.049	.023	-.078	-.022	.032	-.045	.016	-.042	.060	-.060	-.218	-.158	.915 ^a	-.319
	OCL15	-.106	-.051	.038	.022	-.062	-.043	-.056	-.089	-.062	-.022	-.028	-.134	-.062	-.319	.938 ^a

a. Measures of Sampling Adequacy (MSA)

Communalities

	Initial	Extraction
OCL1	1.000	.537
OCL2	1.000	.502
OCL3	1.000	.480
OCL4	1.000	.393
OCL5	1.000	.492
OCL6	1.000	.405
OCL7	1.000	.745
OCL8	1.000	.815
OCL9	1.000	.767
OCL10	1.000	.622
OCL11	1.000	.548
OCL12	1.000	.707
OCL13	1.000	.630
OCL14	1.000	.630
OCL15	1.000	.565

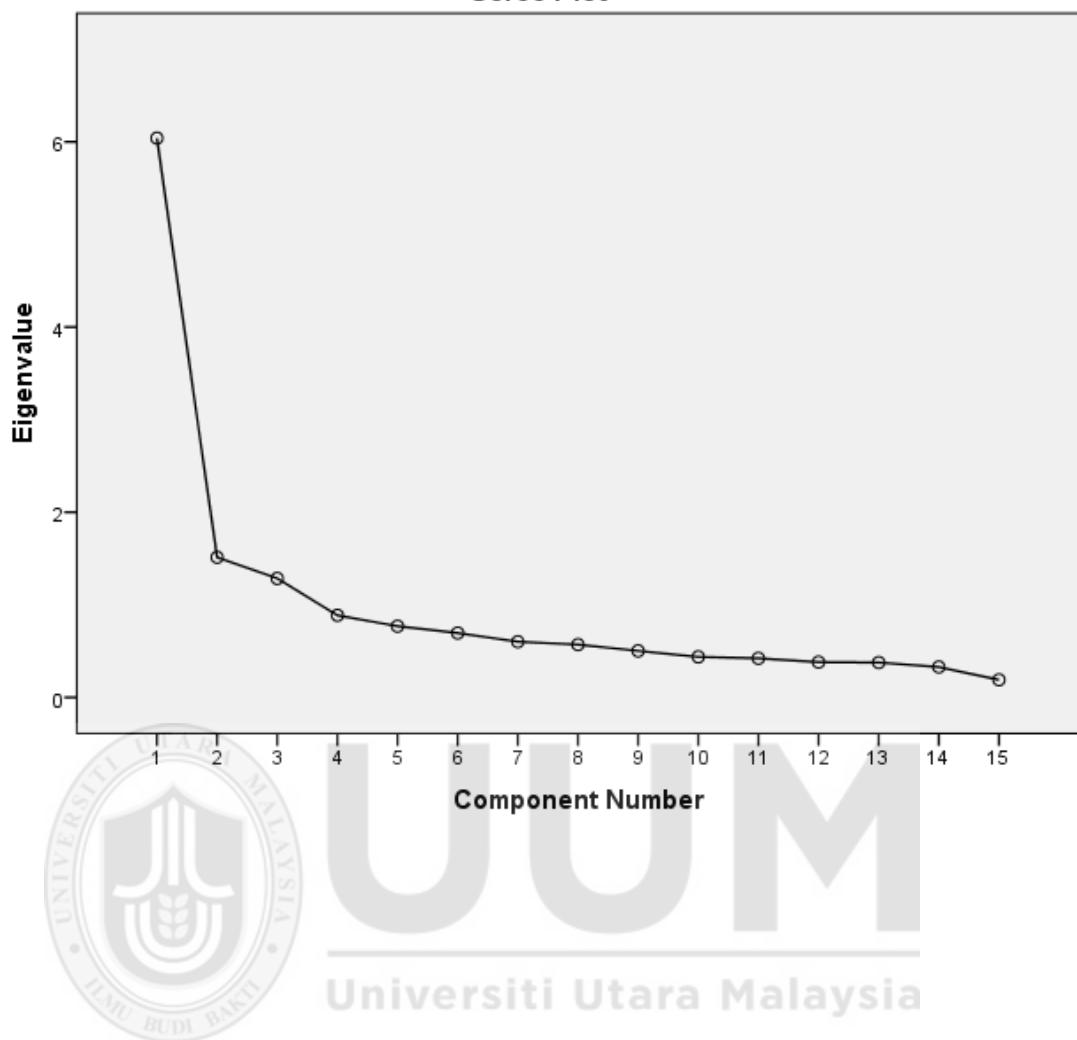
Extraction Method: Principal

Component Analysis.

Total Variance Explained

Componen t	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Varianc e	Cumulativ e %	Total	% of Varianc e	Cumulativ e %	Total	% of Varianc e	Cumulativ e %
1	6.04 0	40.268	40.268	6.04 0	40.268	40.268	3.12 3	20.819	20.819
2	1.51 3	10.089	50.357	1.51 3	10.089	50.357	3.05 5	20.368	41.187
3	1.28 5	8.568	58.924	1.28 5	8.568	58.924	2.66 1	17.737	58.924
4	.887	5.910	64.835						
5	.769	5.127	69.962						
6	.696	4.638	74.600						
7	.601	4.008	78.609						
8	.570	3.803	82.412						
9	.503	3.351	85.762						
10	.438	2.918	88.680						
11	.422	2.813	91.493						
12	.381	2.539	94.032						
13	.377	2.513	96.546						
14	.328	2.188	98.734						
15	.190	1.266	100.000						

Scree Plot



Component Matrix^a

	Component		
	1	2	3
OCL7	.777		.338
OCL8	.769		.372
OCL9	.731	-.320	.360
OCL15	.724		
OCL10	.681		.321
OCL13	.680		-.314
OCL12	.668		-.506
OCL14	.666		-.418
OCL11	.664		
OCL2	.592	.370	
OCL1	.556	.435	
OCL3	.512	.462	
OCL5	.504	.476	
OCL4	.480	.390	
OCL6	.350	.420	.326

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Rotated Component Matrix^a

	Component		
	1	2	3
OCL8	.844		
OCL9	.826		
OCL7	.771		
OCL10	.732		
OCL12		.805	
OCL14		.747	
OCL13	.329	.718	
OCL11	.357	.639	
OCL15	.374	.597	
OCL1			.674
OCL3			.661
OCL5			.650
OCL2		.355	.602
OCL6			.572
OCL4			.566

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Appendix C: Reliability Test

Reliability Test on Organizational Cynicism

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.868	.860	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OC1	32.87	59.607	.582	.426	.856
OC2	32.23	72.853	-.189	.145	.893
OC3	32.69	61.015	.554	.399	.857
OC4	32.54	60.038	.603	.466	.855
OC5	32.41	66.433	.249	.197	.872
OC6	33.00	57.451	.728	.642	.847
OC7	33.21	56.720	.773	.774	.844
OC8	33.22	57.097	.776	.796	.844
OC9	33.05	56.970	.726	.661	.846
OC10	33.22	61.613	.474	.322	.862
OC12	32.75	61.825	.458	.332	.863
OC13	33.31	59.739	.622	.590	.853
OC14	33.58	60.957	.581	.504	.856

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
35.67	70.749	8.411	13

Reliability Test on Organizational Justice

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.936	.936	19

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OJ1	58.99	117.799	.691	.757	.932
OJ2	58.97	117.600	.705	.801	.931
OJ3	58.99	117.895	.694	.823	.932
OJ4	58.90	118.696	.688	.762	.932
OJ5	59.15	118.256	.691	.713	.932
OJ6	58.60	123.072	.583	.436	.934
OJ7	59.02	126.182	.389	.295	.937
OJ8	58.73	123.677	.567	.550	.934
OJ9	58.64	122.269	.606	.678	.933
OJ10	58.70	120.990	.654	.708	.932
OJ11	58.60	121.819	.652	.731	.932
OJ12	58.47	123.140	.601	.629	.933
OJ13	58.59	123.101	.587	.583	.934
OJ14	59.05	119.803	.684	.576	.932
OJ15	59.10	122.628	.557	.425	.934
OJ16	59.07	120.003	.662	.557	.932
OJ17	58.73	120.188	.686	.653	.932
OJ18	58.80	119.176	.719	.714	.931
OJ19	58.78	120.403	.675	.645	.932

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
62.11	134.206	11.585	19

Reliability Test on Job Autonomy

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.738	.735	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
JA1	23.39	16.393	.411	.324	.715
JA2	22.94	18.066	.261	.245	.738
JA3	24.03	16.057	.354	.165	.728
JA4	23.40	15.313	.534	.384	.692
JA5	23.72	14.406	.577	.378	.680
JA6	24.12	15.070	.457	.323	.707
JA7	23.46	15.593	.439	.220	.710
JA8	23.54	15.959	.412	.241	.715

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.94	19.965	4.468	8

Reliability Test on Organizational Culture

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.889	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCL1	49.81	60.630	.502	.374	.885
OCL2	49.44	61.129	.535	.371	.884
OCL3	49.46	61.438	.460	.297	.887
OCL4	49.56	62.307	.427	.251	.888
OCL5	49.37	61.908	.455	.300	.887
OCL6	49.79	63.460	.309	.175	.893
OCL7	49.77	57.599	.711	.649	.876
OCL8	49.69	58.083	.693	.716	.877
OCL9	49.65	58.566	.652	.632	.879
OCL10	49.71	58.919	.600	.475	.881
OCL11	49.48	59.769	.578	.427	.882
OCL12	49.21	61.060	.591	.501	.882
OCL13	49.35	60.079	.594	.483	.881
OCL14	49.48	59.761	.584	.472	.882
OCL15	49.43	58.027	.649	.492	.879

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
53.09	68.547	8.279	15

Appendix D: T- Test and ANOVA

The T test between Gender and Organizational Cynicism

Group Statistics

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
organizationalcynicism	Male	272	2.7432	.65676	.03982
	Female	232	2.7450	.63682	.04181

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means								95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
organizationalcynicism	Equal variances assumed	.057	.812	-.031	502	.975	-.00181	.05788	-.11553	.11191	
	Equal variances not assumed			-.031	493.814	.975	-.00181	.05774	-.11526	.11163	

The ANOVA Test Between Age, Race, Marital Status, Academic Background, Length of Service And Position Grade.

AGE

Descriptives

organizationalcynicism

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
25 AND BELOW	47	2.5843	.71761	.10467	2.3736	2.7950	1.38	3.85
26-35	281	2.8013	.65194	.03889	2.7247	2.8778	1.23	4.77
36-45	105	2.7429	.52072	.05082	2.6421	2.8436	1.54	4.54
46-55	47	2.6367	.68252	.09956	2.4363	2.8371	1.23	4.46
56 AND ABOVE	24	2.6026	.81049	.16544	2.2603	2.9448	1.00	4.38
Total	504	2.7440	.64702	.02882	2.6874	2.8007	1.00	4.77

ANOVA

organizationalcynicism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.142	4	.785	1.890	.111
Within Groups	207.432	499	.416		
Total	210.574	503			

Multiple Comparisons

Dependent Variable: organizationalcynicism

Tukey HSD

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
25 AND BELOW	26-35	-.21697	.10161	.207	-.4951	.0612
	36-45	-.15857	.11315	.627	-.4684	.1512
	46-55	-.05237	.13300	.995	-.4165	.3118
	56 AND ABOVE	-.01828	.16176	1.000	-.4611	.4246

26-35	25 AND BELOW		.21697	.10161	.207	-.0612	.4951
	36-45		.05840	.07375	.933	-.1435	.2603
	46-55		.16460	.10161	.485	-.1136	.4428
	56 AND ABOVE		.19870	.13711	.596	-.1767	.5741
36-45	25 AND BELOW		.15857	.11315	.627	-.1512	.4684
	26-35		-.05840	.07375	.933	-.2603	.1435
	46-55		.10620	.11315	.882	-.2036	.4160
	56 AND ABOVE		.14029	.14588	.872	-.2591	.5397
46-55	25 AND BELOW		.05237	.13300	.995	-.3118	.4165
	26-35		-.16460	.10161	.485	-.4428	.1136
	36-45		-.10620	.11315	.882	-.4160	.2036
	56 AND ABOVE		.03410	.16176	1.000	-.4088	.4770
56 AND ABOVE	25 AND BELOW		.01828	.16176	1.000	-.4246	.4611
	26-35		-.19870	.13711	.596	-.5741	.1767
	36-45		-.14029	.14588	.872	-.5397	.2591
	46-55		-.03410	.16176	1.000	-.4770	.4088

RACE

Descriptives

organizationalcynicism

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
MALAY	472	2.7422	.64674	.02977	2.6837	2.8007	1.00	4.77
CHINESE	6	2.7692	.79793	.32575	1.9319	3.6066	1.38	3.85
INDIAN	14	2.5659	.59325	.15855	2.2234	2.9085	1.85	3.69
OTHERS	12	3.0128	.63925	.18454	2.6067	3.4190	2.00	3.92
Total	504	2.7440	.64702	.02882	2.6874	2.8007	1.00	4.77

ANOVA

organizationalcynicism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.316	3	.439	1.049	.371
Within Groups	209.257	500	.419		
Total	210.574	503			

Multiple Comparisons

Dependent Variable: organizationalcynicism

Tukey HSD

(I) RACE	(J) RACE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
MALAY	CHINESE	-.02705	.26578	1.000	-.7122	.6580
	INDIAN	.17624	.17544	.747	-.2760	.6285
	OTHERS	-.27064	.18911	.480	-.7581	.2168
CHINESE	MALAY	.02705	.26578	1.000	-.6580	.7122
	INDIAN	.20330	.31567	.918	-.6104	1.0170
	OTHERS	-.24359	.32346	.875	-1.0774	.5902
INDIAN	MALAY	-.17624	.17544	.747	-.6285	.2760
	CHINESE	-.20330	.31567	.918	-1.0170	.6104
	OTHERS	-.44689	.25450	.296	-1.1029	.2091
OTHERS	MALAY	.27064	.18911	.480	-.2168	.7581
	CHINESE	.24359	.32346	.875	-.5902	1.0774
	INDIAN	.44689	.25450	.296	-.2091	1.1029

Marital Status

Descriptive

organizationalcynicism

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
SINGLE	99	2.7071	.72998	.07337	2.5615	2.8527	1.00	4.46
MARRIED	387	2.7633	.62027	.03153	2.7013	2.8253	1.23	4.77
DIVORCED	15	2.5077	.73022	.18854	2.1033	2.9121	1.38	4.15
WIDOWED	3	2.6667	.78948	.45580	.7055	4.6278	2.00	3.54

Total	504	2.7440	.64702	.02882	2.6874	2.8007	1.00	4.77
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ANOVA

organizationalcynicism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.134	3	.378	.903	.440
Within Groups	209.440	500	.419		
Total	210.574	503			

Multiple Comparisons

Dependent Variable: organizationalcynicism

Tukey HSD

(I) MAR.STATUS	(J) MAR.STATUS	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
SINGLE	MARRIED	-.05620	.07289	.868	-.2441	.1317
	DIVORCED	.19938	.17932	.682	-.2629	.6616
	WIDOWED	.04040	.37929	1.000	-.9373	1.0181
MARRIED	SINGLE	.05620	.07289	.868	-.1317	.2441
	DIVORCED	.25558	.17032	.438	-.1834	.6946
	WIDOWED	.09660	.37511	.994	-.8703	1.0635
DIVORCED	SINGLE	-.19938	.17932	.682	-.6616	.2629
	MARRIED	-.25558	.17032	.438	-.6946	.1834
	WIDOWED	-.15897	.40933	.980	-1.2141	.8962
WIDOWED	SINGLE	-.04040	.37929	1.000	-1.0181	.9373
	MARRIED	-.09660	.37511	.994	-1.0635	.8703
	DIVORCED	.15897	.40933	.980	-.8962	1.2141

Academic Background

Descriptives

organizationalcynicism

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
SECONDARY	245	2.7972	.63807	.04076	2.7169	2.8775	1.23	4.77
DIPLOMA	176	2.6661	.65961	.04972	2.5680	2.7642	1.38	4.54
DEGREE	72	2.7799	.64595	.07613	2.6281	2.9317	1.00	4.15
MASTER	6	2.3974	.59667	.24359	1.7713	3.0236	1.46	3.23
OTHERS	5	2.7846	.52567	.23509	2.1319	3.4373	1.92	3.31
Total	504	2.7440	.64702	.02882	2.6874	2.8007	1.00	4.77

ANOVA

organizationalcynicism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.583	4	.646	1.549	.187
Within Groups	207.991	499	.417		
Total	210.574	503			

Multiple Comparisons

Dependent Variable: organizationalcynicism

Tukey HSD

(I) ACADEMIC	(J) ACADEMIC	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
SECONDARY	DIPLOMA	.13109	.06379	.242	-.0436	.3057
	DEGREE	.01726	.08655	1.000	-.2197	.2542
	MASTER	.39974	.26678	.564	-.3306	1.1301
	OTHERS	.01256	.29166	1.000	-.7859	.8111
DIPLOMA	SECONDARY	-.13109	.06379	.242	-.3057	.0436
	DEGREE	-.11383	.09032	.716	-.3611	.1334
	MASTER	.26865	.26803	.854	-.4651	1.0024
	OTHERS	-.11853	.29280	.994	-.9202	.6831

DEGREE	SECONDARY	-.01726	.08655	1.000	-.2542	.2197
	DIPLOMA	.11383	.09032	.716	-.1334	.3611
	MASTER	.38248	.27433	.632	-.3686	1.1335
	OTHERS	-.00470	.29858	1.000	-.8222	.8128
MASTER	SECONDARY	-.39974	.26678	.564	-1.1301	.3306
	DIPLOMA	-.26865	.26803	.854	-1.0024	.4651
	DEGREE	-.38248	.27433	.632	-1.1335	.3686
	OTHERS	-.38718	.39094	.860	-1.4575	.6831
OTHERS	SECONDARY	-.01256	.29166	1.000	-.8111	.7859
	DIPLOMA	.11853	.29280	.994	-.6831	.9202
	DEGREE	.00470	.29858	1.000	-.8128	.8222
	MASTER	.38718	.39094	.860	-.6831	1.4575

Length of Service

Descriptives								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
2 YEARS AND BELOW	61	2.5485	.62073	.07948	2.3896	2.7075	1.38	3.85
3 TO 5 YEARS	62	2.8102	.67056	.08516	2.6399	2.9805	1.46	4.54
6 TO 8 YEARS	150	2.7831	.63932	.05220	2.6799	2.8862	1.38	4.54
MORE THAN 8 YEARS	231	2.7526	.64700	.04257	2.6687	2.8365	1.00	4.77
Total	504	2.7440	.64702	.02882	2.6874	2.8007	1.00	4.77

ANOVA

organizationalcynicism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.848	3	.949	2.285	.078
Within Groups	207.726	500	.415		
Total	210.574	503			

Multiple Comparisons

Dependent Variable: organizationalcynicism

Tukey HSD

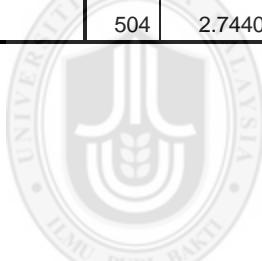
(I) SERVICE	(J) SERVICE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
2 YEARS AND BELOW	3 TO 5 YEARS	-.26162	.11624	.111	-.5613	.0380
	6 TO 8 YEARS	-.23453	.09788	.079	-.4868	.0178
	MORE THAN 8 YEARS	-.20403	.09279	.125	-.4432	.0351
3 TO 5 YEARS	2 YEARS AND BELOW	.26162	.11624	.111	-.0380	.5613
	6 TO 8 YEARS	.02710	.09732	.992	-.2238	.2779
	MORE THAN 8 YEARS	.05759	.09219	.924	-.1800	.2952
6 TO 8 YEARS	2 YEARS AND BELOW	.23453	.09788	.079	-.0178	.4868
	3 TO 5 YEARS	-.02710	.09732	.992	-.2779	.2238
	MORE THAN 8 YEARS	.03050	.06759	.969	-.1437	.2047
MORE THAN 8 YEARS	2 YEARS AND BELOW	.20403	.09279	.125	-.0351	.4432
	3 TO 5 YEARS	-.05759	.09219	.924	-.2952	.1800
	6 TO 8 YEARS	-.03050	.06759	.969	-.2047	.1437

Position Grade

Descriptives

organizationalcynicism

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
KP48	3	2.3077	.53846	.31088	.9701	3.6453	1.77	2.85
KP44	6	2.4103	1.04646	.42721	1.3121	3.5084	1.00	3.85
KP41/42	4	2.2308	.89045	.44522	.8139	3.6477	1.38	3.00
KP38	13	2.5444	.48086	.13337	2.2538	2.8350	2.08	3.92
KP32	18	2.6880	.77035	.18157	2.3049	3.0711	1.23	3.92
KP27/KP32	40	2.5269	.57102	.09029	2.3443	2.7095	1.31	3.69
KP27/KP32 IMMIGRATION ASSISTANT ENFORCER (ATASE)	6	2.6410	.47085	.19222	2.1469	3.1351	2.08	3.15
KP26	25	2.6400	.61487	.12297	2.3862	2.8938	1.69	4.38
KP22	77	2.7502	.53252	.06069	2.6294	2.8711	1.62	4.46
KP17/22	312	2.8094	.66710	.03777	2.7351	2.8837	1.23	4.77
Total	504	2.7440	.64702	.02882	2.6874	2.8007	1.00	4.77



Universiti Utara Malaysia

organizationalcynicism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.425	9	.714	1.727	.080
Within Groups	204.149	494	.413		
Total	210.574	503			

Appendix E: Pearson Correlation

Correlations

		organizationalcy nicis m	distributiv ejustic e	proceduraljustic e	interactionaljustic e	jobautonom y
Pearson Correlatio n	organizationalcy nicis m	1.000	-.397	-.331	-.440	-.121
	distributiv ejustice	-.397	1.000	.423	.617	.309
	proceduraljustice	-.331	.423	1.000	.589	.368
	interactionaljustice	-.440	.617	.589	1.000	.405
	jobautonomy	-.121	.309	.368	.405	1.000
Sig. (1- tailed)	organizationalcy nicis m		.000	.000	.000	.003
	distributiv ejustice	.000		.000	.000	.000
	proceduraljustice	.000	.000		.000	.000
	interactionaljustice	.000	.000	.000		.000
	jobautonomy	.003	.000	.000	.000	
N	organizationalcy nicis m	504	504	504	504	504
	distributiv ejustice	504	504	504	504	504
	proceduraljustice	504	504	504	504	504
	interactionaljustice	504	504	504	504	504
	jobautonomy	504	504	504	504	504

Appendix F: Multiple Regression Analysis

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
distributivejustice	3.1044	.91611	504
proceduraljustice	3.4363	.62408	504
interactionaljustice	3.1822	.72396	504
jobautonomy	3.3676	.55852	504

Correlations

		organizationalcynicism	distributivejustice	proceduraljustice	interactionaljustice	jobautonomy
Pearson Correlation	organizationalcynicism	1.000	-.397	-.331	-.440	-.121
	distributivejustice	-.397	1.000	.423	.617	.309
	proceduraljustice	-.331	.423	1.000	.589	.368
	interactionaljustice	-.440	.617	.589	1.000	.405
	jobautonomy	-.121	.309	.368	.405	1.000
Sig. (1-tailed)	organizationalcynicism	.	.000	.000	.000	.003
	distributivejustice	.000	.	.000	.000	.000
	proceduraljustice	.000	.000	.	.000	.000
	interactionaljustice	.000	.000	.000	.	.000
	jobautonomy	.003	.000	.000	.000	.
N	organizationalcynicism	504	504	504	504	504
	distributivejustice	504	504	504	504	504
	proceduraljustice	504	504	504	504	504
	interactionaljustice	504	504	504	504	504
	jobautonomy	504	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	jobautonomy, distributivejustice, proceduraljustice, interactionaljustice ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.483 ^a	.233	.227	.56898	.233	37.859	4	499	.000	1.948

a. Predictors: (Constant), jobautonomy, distributivejustice, proceduraljustice, interactionaljustice

b. Dependent Variable: organizationalcynicism

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	49.026	4	12.257	37.859	.000 ^b
Residual	161.547	499	.324		
Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), jobautonomy, distributivejustice, proceduraljustice, interactionaljustice

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
			Beta									
1 (Constant)	4.018	.179		22.386	.000	3.665	4.370					
distributiv ejustice	-.142	.035	-.201	-4.012	.000	-.212	-.073	-.397	-.177	-.157	.612	1.635
proceduraljustice	-.115	.051	-.111	-2.248	.025	-.216	-.015	-.331	-.100	-.088	.629	1.591
interactionaljustice	-.261	.051	-.291	-5.102	.000	-.361	-.160	-.440	-.223	-.200	.471	2.123
jobautonomy	.117	.051	.101	2.304	.022	.017	.216	-.121	.103	.090	.807	1.240

a. Dependent Variable: organizationalcynicism

Coefficient Correlations^a

Model		jobautonomy	distributivejustice e	proceduraljustice e	interactionaljusti ce
1	Correlations	jobautonomy	1.000	-.067	-.168
		distributivejustice	-.067	1.000	-.080
		proceduraljustice	-.168	-.080	1.000
		interactionaljustice	-.187	-.479	-.415
Covariances		jobautonomy	.003	.000	.000
		distributivejustice	.000	.001	.000
		proceduraljustice	.000	.000	.003
		interactionaljustice	.000	-.001	-.001
					.003

a. Dependent Variable: organizationalcynicism

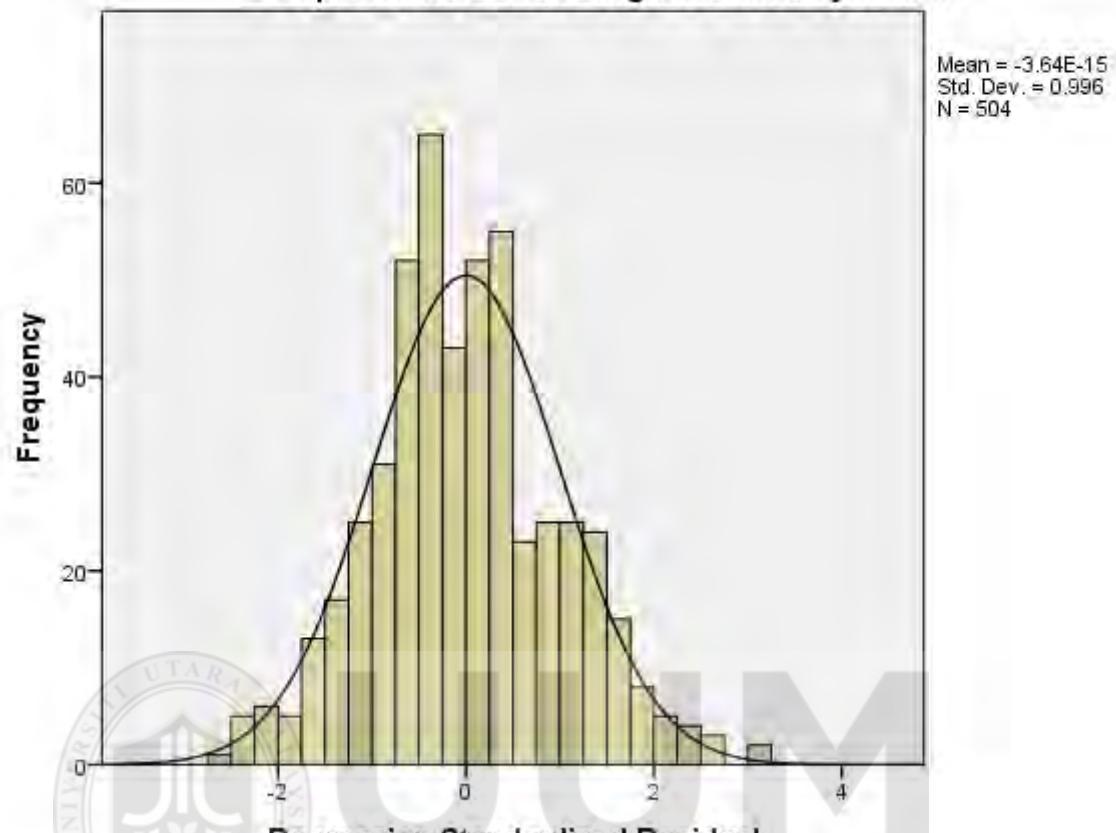
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.7781	3.7478	2.7440	.31220	504
Std. Predicted Value	-3.094	3.215	.000	1.000	504
Standard Error of Predicted Value	.027	.129	.054	.019	504
Adjusted Predicted Value	1.7654	3.7231	2.7438	.31215	504
Residual	-1.48556	1.79952	.00000	.56672	504
Std. Residual	-2.611	3.163	.000	.996	504
Stud. Residual	-2.642	3.189	.000	1.002	504
Deleted Residual	-1.52074	1.82942	.00028	.57358	504
Stud. Deleted Residual	-2.658	3.219	.000	1.004	504
Mahal. Distance	.115	24.875	3.992	3.897	504
Cook's Distance	.000	.060	.002	.005	504
Centered Leverage Value	.000	.049	.008	.008	504

a. Dependent Variable: organizationalcynicism

Histogram

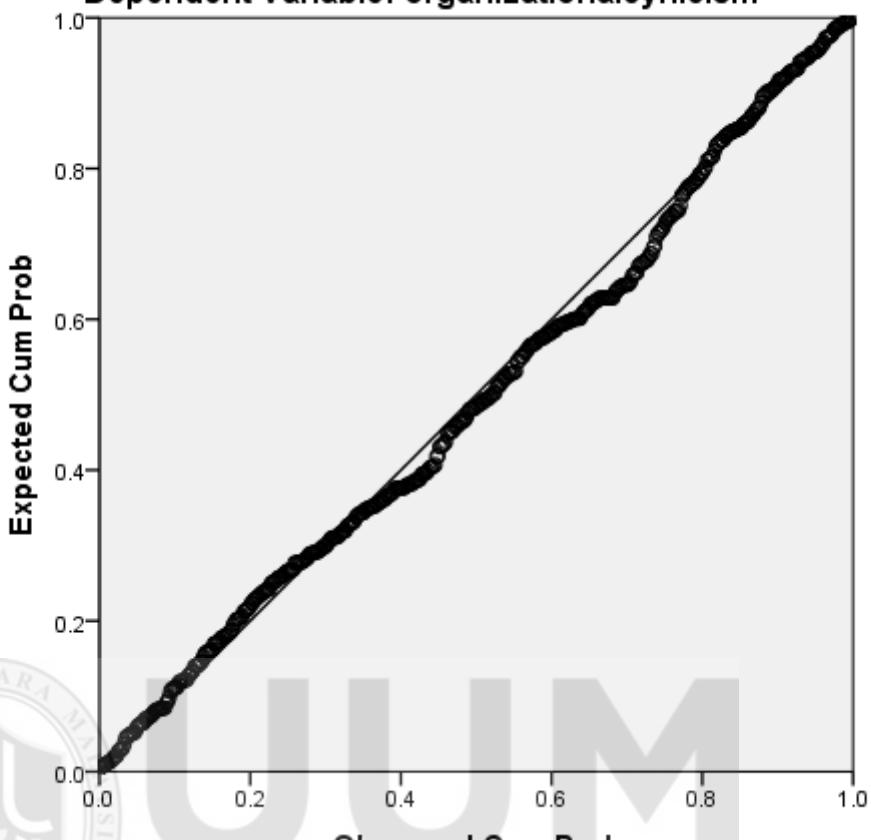
Dependent Variable: organizationalcynicism



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Normal P-P Plot of Regression Standardized Residual

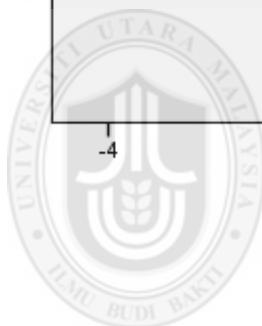
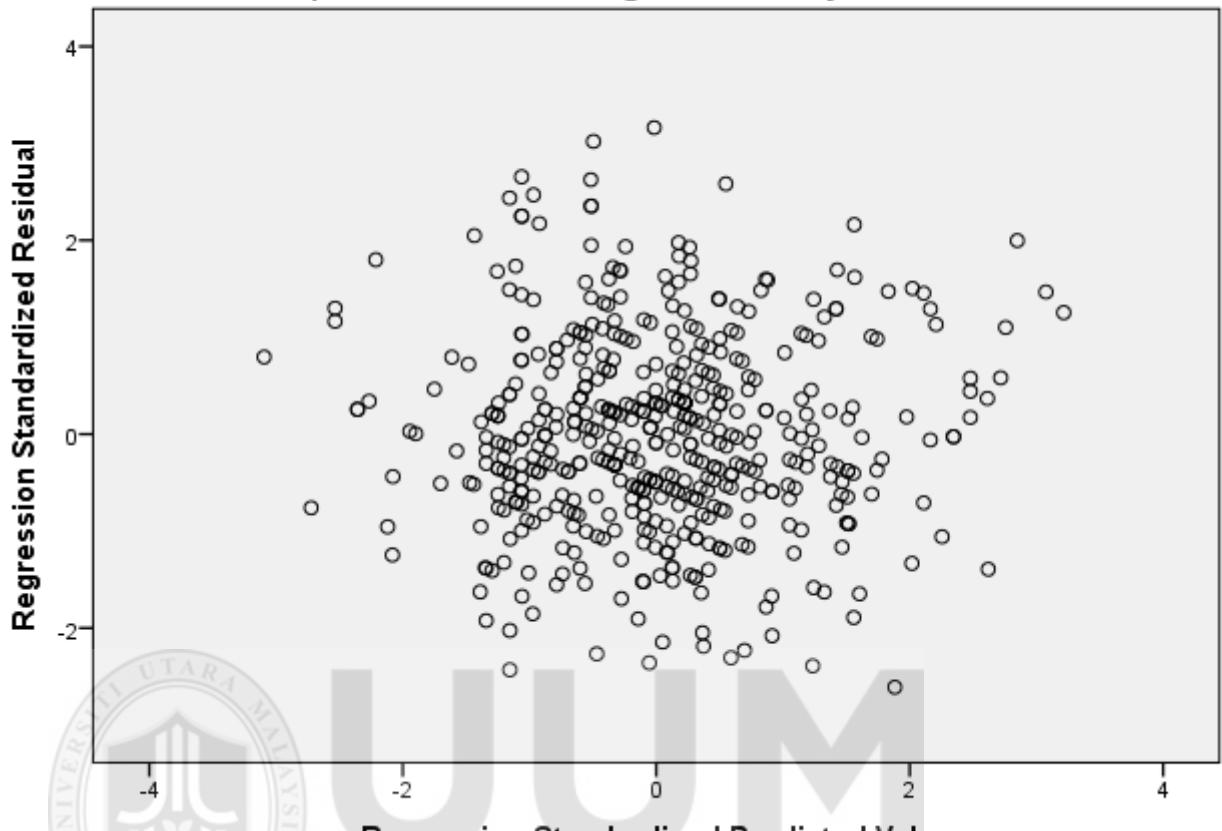
Dependent Variable: organizationalcynicism



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Scatterplot

Dependent Variable: organizationalcynicism



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Appendix G: Hierarchical Multiple Regression

The Moderating Test of Bureaucratic Culture Between The Relationship of Organizational Justice (Procedural Justice) and Organizational Cynicism.

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
distributivejustice	3.1044	.91611	504
bureaucratuccultureMEAN	3.5583	.59321	504
DJxbureaucratic	11.2364	4.28990	504

Correlations

	organization alcynicism	distributiveju stice	bureaucratucculture MEAN	DJxbureauc ratic
Pearson correlation	1.000	-.397	-.277	-.422
Correlation N	-.397	1.000	.350	.916
bureaucratuccultureMEAN	-.277	.350	1.000	.671
DJxbureaucratic	-.422	.916	.671	1.000
Sig. (1-tailed)				
organizationalcynicism	.	.000	.000	.000
distributivejustice	.000	.	.000	.000
bureaucratuccultureMEAN	.000	.000	.	.000
DJxbureaucratic	.000	.000	.000	.
N				
organizationalcynicism	504	504	504	504
distributivejustice	504	504	504	504
bureaucratuccultureMEAN	504	504	504	504
DJxbureaucratic	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method

1	distributivejustice e ^b		.	Enter
2	bureaucratuccul tureMEAN ^b	.	.	Enter
3	DJxbureaucratic b	.	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.397 ^a	.157	.156	.59449	.157	93.810	1	502	.000	
2	.423 ^b	.179	.176	.58735	.022	13.293	1	501	.000	
3	.424 ^c	.180	.175	.58776	.000	.293	1	500	.589	1.922

a. Predictors: (Constant), distributivejustice

b. Predictors: (Constant), distributivejustice, bureaucratuccultureMEAN

c. Predictors: (Constant), distributivejustice, bureaucratuccultureMEAN, DJxbureaucratic

d. Dependent Variable: organizationalcynicism

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ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.155	1	33.155	93.810	.000 ^b
	Residual	177.419	502	.353		
	Total	210.574	503			
2	Regression	37.741	2	18.870	54.700	.000 ^c
	Residual	172.833	501	.345		
	Total	210.574	503			
3	Regression	37.842	3	12.614	36.513	.000 ^d
	Residual	172.732	500	.345		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), distributivejustice

c. Predictors: (Constant), distributivejustice, bureaucratuccultureMEAN

d. Predictors: (Constant), distributivejustice, bureaucratuccultureMEAN, DJxbureaucratic

Model	Coefficients ^a												
	Unstandar dized Coefficient s		Standard ized Coefficie nts		t	Si g.	95.0% Confidenc e Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta	t			Low er Bou nd	Upp er Bou nd	Zer o- ord er	Part ial	Pa rt	Tolera nce	VIF
1 (Constant)	3.6 14	.094		38.5 93	.0	3.43 00	3.79 0						
distributivejustice	- .28 0	.029	-.397	9.68 6	.0	- 00	- .337	- .223	.39 7	.397 7	.3 97	1.000	1.00 0
2 (Constant)	4.1 04	.163		25.1 40	.0	3.78 00	4.42 4						
distributivejustice	- .24 1	.031	-.342	7.90 4	.0	- 00	- .301	- .181	.39 7	.333 7	.3 20	.877	1.14 0
bureaucratuccultur	- eMEAN	.17 2	-.158	3.64 6	.0	- 00	- .264	- .079	.27 7	.161 7	.1 48	.877	1.14 0
3 (Constant)	3.8 67	.468		8.25 6	.0	2.94 00	4.78 7						
distributivejustice	- .15 8	.158	-.223	-.999	.3	- 18	.152 .467	.39 7	.045 7	.0 40	.0 40	.033	30.3 97
bureaucratuccultur	- eMEAN	.10 5	-.097	-.802	.4	- 23	.153 .364	.27 7	.036 7	.0 32	.0 32	.113	8.85 8
DJxbureaucratic	- 02 3	.043	-.153	-.541	.5	- 89	.061 .107	.42 2	.024 2	.0 22	.0 22	.021	48.5 07

a. Dependent Variable: organizationalcynicism

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 bureauratuccultureMEAN DJxbureaucratic	-.158 ^b .364 ^b	3.646 3.596	.000 .000	-.161 -.159	.877 .160	1.140 6.243	.877 .160
2 DJxbureaucratic	-.153 ^c	-.541	.589	-.024	.021	48.507	.021

a. Dependent Variable: organizationalcynicism

b. Predictors in the Model: (Constant), distributivejustice

c. Predictors in the Model: (Constant), distributivejustice, bureauratuccultureMEAN

Coefficient Correlations^a

Model		distributivejustic e	bureauratuccult ureMEAN	DJxbureaucratic
1	Correlations	distributivejustice	1.000	
	Covariances	distributivejustice	.001	
2	Correlations	distributivejustice	1.000	-.350
		bureauratuccultureMEAN	-.350	1.000
	Covariances	distributivejustice	.001	-.001
		bureauratuccultureMEAN	-.001	.002
3	Correlations	distributivejustice	1.000	.891
		bureauratuccultureMEAN	.891	1.000
	DJxbureaucratic		-.981	-.933
	Covariances	distributivejustice	.025	.018
		bureauratuccultureMEAN	.018	.017
	DJxbureaucratic		-.007	-.005
				.002

a. Dependent Variable: organizationalcynicism

Collinearity Diagnostics^a

Mod el	Dimensi on	Eigenval ue	Conditi on Index	Variance Proportions			
				(Consta nt)	distributivejust ice	bureauratuccultureM EAN	DJxbureaucr atic
1	1	1.959	1.000	.02	.02		
	2	.041		.98	.98		
2	1	2.939	1.000	.00	.01	.00	
	2	.048		.11	.98	.07	
	3	.013		.89	.01	.93	

3	1	3.896	1.000	.00	.00	.00	.00
2		.082	6.875	.01	.00	.00	.01
3		.021	13.675	.02	.04	.06	.02
4		.001	72.523	.96	.95	.94	.97

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
14	3.216	4.31	2.4177	1.89004

a. Dependent Variable: organizationalcynicism

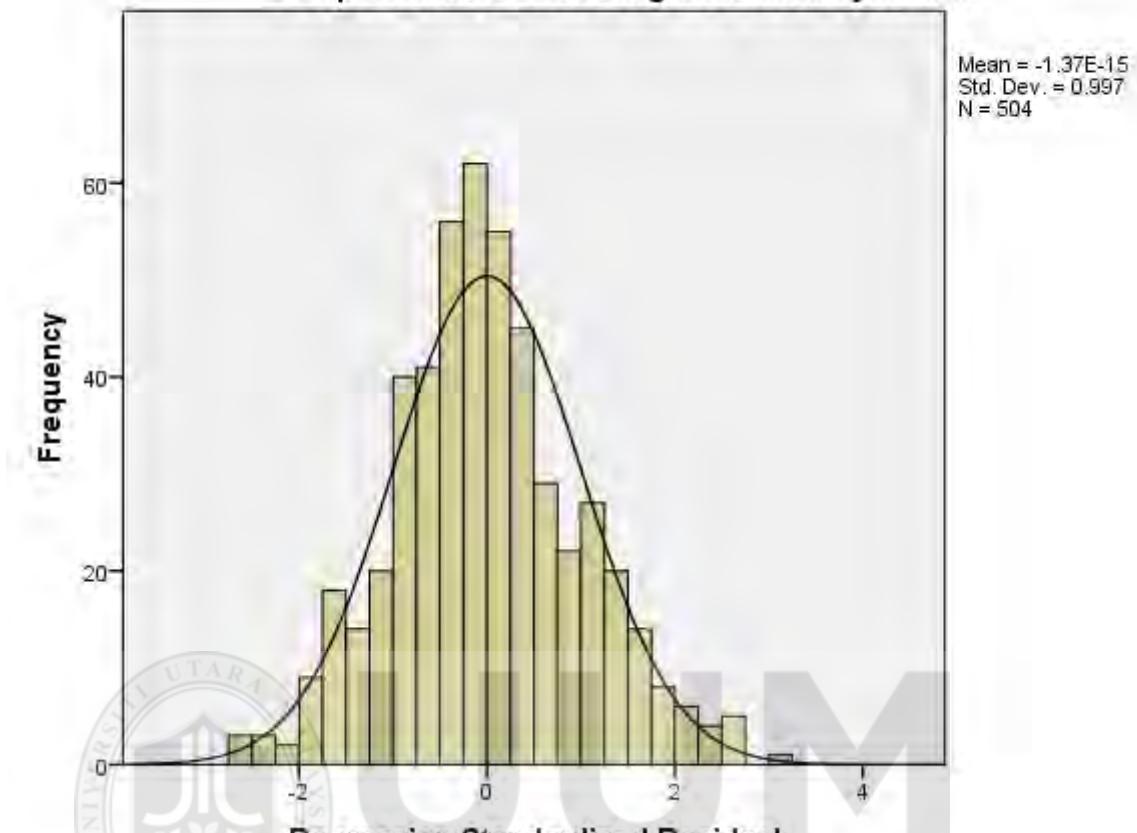
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9766	3.4782	2.7440	.27428	504
Std. Predicted Value	-2.798	2.677	.000	1.000	504
Standard Error of Predicted Value	.027	.166	.048	.021	504
Adjusted Predicted Value	1.9797	3.4863	2.7437	.27393	504
Residual	-1.52574	1.89004	.00000	.58601	504
Std. Residual	-2.596	3.216	.000	.997	504
Stud. Residual	-2.601	3.263	.000	1.001	504
Deleted Residual	-1.53231	1.94627	.00032	.59119	504
Stud. Deleted Residual	-2.617	3.295	.001	1.004	504
Mahal. Distance	.102	39.099	2.994	4.566	504
Cook's Distance	.000	.079	.002	.006	504
Centered Leverage Value	.000	.078	.006	.009	504

a. Dependent Variable: organizationalcynicism

Histogram

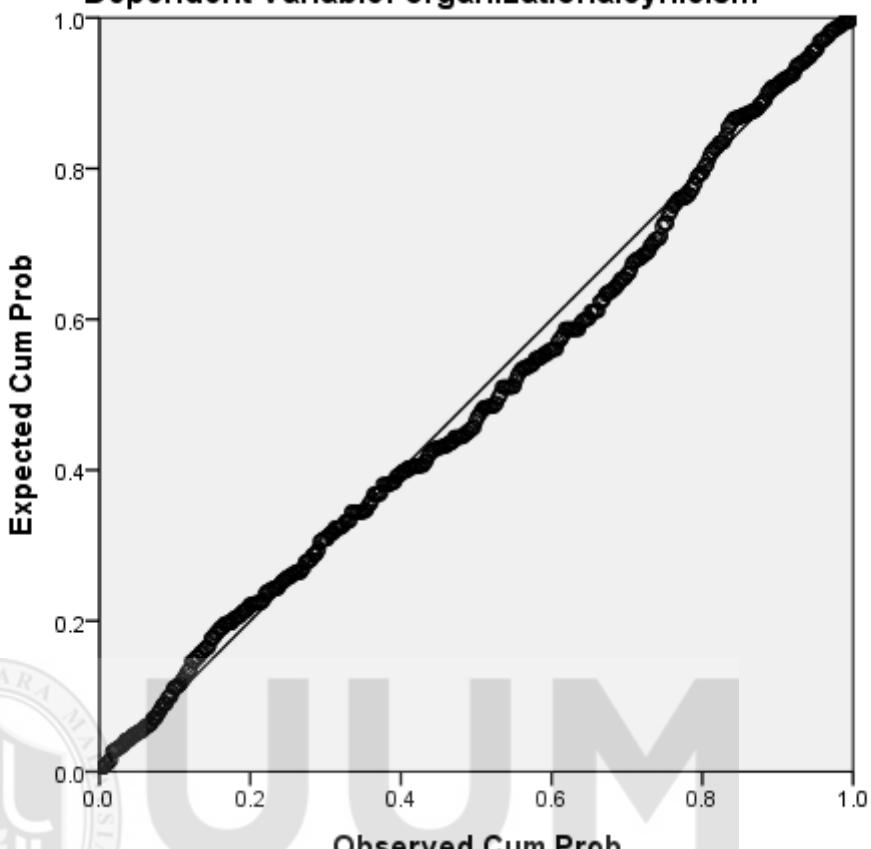
Dependent Variable: organizationalcynicism



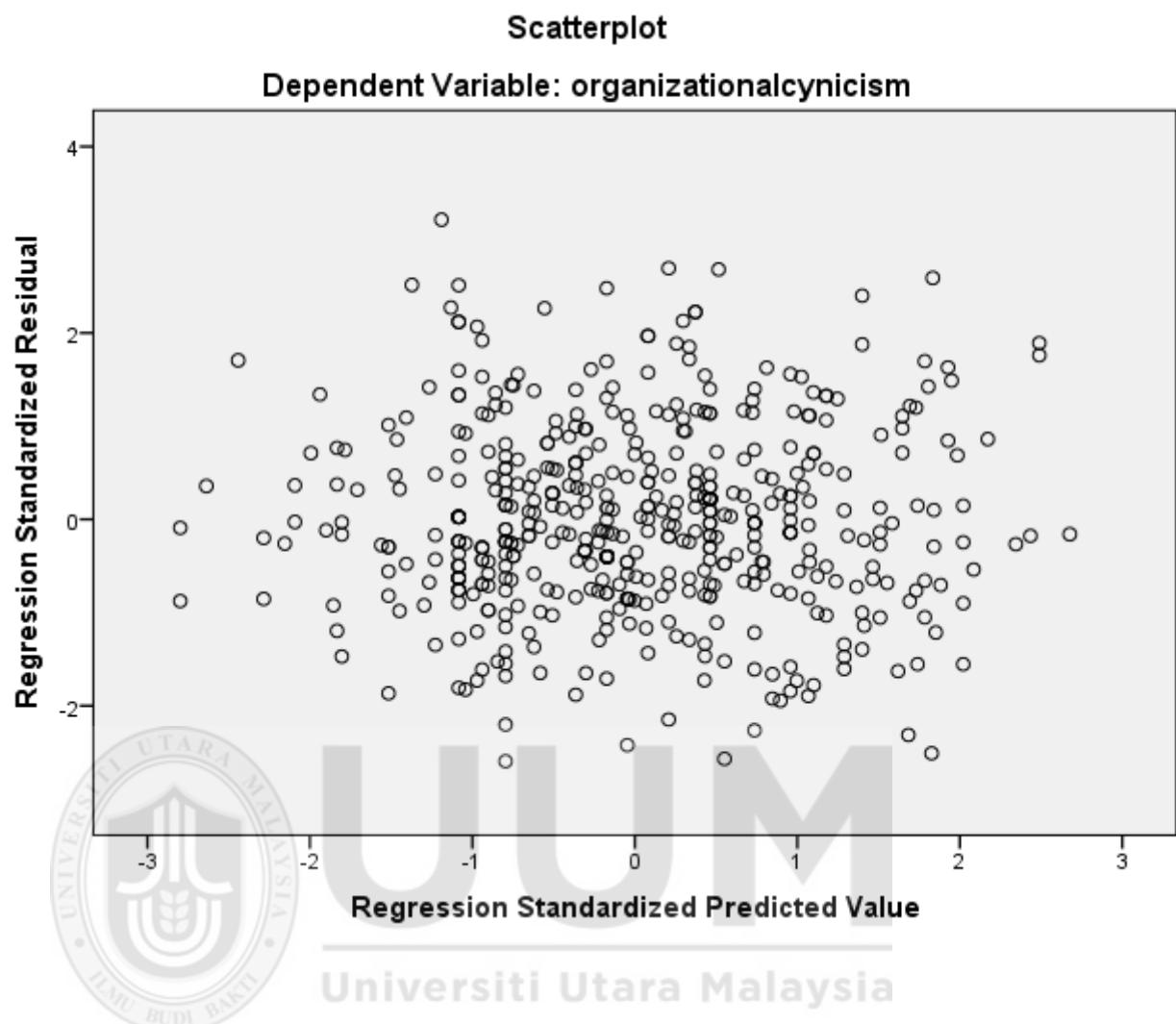
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Normal P-P Plot of Regression Standardized Residual

Dependent Variable: organizationalcynicism



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The Moderating Test of Bureaucratic Culture Between The Relationship of Organizational Justice (Interactional Justice) and Organizational Cynicism.

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
proceduraljustice	3.4363	.62408	504
bureaucratuccultureMEAN	3.5583	.59321	504
PJxbureaucratc	12.3889	3.59970	504

Correlations

		organizationalcynicism	proceduraljustice	bureaucratucculture	PJxbureaucratic
		MEAN			
Pearson Correlation	organizationalcynicism	1.000	-.331	-.277	-.353
Proceduraljustice		-.331	1.000	.437	.851
bureaucratucculture		-.277	.437	1.000	.829
MEAN					
PJxbureaucratic		-.353	.851	.829	1.000
Sig. (1-tailed)	organizationalcynicism		.000	.000	.000
Proceduraljustice		.000		.000	.000
bureaucratucculture		.000	.000		.000
MEAN					
PJxbureaucratic		.000	.000	.000	
N	organizationalcynicism	504	504	504	504
	Proceduraljustice	504	504	504	504
	bureaucratucculture	504	504	504	504
	MEAN				
	PJxbureaucratic	504	504	504	504

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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	proceduraljustice ^b	.	Enter
2	bureaucratuccultureMEAN ^b	.	Enter
3	PJxbureaucratic ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.331 ^a	.110	.108	.61116	.110	61.754	1	502	.000	
2	.362 ^b	.131	.128	.60426	.022	12.530	1	501	.000	
3	.363 ^c	.132	.127	.60468	.001	.309	1	500	.579	1.883

a. Predictors: (Constant), proceduraljustice

b. Predictors: (Constant), proceduraljustice, bureaucratuccultureMEAN

c. Predictors: (Constant), proceduraljustice, bureaucratuccultureMEAN, PJxbureaucrat

d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.067	1	23.067	61.754	.000 ^b
	Residual	187.507	502	.374		
	Total	210.574	503			
2	Regression	27.642	2	13.821	37.851	.000 ^c
	Residual	182.932	501	.365		
	Total	210.574	503			
3	Regression	27.754	3	9.251	25.302	.000 ^d
	Residual	182.819	500	.366		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), proceduraljustice

c. Predictors: (Constant), proceduraljustice, bureaucratuccultureMEAN

d. Predictors: (Constant), proceduraljustice, bureaucratuccultureMEAN, PJxbureaucrat

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
						Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
	B	Std. Error	Beta									
1 (Constant)	3.923	.152		25.727	.000	3.624	4.223					
proceduraljustice	-.343	.044	-.331	-7.858	.000	-.429	-.257	-.331	-.331	-.331	1.000	1.000
2 (Constant)	4.304	.185		23.237	.000	3.940	4.668					
proceduraljustice	-.269	.048	-.259	-5.601	.000	-.363	-.175	-.331	-.243	-.233	.809	1.236
bureaucrat												
uccultureMEAN	-.179	.051	-.164	-3.540	.000	-.278	-.080	-.277	-.156	-.147	.809	1.236
3 (Constant)	4.667	.678		6.878	.000	3.334	6.000					
proceduraljustice	-.376	.199	-.363	-1.890	.059	-.767	.015	.331	-.084	-.079	.047	21.207
bureaucrat												
uccultureMEAN	-.284	.197	-.261	-1.446	.149	-.670	.102	.277	-.065	-.060	.053	18.705
PJxbureaucratic	.031	.055	.171	.556	.579	-.078	.140	.353	.025	.023	.018	54.771

a. Dependent Variable: organizationalcynicism

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 bureaucratuccultureMEAN	-	-					
	.164 ^b	3.540	.000	-.156	.809	1.236	.809
PJxbureaucratic	-	-					
	.260 ^b	3.272	.001	-.145	.276	3.620	.276
2 PJxbureaucratic	.171 ^c	.556	.579	.025	.018	54.771	.018

a. Dependent Variable: organizationalcynicism
 b. Predictors in the Model: (Constant), proceduraljustice
 c. Predictors in the Model: (Constant), proceduraljustice, bureaucratuccultureMEAN

Coefficient Correlations^a

Model		proceduraljustice	bureaucratuccultureMEAN	PJxbureaucratic
1	Correlations	proceduraljustice	1.000	
	Covariances	proceduraljustice	.002	
2	Correlations	proceduraljustice	1.000	-.437
		bureaucratuccultureMEAN	-.437	1.000
	Covariances	proceduraljustice	.002	-.001
		bureaucratuccultureMEAN	-.001	.003
3	Correlations	proceduraljustice	1.000	.911
		bureaucratuccultureMEAN	.911	1.000
		PJxbureaucratic	-.970	-.966
	Covariances	proceduraljustice	.040	.036
		bureaucratuccultureMEAN	.036	.039
		PJxbureaucratic	-.011	-.011
				.003

a. Dependent Variable: organizationalcynicism

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	proceduraljustice	bureaucratuccultureMEAN	PJxbureaucratic
1	1	1.984	1.000	.01	.01		
	2	.016	11.113	.99	.99		
2	1	2.969	1.000	.00	.00	.00	
	2	.017	13.108	.15	.99	.28	
	3	.014	14.798	.85	.01	.72	
3	1	3.943	1.000	.00	.00	.00	.00
	2	.040	9.945	.02	.00	.00	.02
	3	.016	15.509	.00	.05	.04	.00
	4	.000	101.479	.98	.95	.96	.98

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
21	3.222	4.46	2.5134	1.94817

a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1344	3.8341	2.7440	.23490	504
Std. Predicted Value	-2.595	4.641	.000	1.000	504
Standard Error of Predicted Value	.028	.246	.048	.025	504
Adjusted Predicted Value	2.1282	3.7860	2.7433	.23319	504
Residual	-1.58211	1.94817	.00000	.60287	504
Std. Residual	-2.616	3.222	.000	.997	504
Stud. Residual	-2.622	3.232	.001	1.001	504
Deleted Residual	-1.58837	1.96027	.00079	.60823	504
Stud. Deleted Residual	-2.637	3.263	.001	1.004	504
Mahal. Distance	.111	82.223	2.994	6.475	504
Cook's Distance	.000	.099	.002	.007	504
Centered Leverage Value	.000	.163	.006	.013	504

a. Dependent Variable: organizationalcynicism

The Moderating Test of Bureaucratic Culture Between The Relationship of Organizational Justice (Procedural Justice) and Organizational Cynicism.

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
interactionaljustice	3.1822	.72396	504
bureaucratuccultureMEAN	3.5583	.59321	504
IJxbureaucratc	11.5047	3.82896	504

Correlations

		organizationalcynicism	interactionaljustice	bureaucratucculture	IJxbureaucratic
Pearson Correlation	organizationalcynicism	1.000	-.440	-.277	-.431
	interactionaljustice	-.440	1.000	.423	.894
	bureaucratucculture	-.277	.423	1.000	.764
	MEAN				
	IJxbureaucratic	-.431	.894	.764	1.000
Sig. (1-tailed)	organizationalcynicism	.	.000	.000	.000
	sm				
	interactionaljustice	.000	.	.000	.000
	bureaucratucculture	.000	.000	.	.000
	MEAN				
N	organizationalcynicism	504	504	504	504
	sm				
	interactionaljustice	504	504	504	504
	bureaucratucculture	504	504	504	504
	MEAN				
	IJxbureaucratic	504	504	504	504

Variables Entered/Removed^a

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	interactionaljustice ^b		Enter
2	bureaucratucultureMEAN ^b		Enter
3	IJxbureaucratic ^b		Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.440 ^a	.194	.192	.58151	.194	120.719	1	502	.000	
2	.452 ^b	.204	.201	.57844	.010	6.346	1	501	.012	
3	.453 ^c	.205	.201	.57849	.001	.909	1	500	.341	1.942

a. Predictors: (Constant), interactionaljustice

b. Predictors: (Constant), interactionaljustice, bureaucratuccultureMEAN

c. Predictors: (Constant), interactionaljustice, bureaucratuccultureMEAN, IJxbureaucratic

d. Dependent Variable: organizationalcynicism



Model	Coefficients ^a											
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	3.996	.117		34.192	.000	3.767	4.226					
interactional justice	-.394	.036	-.440	-10.987	.000	-.464	-.323	-.440	-.440	-.440	1.000	1.000
2 (Constant)	4.293	.166		25.938	.000	3.968	4.618					
interactional justice	-.352	.039	-.393	-8.943	.000	-.429	-.274	-.440	.371	.356	.821	1.218
bureaucratu												
ccultureME	-.121	.048	-.111	-2.519	.012	-.215	-.027	-.277	.112	.100	.821	1.218
AN												
3 (Constant)	4.795	.552		8.685	.000	3.711	5.880					
interactional justice	-.520	.181	-.582	-2.876	.004	-.875	-.165	-.440	.128	.115	.039	25.738
bureaucratu												
ccultureME	-.259	.153	-.238	-1.695	.091	-.560	.041	.277	.076	.068	.081	12.388
AN												
IJxbureaucratic	.046	.048	.271	.954	.341	-.048	.140	-.431	.043	.038	.020	50.693

a. Dependent Variable: organizationalcynicism

Excluded Variables^a

Model	Beta ln	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1	bureaucratuccultureMEAN	-.111 ^b	-2.519	.012	-.112	.821	1.218
	IJxbureaucratic	-.186 ^b	-2.089	.037	-.093	.201	4.984
2	IJxbureaucratic	.271 ^c	.954	.341	.043	.020	50.693
							.020

a. Dependent Variable: organizationalcynicism

b. Predictors in the Model: (Constant), interactionaljustice

c. Predictors in the Model: (Constant), interactionaljustice, bureaucratuccultureMEAN

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.822	1	40.822	120.719
	Residual	169.752	502	.338	
	Total	210.574	503		
2	Regression	42.945	2	21.472	64.175
	Residual	167.629	501	.335	
	Total	210.574	503		
3	Regression	43.249	3	14.416	43.079
	Residual	167.325	500	.335	
	Total	210.574	503		

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), interactionaljustice

c. Predictors: (Constant), interactionaljustice, bureaucratuccultureMEAN

d. Predictors: (Constant), interactionaljustice, bureaucratuccultureMEAN, IJxbureaucratic

Coefficient Correlations^a

Model			interactionaljusti ce	bureaucratuccult ureMEAN	IJxbureaucratic
1	Correlations	interactionaljustice	1.000		
	Covariances	interactionaljustice	.001		
2	Correlations	interactionaljustice	1.000	-.423	
		bureaucratuccultureMEAN	-.423	1.000	
3	Correlations	interactionaljustice	.002	-.001	
		bureaucratuccultureMEAN	-.001	.002	
3	Correlations	interactionaljustice	1.000	.898	-.976
		bureaucratuccultureMEAN	.898	1.000	-.950
		IJxbureaucratic	-.976	-.950	1.000
	Covariances	interactionaljustice	.033	.025	-.008
		bureaucratuccultureMEAN	.025	.023	-.007
		IJxbureaucratic	-.008	-.007	.002

a. Dependent Variable: organizationalcynicism

Collinearity Diagnostics^a

Mod el	Dimensi on	Eigenval ue	Conditio n Index	Variance Proportions			
				(Consta nt)	interactionaljus tice	bureaucratuccultureM EAN	IJxbureaucr atic
1	1	1.975	1.000	.01	.01		
	2	.025	8.912	.99	.99		
2	1	2.959	1.000	.00	.00	.00	
	2	.027	10.412	.20	.98	.09	
	3	.013	14.820	.80	.02	.90	
3	1	3.926	1.000	.00	.00	.00	.00
	2	.055	8.424	.02	.00	.00	.02
	3	.018	14.571	.01	.04	.05	.01
	4	.001	85.884	.97	.95	.94	.98

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

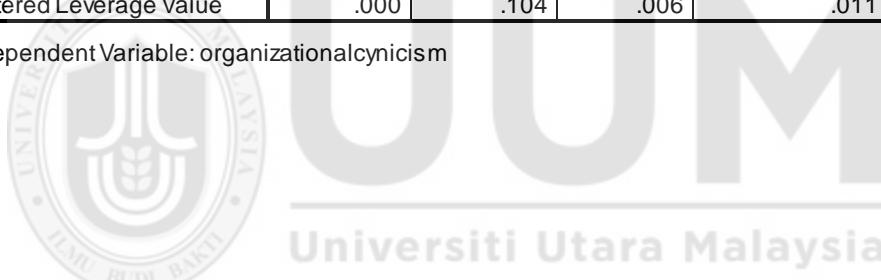
Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
206	3.408	4.54	2.5670	1.97143

a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

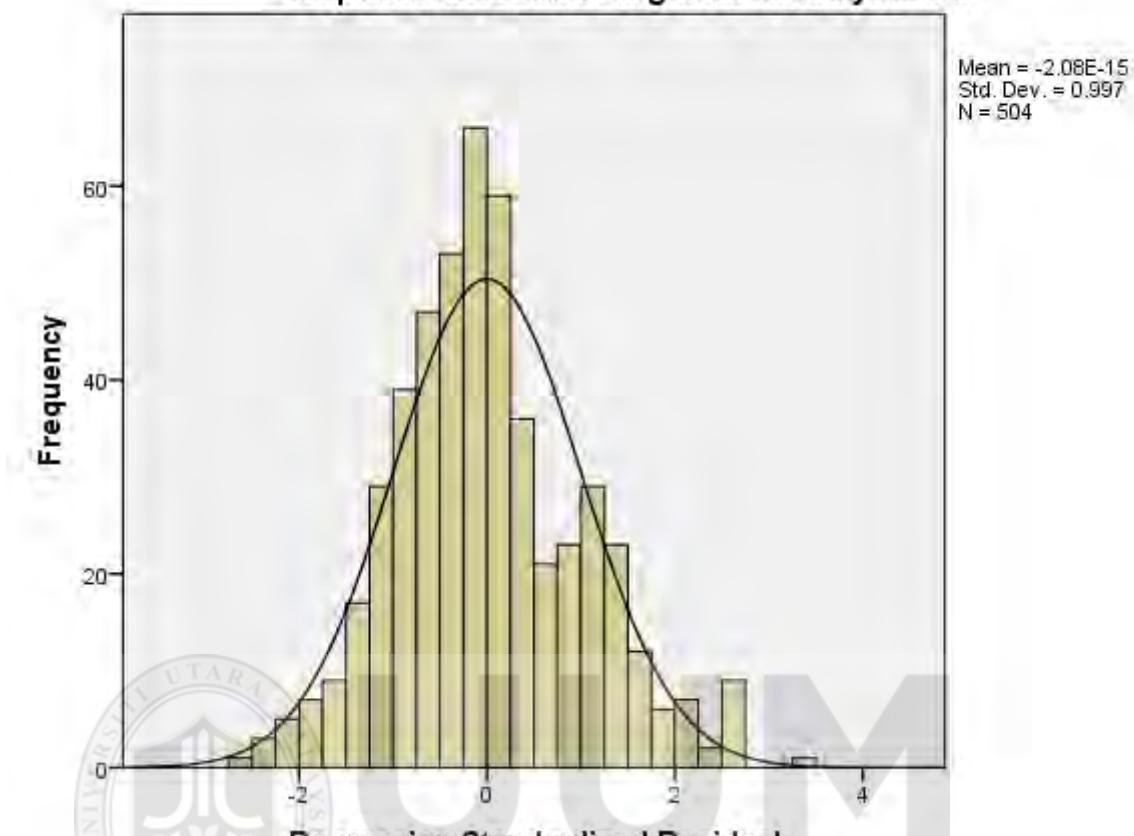
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.0423	3.8053	2.7440	.29323	504
Std. Predicted Value	-2.393	3.619	.000	1.000	504
Standard Error of Predicted Value	.027	.188	.046	.023	504
Adjusted Predicted Value	2.0303	3.7953	2.7434	.29262	504
Residual	-1.47822	1.97143	.00000	.57676	504
Std. Residual	-2.555	3.408	.000	.997	504
Stud. Residual	-2.562	3.435	.001	1.002	504
Deleted Residual	-1.48557	2.00235	.00060	.58208	504
Stud. Deleted Residual	-2.576	3.472	.001	1.004	504
Mahal. Distance	.113	52.156	2.994	5.288	504
Cook's Distance	.000	.068	.002	.006	504
Centered Leverage Value	.000	.104	.006	.011	504

a. Dependent Variable: organizationalcynicism



Histogram

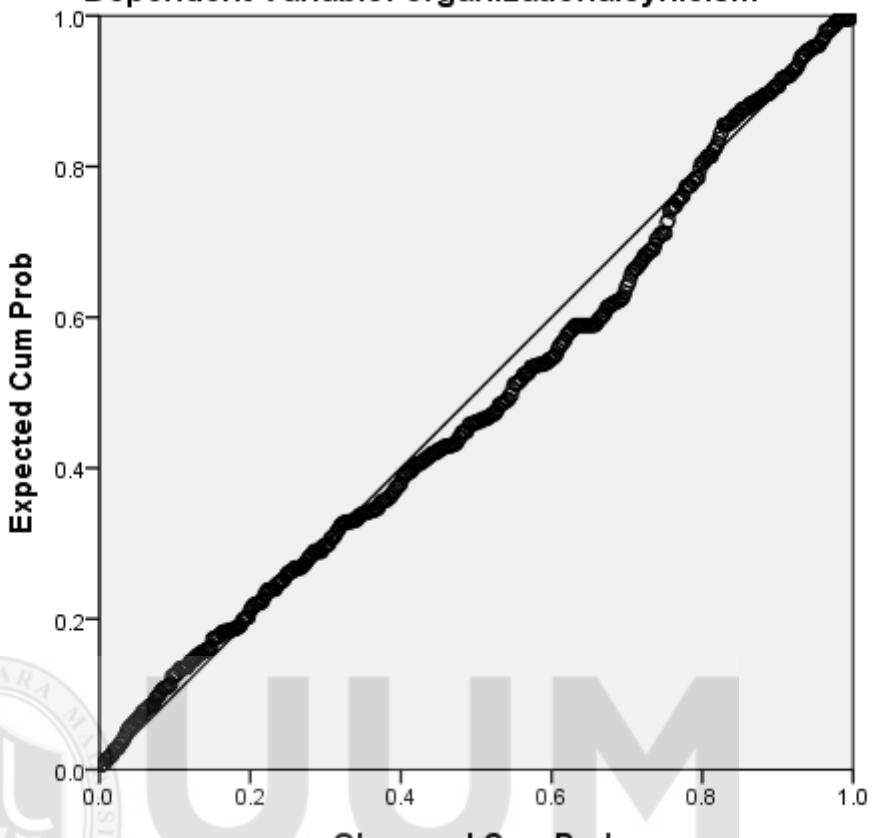
Dependent Variable: organizationalcynicism



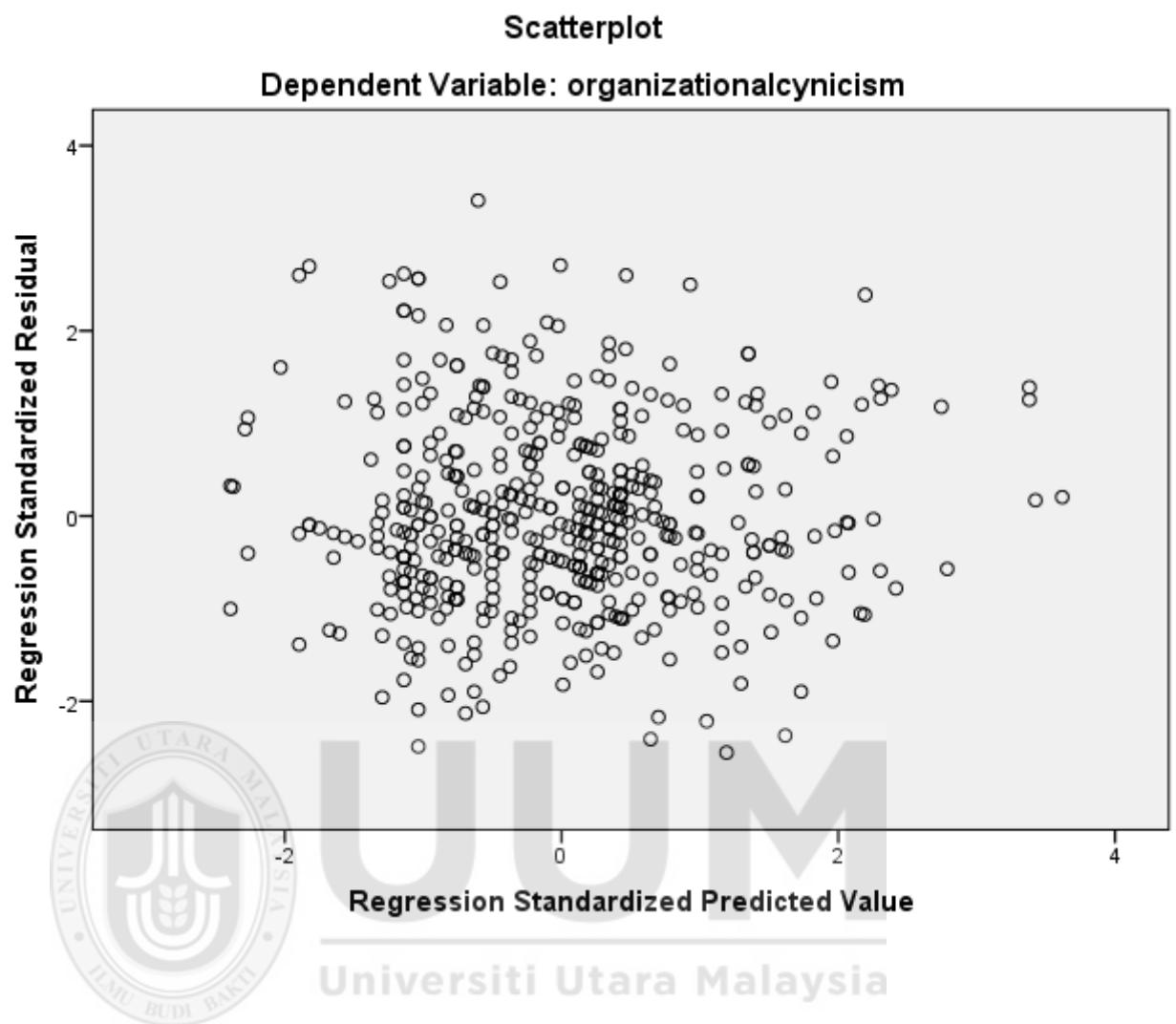
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Normal P-P Plot of Regression Standardized Residual

Dependent Variable: organizationalcynicism



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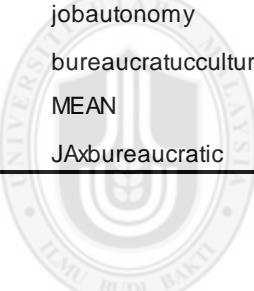
The Moderating Test of Bureaucratic Culture Between The Relationship of Job Autonomy and Organizational Cynicism.

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
jobautonomy	3.3676	.55852	504
bureaucratuccultureMEAN	3.5583	.59321	504
JAxbureaucratic	12.1144	3.36444	504

Correlations

	organizationalcynicism	jobautonomy	bureaucratucculture MEAN	JAxbureaucratic
Pearson correlation	1.000	-.121	-.277	-.223
on jobautonomy		1.000	.398	.839
bureaucratucculture MEAN			1.000	.822
JAxbureaucratic				1.000
Sig. (1-tailed)				
organizationalcynicism		.003	.000	.000
jobautonomy	.003	.	.000	.000
bureaucratucculture MEAN	.000	.000	.	.000
JAxbureaucratic	.000	.000	.000	.
N	organizationalcynicism	504	504	504
	jobautonomy	504	504	504
	bureaucratucculture MEAN	504	504	504
	JAxbureaucratic	504	504	504


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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	jobautonomy ^b	.	Enter
2	bureaucratuccultur eMEAN ^b	.	Enter
3	JAxbureaucratic ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.065	1	3.065	7.415	.007 ^b
	Residual	207.509	502	.413		
	Total	210.574	503			
2	Regression	16.215	2	8.107	20.898	.000 ^c
	Residual	194.359	501	.388		
	Total	210.574	503			
3	Regression	18.473	3	6.158	16.027	.000 ^d
	Residual	192.101	500	.384		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism
 b. Predictors: (Constant), jobautonomy
 c. Predictors: (Constant), jobautonomy, bureaucratuccultureMEAN
 d. Predictors: (Constant), jobautonomy, bureaucratuccultureMEAN, JAxbureaucratic

Model Summary^d

Model	R	Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.121 ^a	.015	.013	.64293	.015	7.415	1	502	.007	
2	.277 ^b	.077	.073	.62285	.062	33.895	1	501	.000	
3	.296 ^c	.088	.082	.61984	.011	5.878	1	500	.016	1.860

a. Predictors: (Constant), jobautonomy
 b. Predictors: (Constant), jobautonomy, bureaucratuccultureMEAN
 c. Predictors: (Constant), jobautonomy, bureaucratuccultureMEAN, JAxbureaucratic
 d. Dependent Variable: organizationalcynicism

Coefficients^a

Model	Unstandardized Coefficients		Stand ardize d Coeffic ients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
						Lower Bound	Upper Bound	Zero - order	Parti al	Part	Tolera nce	VIF
	B	Std. Error	Beta									
1 (Constant)	3.215	.175		18.349	.000	2.871	3.559					
jobautonomy	-.140	.051	-.121	-2.723	.007	-.241	-.039	-.121	-.121	-.121	1.000	1.000

2 (Constant)	3.849	.202		19.084	.000	3.453	4.245					
jobautonomy	-.014	.054	-.012	-.263	.793	-.121	.092	-.121	-.012	-.011	.842	1.188
bureaucrat												
uccultureM	-.297	.051	-.272	-5.822	.000	-.397	-.197	-.277	-.252	-.250	.842	1.188
EAN												
3 (Constant)	6.005	.912		6.588	.000	4.214	7.796					
jobautonomy	-.676	.278	-.583	-2.430	.015	-1.222	-.129	-.121	-.108	-.104	.032	31.593
bureaucrat												
uccultureM	-.892	.250	-.817	-3.560	.000	-1.384	-.400	-.277	-.157	-.152	.035	28.890
EAN												
JAxbureaucrat	.181	.074	.939	2.424	.016	.034	.327	-.223	.108	.104	.012	82.198

a. Dependent Variable: organizationalcynicism

Model	Excluded Variables ^a						Collinearity Statistics		
	Beta	In	t	Sig.	Partial Correlation	Collinearity Statistics			
						Tolerance	VIF	Minimum Tolerance	
1	bureaucratuccultureMEAN	-.272 ^b	-5.822	.000	-.252	.842	1.188	.842	
	JAxbureaucrat	-.411 ^b	-5.177	.000	-.225	.296	3.380	.296	
2	JAxbureaucrat	.939 ^c	2.424	.016	.108	.012	82.198	.012	

a. Dependent Variable: organizationalcynicism

b. Predictors in the Model: (Constant), jobautonomy

c. Predictors in the Model: (Constant), jobautonomy, bureaucratuccultureMEAN

Coefficient Correlations^a

Model	jobautonom y	bureaucratuccultureMEA N	JAxbureaucrati c
1 Correlations jobautonomy	1.000		
Covariance jobautonomy s	.003		
2 Correlations jobautonomy	1.000	-.398	
bureaucratuccultureMEA N	-.398	1.000	
Covariance jobautonomy s	.003		-.001
bureaucratuccultureMEA N	-.001		.003
3 Correlations jobautonomy	1.000		.945
bureaucratuccultureMEA N	.945		1.000
JAxbureaucratic	-.981		-.979
Covariance jobautonomy	.077		.066
bureaucratuccultureMEA N	.066		.063
JAxbureaucratic	-.020		-.018
			.006

a. Dependent Variable: organizationalcynicism

Collinearity Diagnostics^a

Mod el	Dimensi on	Eigenval ue	Conditio n Index	Variance Proportions			
				(Consta nt)	jobautono my	bureaucratuccultureM EAN	JAxbureaucra tic
1	1	1.987	1.000	.01	.01		
	2	.013	12.153	.99	.99		
2	1	2.971	1.000	.00	.00	.00	
	2	.016	13.554	.00	.68	.72	
	3	.013	15.337	1.00	.32	.28	
3	1	3.947	1.000	.00	.00	.00	.00
	2	.036	10.413	.01	.00	.00	.01
	3	.016	15.622	.00	.03	.03	.00
	4	.000	131.837	.99	.97	.97	.99

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
18	3.320	4.77	2.7115	2.05772
21	3.097	4.46	2.5419	1.91965

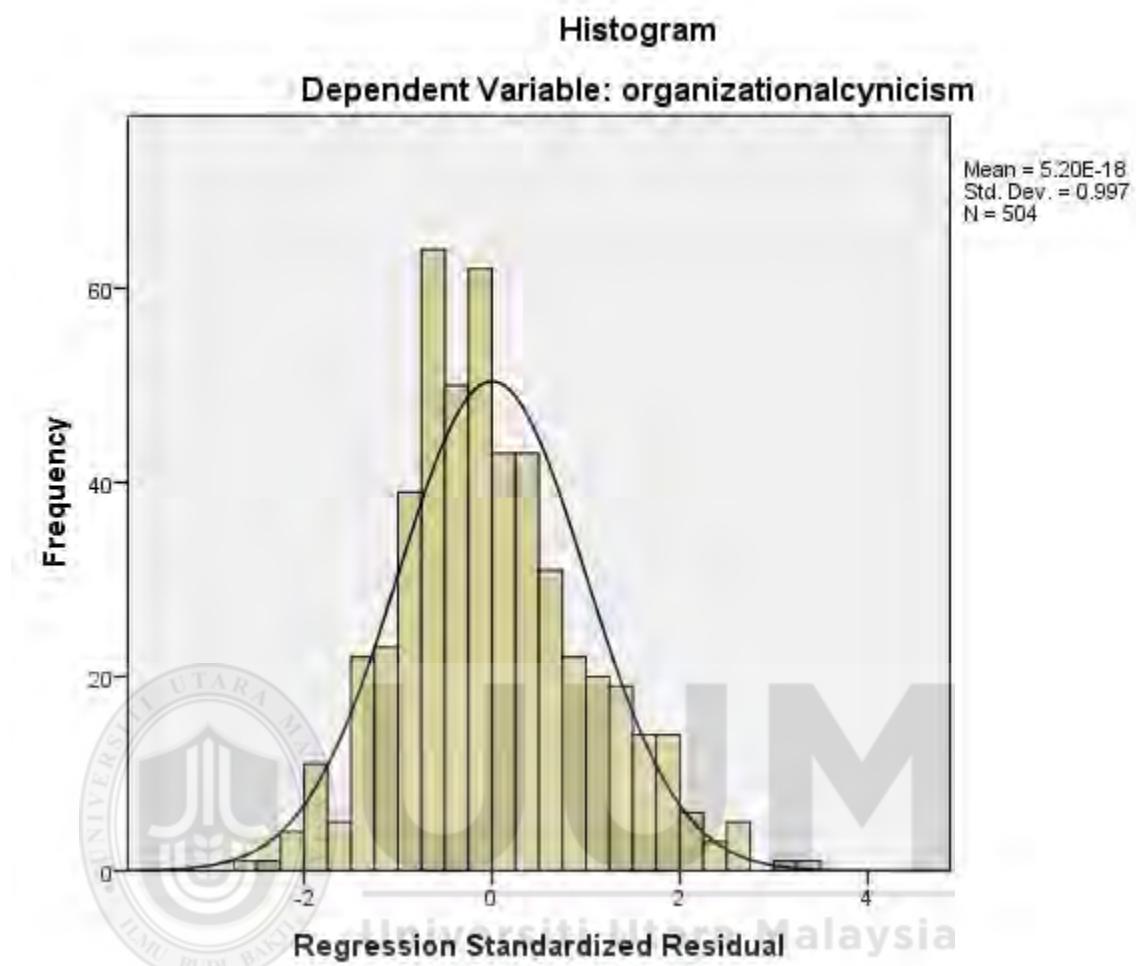
a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.2326	3.7521	2.7440	.19164	504
Std. Predicted Value	-2.669	5.260	.000	1.000	504
Standard Error of Predicted Value	.029	.179	.050	.024	504
Adjusted Predicted Value	2.2086	3.7435	2.7436	.19187	504
Residual	-1.69864	2.05772	.00000	.61799	504
Std. Residual	-2.740	3.320	.000	.997	504
Stud. Residual	-2.745	3.324	.000	1.001	504
Deleted Residual	-1.70434	2.06254	.00042	.62357	504
Stud. Deleted Residual	-2.763	3.358	.001	1.004	504
Mahal. Distance	.126	41.076	2.994	4.876	504
Cook's Distance	.000	.103	.002	.007	504
Centered Leverage Value	.000	.082	.006	.010	504

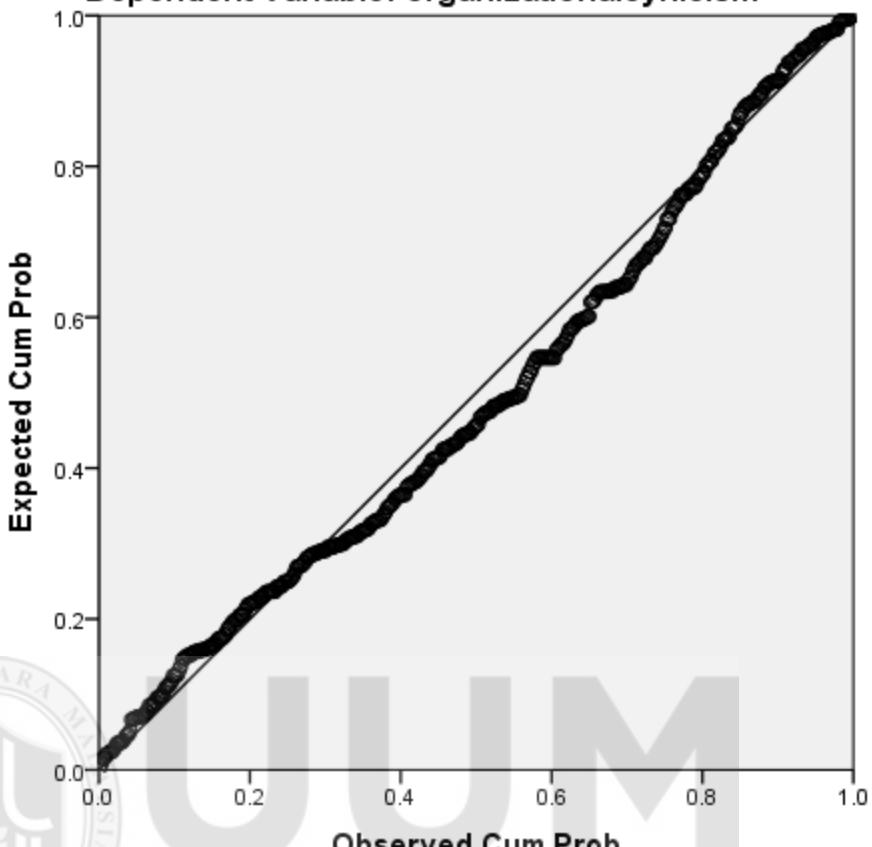
a. Dependent Variable: organizationalcynicism

Charts

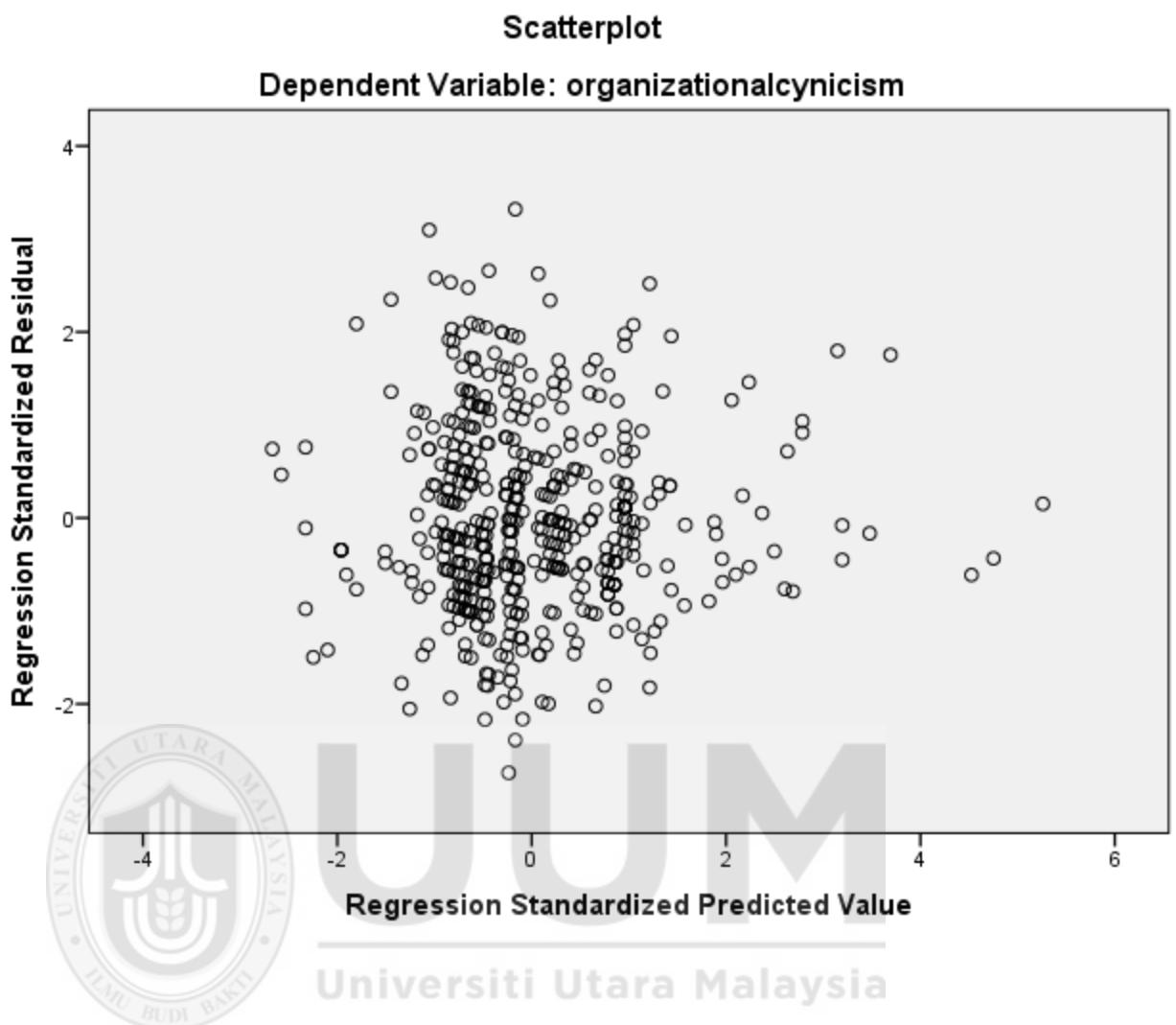


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: organizationalcynicism



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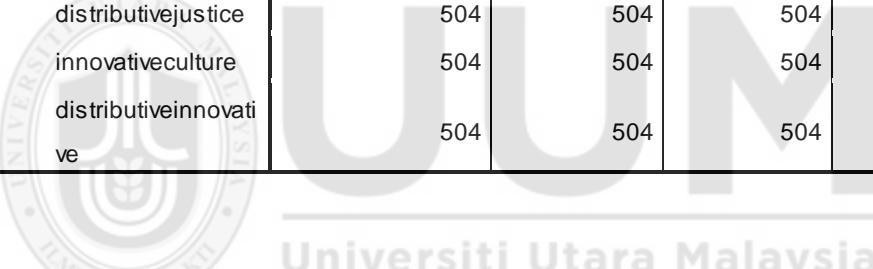
The Moderating Test of Innovative Culture Between The Relationship of Organizational Justice (Distributive Justice) and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
distributivejustice	3.1044	.91611	504
innovativeculture	3.3635	.70574	504
distributiveinnovative	10.7813	4.52076	504

Correlations

		organizationalcynicism	distributivejustice	innovativeculture	distributiveinnovation
Pearson Correlation	organizationalcynicism	1.000	-.397	-.349	-.418
on distributivejustice		-.397	1.000	.527	.915
innovativeculture		-.349	.527	1.000	.794
distributiveinnovation		-.418	.915	.794	1.000
Sig. (1-tailed)	organizationalcynicism	.	.000	.000	.000
	distributivejustice	.000	.	.000	.000
	innovativeculture	.000	.000	.	.000
	distributiveinnovation	.000	.000	.000	.
N	organizationalcynicism	504	504	504	504
	distributivejustice	504	504	504	504
	innovativeculture	504	504	504	504
	distributiveinnovation	504	504	504	504


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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	distributivejustice ^b	.	Enter
2	innovativeculture ^b	.	Enter
3	distributiveinnovation ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.397 ^a	.157	.156	.59449	.157	93.810	1	502	.000	
2	.429 ^b	.184	.181	.58547	.027	16.598	1	501	.000	
3	.431 ^c	.186	.181	.58564	.001	.715	1	500	.398	1.963

a. Predictors: (Constant), distributivejustice
b. Predictors: (Constant), distributivejustice, innovativeculture
c. Predictors: (Constant), distributivejustice, innovativeculture, distributiveinnovative
d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.155	1	33.155	93.810	.000 ^b
	Residual	177.419	502	.353		
	Total	210.574	503			
2	Regression	38.844	2	19.422	56.662	.000 ^c
	Residual	171.730	501	.343		
	Total	210.574	503			
3	Regression	39.090	3	13.030	37.991	.000 ^d
	Residual	171.484	500	.343		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism
b. Predictors: (Constant), distributivejustice
c. Predictors: (Constant), distributivejustice, innovativeculture
d. Predictors: (Constant), distributivejustice, innovativeculture, distributiveinnovative

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero - order	Partial	Part	Tolerance	VIF
1 (Constant)	3.614	.094		38.593	.000	3.430	3.798					
distributivejustice	-.280	.029	-.397	-9.686	.000	-.337	-.223	-.397	-.397	-.397	1.000	1.000
2 (Constant)	3.987	.130		30.682	.000	3.732	4.242					
distributivejustice	-.208	.034	-.295	-6.215	.000	-.274	-.142	-.397	-.268	-.251	.723	1.384
innovativeculture	-.177	.044	-.193	-4.074	.000	-.263	-.092	-.349	-.179	-.164	.723	1.384
3 (Constant)	4.252	.339		12.528	.000	3.585	4.919					
distributivejustice	-.307	.122	-.435	-2.521	.012	-.547	-.068	-.397	-.112	-.102	.055	18.306
innovativeculture	-.258	.105	-.282	-2.453	.014	-.465	-.051	-.349	-.109	-.099	.123	8.100
distributiveinnovative	.029	.035	.204	.846	.398	-.039	.097	-.418	.038	.034	.028	35.867

a. Dependent Variable: organizationalcynicism

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 innovativeculture	-.193 ^b	-4.074	.000	-.179	.723	1.384	.723
distributiveinnovative	-.336 ^b	-3.343	.001	-.148	.163	6.128	.163
2 distributiveinnovative	.204 ^c	.846	.398	.038	.028	35.867	.028

a. Dependent Variable: organizationalcynicism

b. Predictors in the Model: (Constant), distributivejustice

c. Predictors in the Model: (Constant), distributivejustice, innovativeculture

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	distributivejustice	innovativeculture	distributiveinnovation
1	1	1.959	1.000	.02	.02		
	2	.041	6.928	.98	.98		
2	1	2.938	1.000	.00	.01	.00	
	2	.042	8.345	.32	.85	.03	
	3	.020	12.238	.67	.14	.97	
3	1	3.890	1.000	.00	.00	.00	.00
	2	.085	6.776	.03	.00	.00	.02
	3	.024	12.769	.02	.07	.10	.01
	4	.001	54.977	.95	.92	.89	.97

a. Dependent Variable: organizationalcynicism

Coefficient Correlations^a

Model		distributivejustice	innovativeculture	distributiveinnovation
1	Correlations distributivejustice	1.000		
	Covariances distributivejustice	.001		
2	Correlations distributivejustice	1.000	-.527	
	innovativeculture	-.527	1.000	
	Covariances distributivejustice	.001	-.001	
	innovativeculture	-.001	.002	
3	Correlations distributivejustice	1.000	.816	-.961
	innovativeculture	.816	1.000	-.911
	distributiveinnovation	-.961	-.911	1.000
	Covariances distributivejustice	.015	.010	-.004
	innovativeculture	.010	.011	-.003
	distributiveinnovation	-.004	-.003	.001

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
14	3.524	4.31	2.2440	2.06370

a. Dependent Variable: organizationalcynicism

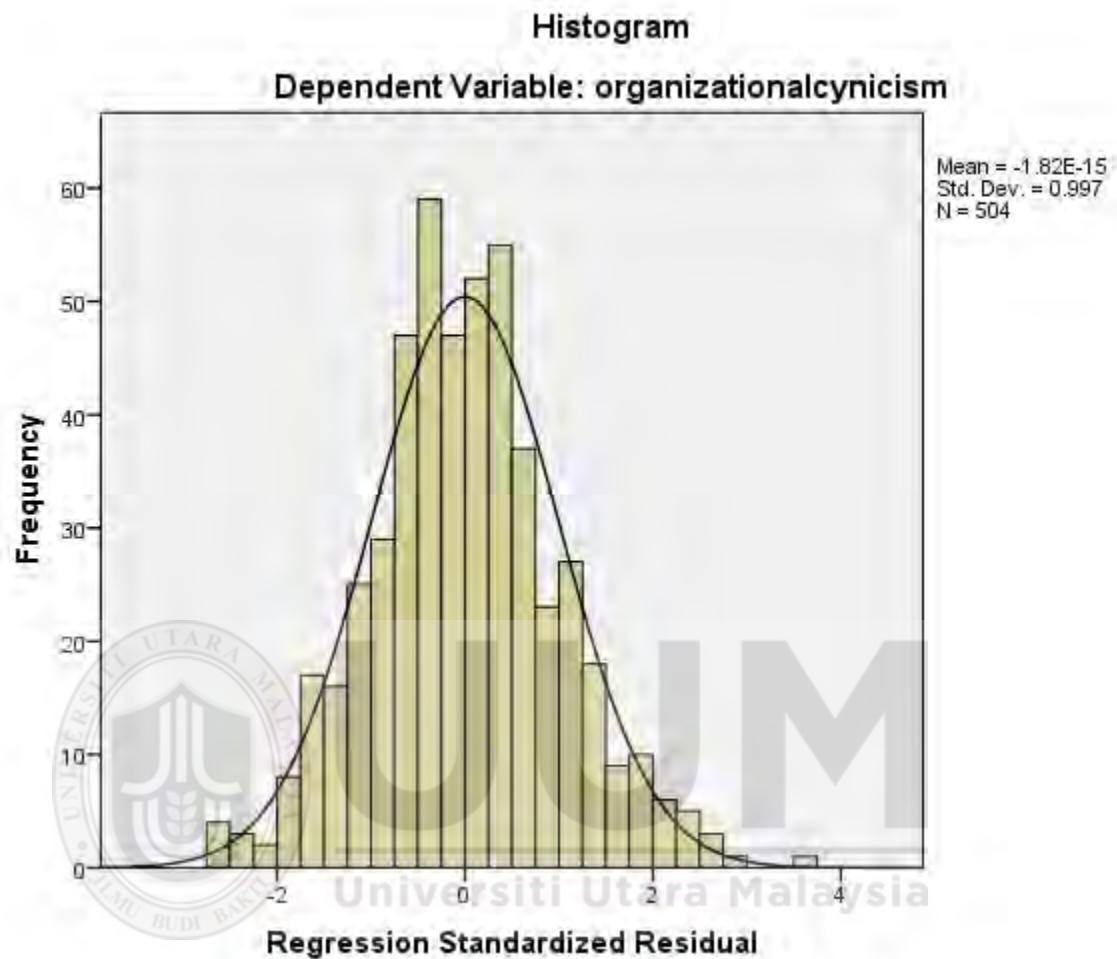
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1543	3.6698	2.7440	.27877	504
Std. Predicted Value	-2.116	3.321	.000	1.000	504
Standard Error of Predicted Value	.029	.150	.048	.021	504
Adjusted Predicted Value	2.1501	3.6155	2.7437	.27785	504
Residual	-1.58421	2.06370	.00000	.58389	504
Std. Residual	-2.705	3.524	.000	.997	504
Stud. Residual	-2.740	3.556	.000	1.002	504
Deleted Residual	-1.62483	2.10176	.00040	.58946	504
Stud. Deleted Residual	-2.758	3.598	.001	1.004	504
Mahal. Distance	.198	32.139	2.994	4.481	504
Cook's Distance	.000	.061	.002	.006	504
Centered Leverage Value	.000	.064	.006	.009	504

a. Dependent Variable: organizational cynicism

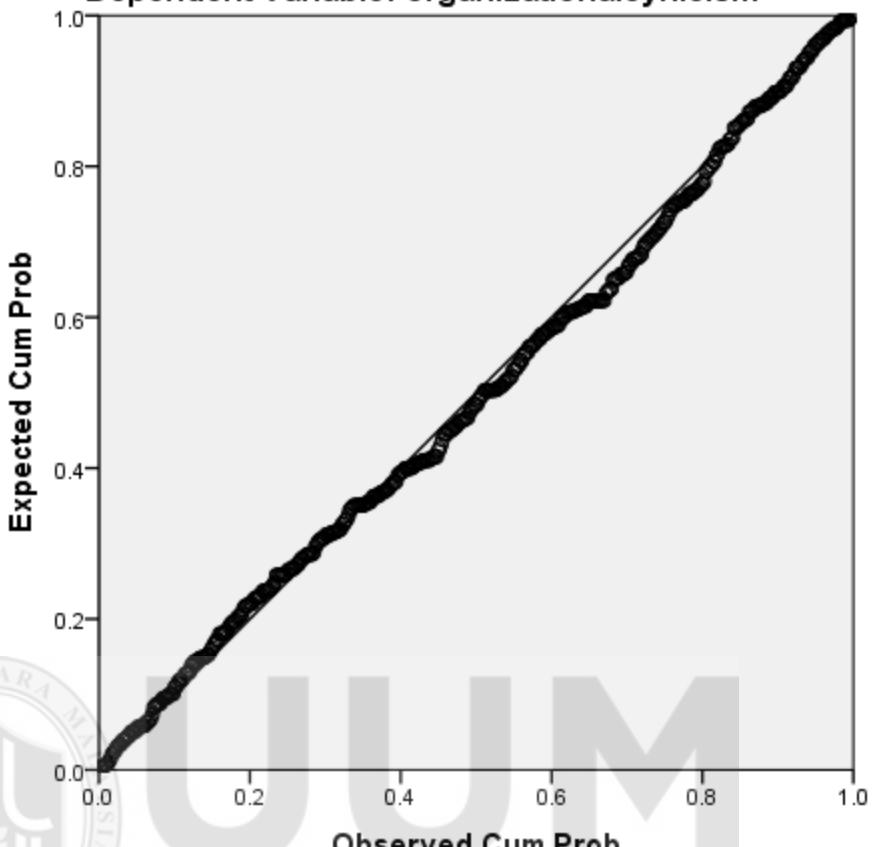


Charts

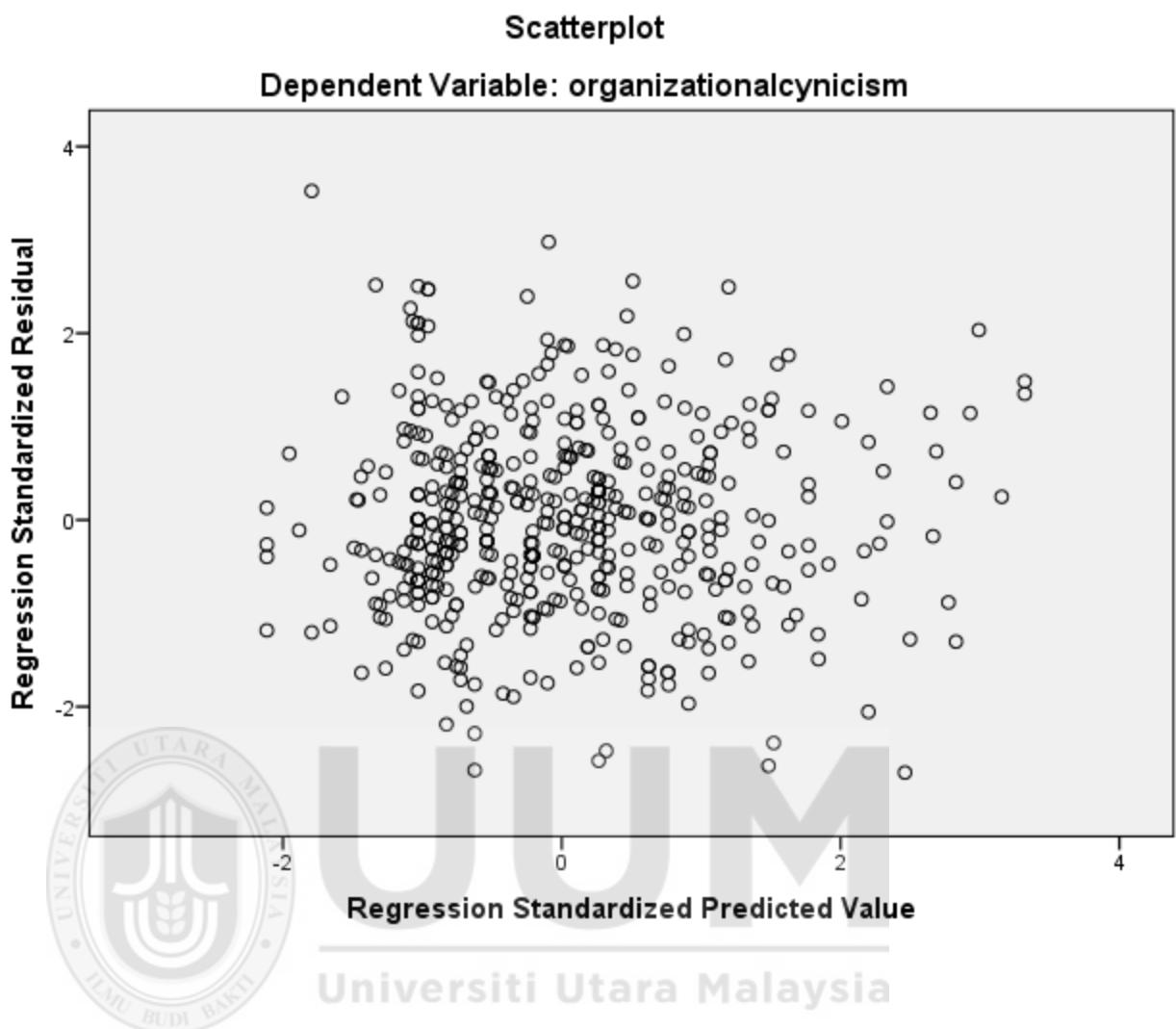


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: organizationalcynicism



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The Moderating Test of Innovative Culture Between The Relationship of Organizational Justice (Procedural Justice) and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
proceduraljustice	3.4363	.62408	504
innovativeculture	3.3635	.70574	504
proceduralxinnovative	11.7918	3.88554	504

Correlations

	organizationalcynicism	proceduraljustice	innovativeculture	proceduralxinnovative
Pearson Correlation	1.000	-.331	-.349	-.373
on proceduraljustice		1.000	.532	.839
innovativeculture	-.349		1.000	.890
proceduralxinnovative	-.373	.839	.890	1.000
Sig. (1-tailed)				
organizationalcynicism		.000	.000	.000
proceduraljustice	.000		.000	.000
innovativeculture	.000	.000		.000
proceduralxinnovative	.000	.000	.000	
N	504	504	504	504
organizationalcynicism				
proceduraljustice	504	504	504	504
innovativeculture	504	504	504	504
proceduralxinnovative	504	504	504	504

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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	proceduraljustice ^b	.	Enter
2	innovativeculture ^b	.	Enter
3	proceduralxinnovative ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.331 ^a	.110	.108	.61116	.110	61.754	1	502	.000	
2	.389 ^b	.151	.148	.59733	.042	24.515	1	501	.000	
3	.396 ^c	.157	.152	.59595	.006	3.329	1	500	.069	1.942

a. Predictors: (Constant), proceduraljustice

b. Predictors: (Constant), proceduraljustice, innovativeculture

c. Predictors: (Constant), proceduraljustice, innovativeculture, proceduralxinnovative

d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.067	1	23.067	61.754	.000 ^b
	Residual	187.507	502	.374		
	Total	210.574	503			
2	Regression	31.814	2	15.907	44.581	.000 ^c
	Residual	178.760	501	.357		
	Total	210.574	503			
3	Regression	32.996	3	10.999	30.969	.000 ^d
	Residual	177.578	500	.355		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), proceduraljustice

c. Predictors: (Constant), proceduraljustice, innovativeculture

d. Predictors: (Constant), proceduraljustice, innovativeculture, proceduralxinnovative

Coefficients^a

Model	Unstandardized Coefficients		Stand ardize d Coeffic ients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Parti al	Part	Tolera nce	VIF
1 (Constant)	3.923	.152		25.727	.000	3.624	4.223					
proceduralj ustice	-.343	.044	-.331	-7.858	.000	-.429	-.257	-.331	-.331	-.331	1.000	1.000
2 (Constant)	4.209	.160		26.334	.000	3.895	4.523					
proceduralj ustice	-.210	.050	-.203	-4.171	.000	-.309	-.111	-.331	-.183	-.172	.717	1.395
innovativec ulture	-.221	.045	-.241	-4.951	.000	-.308	-.133	-.349	-.216	-.204	.717	1.395
3 (Constant)	5.086	.506		10.044	.000	4.091	6.081					
proceduralj ustice	-.474	.153	-.457	-3.099	.002	-.774	-.173	-.331	-.137	-.127	.078	12.880
innovativec ulture	-.504	.161	-.549	-3.122	.002	-.820	-.187	-.349	-.138	-.128	.054	18.349
proceduralxinnovative	.083	.046	.499	1.825	.069	-.006	.172	-.373	.081	.075	.023	44.293

a. Dependent Variable: organizationalcynicism

Excluded Variables^a

Model	Beta	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 innovativeculture	-.241 ^b	-4.951	.000	-.216	.717	1.395	.717
proceduralxinnovative	-.322 ^b	-4.230	.000	-.186	.297	3.368	.297
2 proceduralxinnovative	.499 ^c	1.825	.069	.081	.023	44.293	.023

a. Dependent Variable: organizationalcynicism

b. Predictors in the Model: (Constant), proceduraljustice

c. Predictors in the Model: (Constant), proceduraljustice, innovativeculture

Coefficient Correlations^a

Model			proceduraljustice	innovativeculture	proceduralxinnovative
1	Correlations	proceduraljustice	1.000		
	Covariances	proceduraljustice	.002		
2	Correlations	proceduraljustice	1.000	-.532	
		innovativeculture	-.532	1.000	
3	Covariances	proceduraljustice	.003	-.001	
		innovativeculture	-.001	.002	
3	Correlations	proceduraljustice	1.000	.859	-.944
		innovativeculture	.859	1.000	-.961
		proceduralxinnovative	-.944	-.961	1.000
	Covariances	proceduraljustice	.023	.021	-.007
		innovativeculture	.021	.026	-.007
		proceduralxinnovative	-.007	-.007	.002

a. Dependent Variable: organizationalcynicism

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	proceduraljustice	innovativeculture	proceduralxinnovative
1	1	1.984	1.000	.01	.01		
	2	.016	11.113	.99	.99		
2	1	2.963	1.000	.00	.00	.00	
	2	.021	11.772	.54	.01	.81	
	3	.015	13.977	.46	.98	.19	
3	1	3.932	1.000	.00	.00	.00	.00
	2	.051	8.777	.03	.00	.00	.02
	3	.017	15.354	.00	.07	.07	.00
	4	.001	78.745	.97	.92	.93	.98

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
14	3.028	4.31	2.5029	1.80477
21	3.416	4.46	2.4261	2.03548

a. Dependent Variable: organizationalcynicism

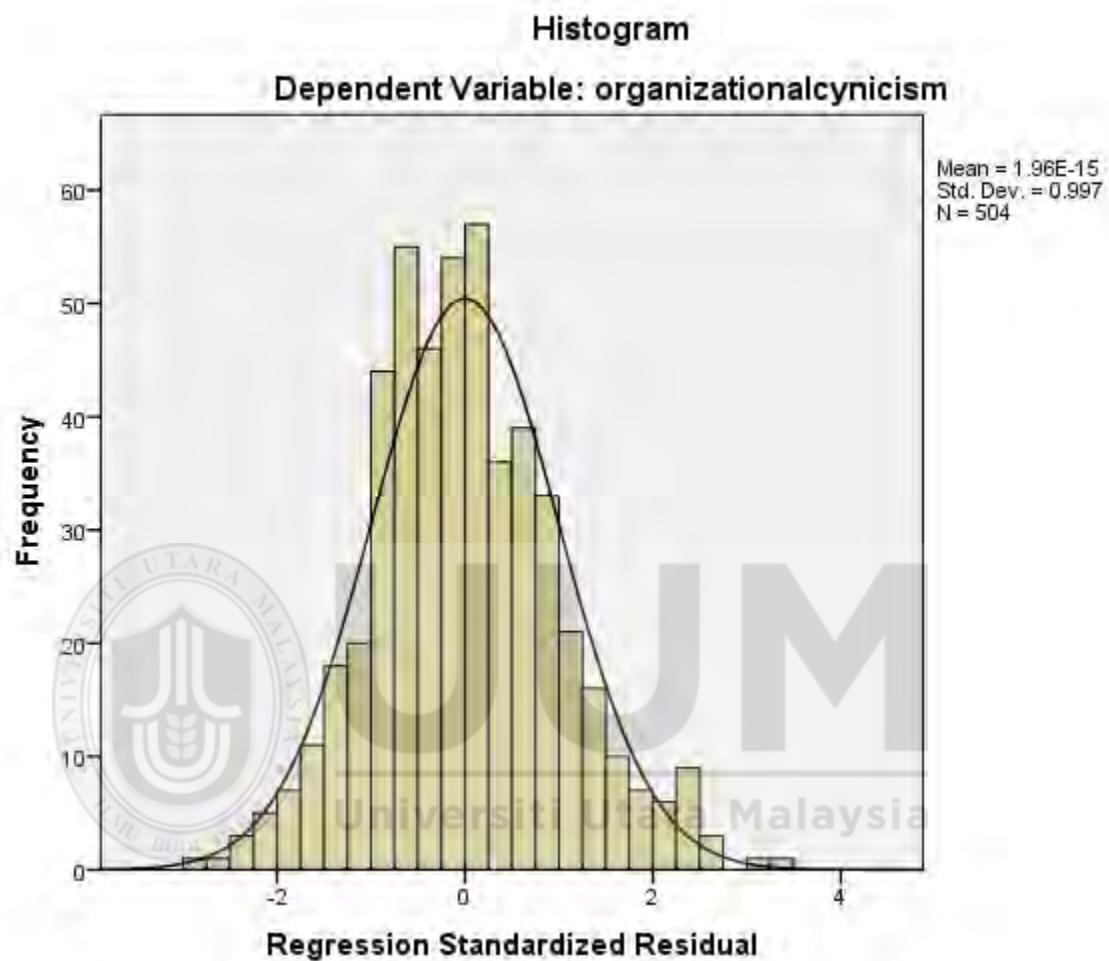
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.2763	4.1076	2.7440	.25612	504
Std. Predicted Value	-1.826	5.324	.000	1.000	504
Standard Error of Predicted Value	.028	.233	.047	.024	504
Adjusted Predicted Value	2.2791	4.0436	2.7436	.25480	504
Residual	-1.64315	2.03548	.00000	.59417	504
Std. Residual	-2.757	3.416	.000	.997	504
Stud. Residual	-2.765	3.431	.000	1.001	504
Deleted Residual	-1.65191	2.05390	.00045	.59940	504
Stud. Deleted Residual	-2.783	3.469	.001	1.004	504
Mahal. Distance	.150	76.039	2.994	6.291	504
Cook's Distance	.000	.032	.002	.005	504
Centered Leverage Value	.000	.151	.006	.013	504

a. Dependent Variable: organizationalcynicism

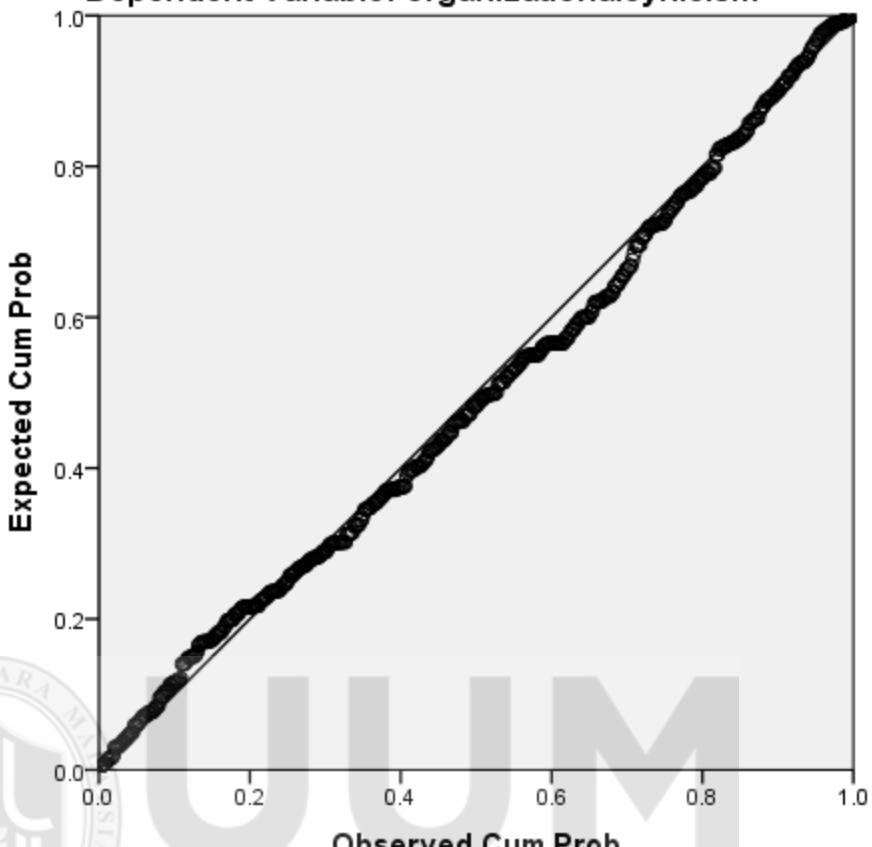


Charts



Normal P-P Plot of Regression Standardized Residual

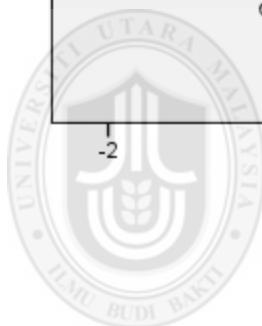
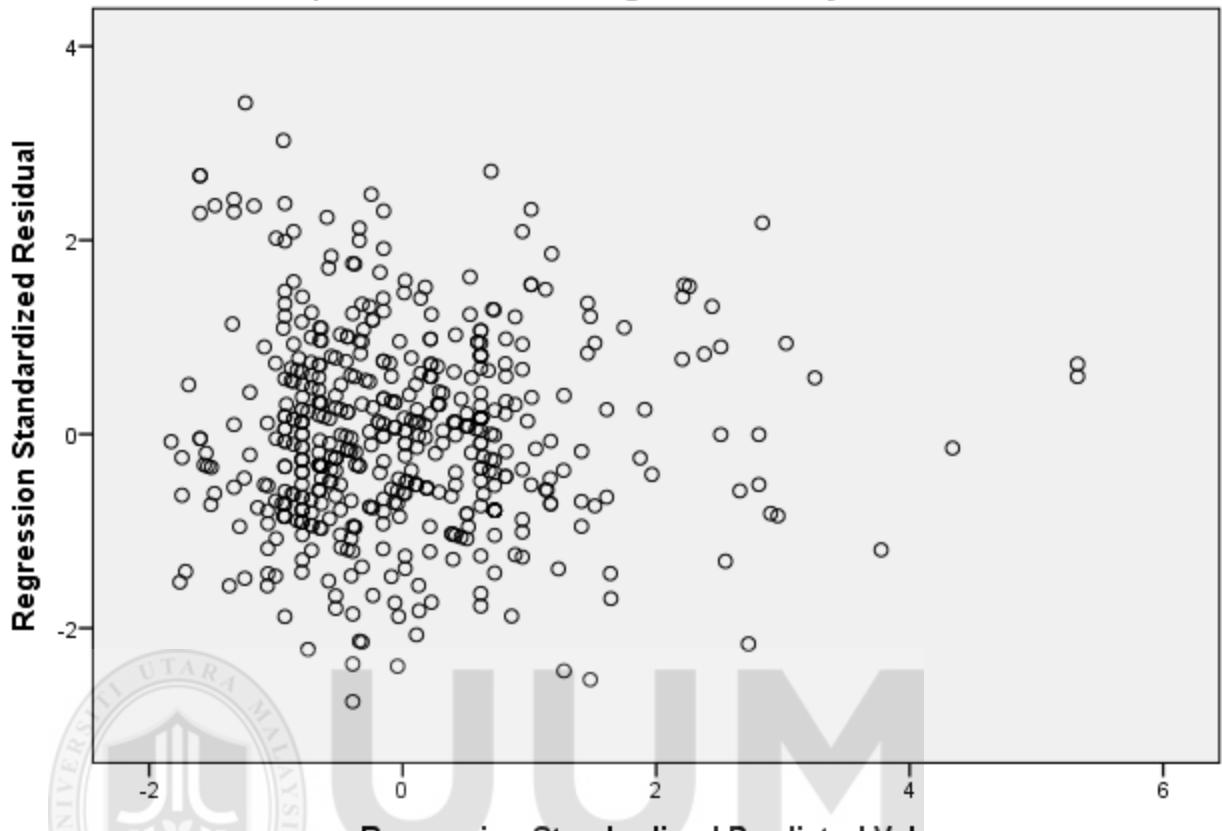
Dependent Variable: organizationalcynicism



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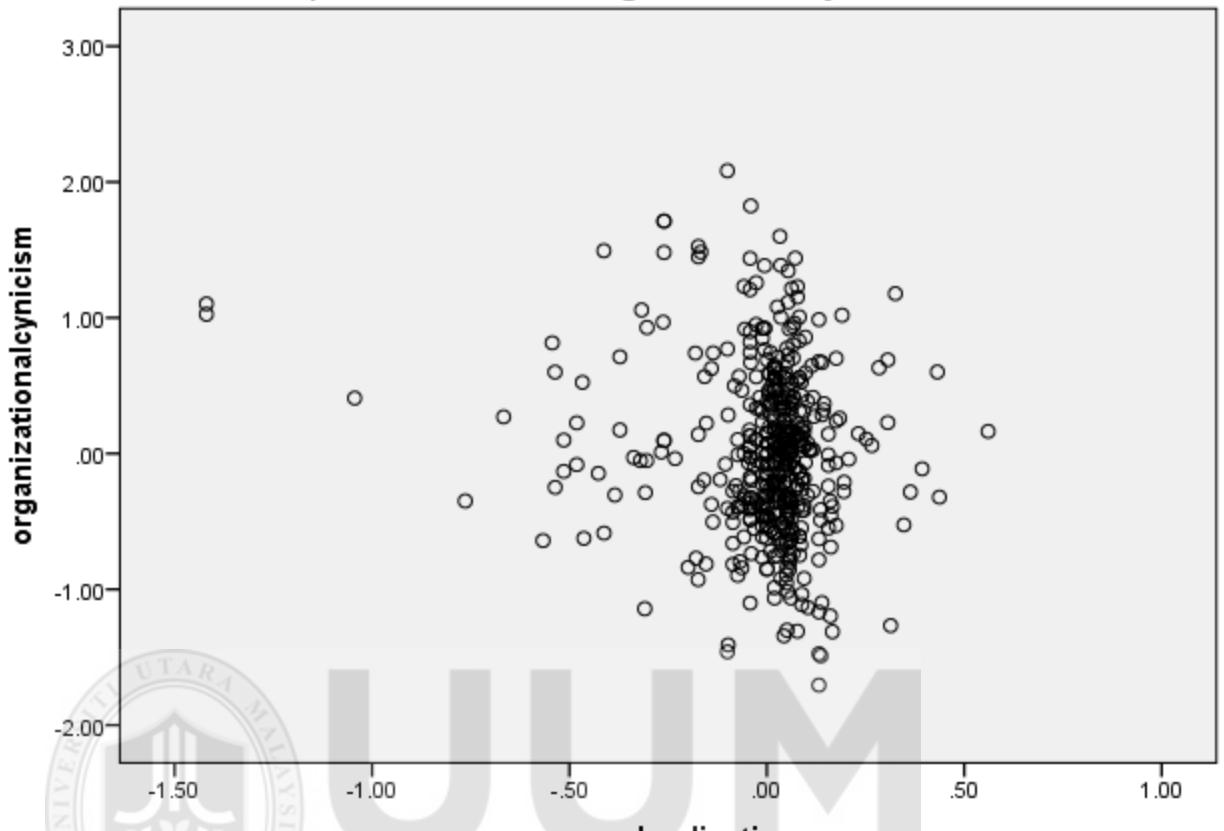
Scatterplot

Dependent Variable: organizationalcynicism



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Partial Regression Plot
Dependent Variable: organizationalcynicism



The Moderating Test of Innovative Culture Between The Relationship of Organizational Justice (Interactional Justice) and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
interactionaljustice	3.1822	.72396	504
innovativeculture	3.3635	.70574	504
interactionalxinnovative	11.0472	4.12794	504

Correlations

		organizationalcynicism	interactionaljustice	innovativeculture	interactionalxinnovative
Pearson Correlation	organizationalcynicism	1.000	-.440	-.349	-.413
	interactionaljustice	-.440	1.000	.674	.915
	innovativeculture	-.349	.674	1.000	.888
	interactionalxinnovative	-.413	.915	.888	1.000
Sig. (1-tailed)		.	.000	.000	.000
			.	.000	.000
			.000	.	.000
			.000	.	.000
N		504	504	504	504
		504	504	504	504
		504	504	504	504
		504	504	504	504

Variables Entered/Removed^a

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	interactionaljustice ^b	.	Enter
2	innovativeculture ^b	.	Enter
3	interactionalxinnovative ^b	.	Enter

a. Dependent Variable: organizational cynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.440 ^a	.194	.192	.58151	.194	120.719	1	502	.000	
2	.446 ^b	.199	.196	.58031	.005	3.081	1	501	.080	
3	.456 ^c	.208	.203	.57756	.009	5.785	1	500	.017	1.978

a. Predictors: (Constant), interactionaljustice
 b. Predictors: (Constant), interactionaljustice, innovativeculture
 c. Predictors: (Constant), interactionaljustice, innovativeculture, interactionalxinnovative
 d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.822	1	40.822	120.719	.000 ^b
	Residual	169.752	502	.338		
	Total	210.574	503			
2	Regression	41.859	2	20.929	62.150	.000 ^c
	Residual	168.715	501	.337		
	Total	210.574	503			
3	Regression	43.789	3	14.596	43.758	.000 ^d
	Residual	166.785	500	.334		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism
 b. Predictors: (Constant), interactionaljustice
 c. Predictors: (Constant), interactionaljustice, innovativeculture
 d. Predictors: (Constant), interactionaljustice, innovativeculture, interactionalxinnovative

Model	Coefficients ^a										
	Unstandardized Coefficients			Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error	Beta				Lower Bound	Upper Bound	Zero-order	Partial	Part
1 (Constant)	3.996	.117			34.192	.000	3.767	4.226			
interactionaljustice	-.394	.036	-.440		-10.987	.000	-.464	-.323	-.440	-.440	-.440
2 (Constant)	4.107	.133			30.967	.000	3.847	4.368			
interactionaljustice	-.336	.048	-.376		-6.947	.000	-.431	-.241	-.440	-.296	-.278
innovativeculture	-.087	.050	-.095		-1.755	.080	-.185	.010	-.349	-.078	-.070
3 (Constant)	4.942	.371			13.307	.000	4.212	5.672			
interactionaljustice	-.635	.133	-.711		-4.766	.000	-.897	-.373	-.440	-.208	-.190
innovativeculture	-.349	.120	-.381		-2.919	.004	-.584	-.114	-.349	-.129	-.116
interactionalxinnovative	.090	.038	.576		2.405	.017	.017	.164	-.413	.107	.096

a. Dependent Variable: organizationalcynicism

Model	Excluded Variables ^a							
	Beta	t	Sig.	Partial Correlation	Collinearity Statistics			
					Tolerance	VIF	Minimum Tolerance	
1 innovativeculture	-.095 ^b	-1.755	.080	-.078	.545	1.834	.545	
interactionalxinnovative	-.061 ^b	-.607	.544	-.027	.162	6.177	.162	
2 interactionalxinnovative	.576 ^c	2.405	.017	.107	.028	36.152	.028	

a. Dependent Variable: organizationalcynicism

b. Predictors in the Model: (Constant), interactionaljustice

c. Predictors in the Model: (Constant), interactionaljustice, innovativeculture

Coefficient Correlations^a

Model	interactionaljustice e	innovativecultur e	interactionalxinnovativ e
1 Correlations interactionaljustice	1.000		
Covariance interactionaljustice s	.001		
2 Correlations interactionaljustice innovativeculture	1.000	-.674	
Covariance interactionaljustice s innovativeculture	.002	-.002	
3 Correlations interactionaljustice innovativeculture interactionalxinnovativ e	1.000	.748	-.932
Covariance interactionaljustice s innovativeculture interactionalxinnovativ e	.748	1.000	-.911
	-.932	-.911	1.000
	.018	.012	-.005
	.012	.014	-.004
	-.005	-.004	.001

a. Dependent Variable: organizationalcynicism

Collinearity Diagnostics^a

Mod el	Dimensi on	Eigenval ue	Conditio n Index	Variance Proportions			
				(Consta nt)	interactionaljus tice	innovativecult ure	interactionalxinnov ative
1	1	1.975	1.000	.01	.01		
	2	.025	8.912	.99	.99		
2	1	2.959	1.000	.00	.00	.00	
	2	.026	10.637	.94	.29	.06	
	3	.015	14.254	.06	.71	.93	
3	1	3.921	1.000	.00	.00	.00	.00
	2	.064	7.846	.04	.00	.00	.02
	3	.015	16.345	.00	.11	.14	.00
	4	.001	61.370	.96	.89	.86	.98

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
206	3.531	4.54	2.4988	2.03961

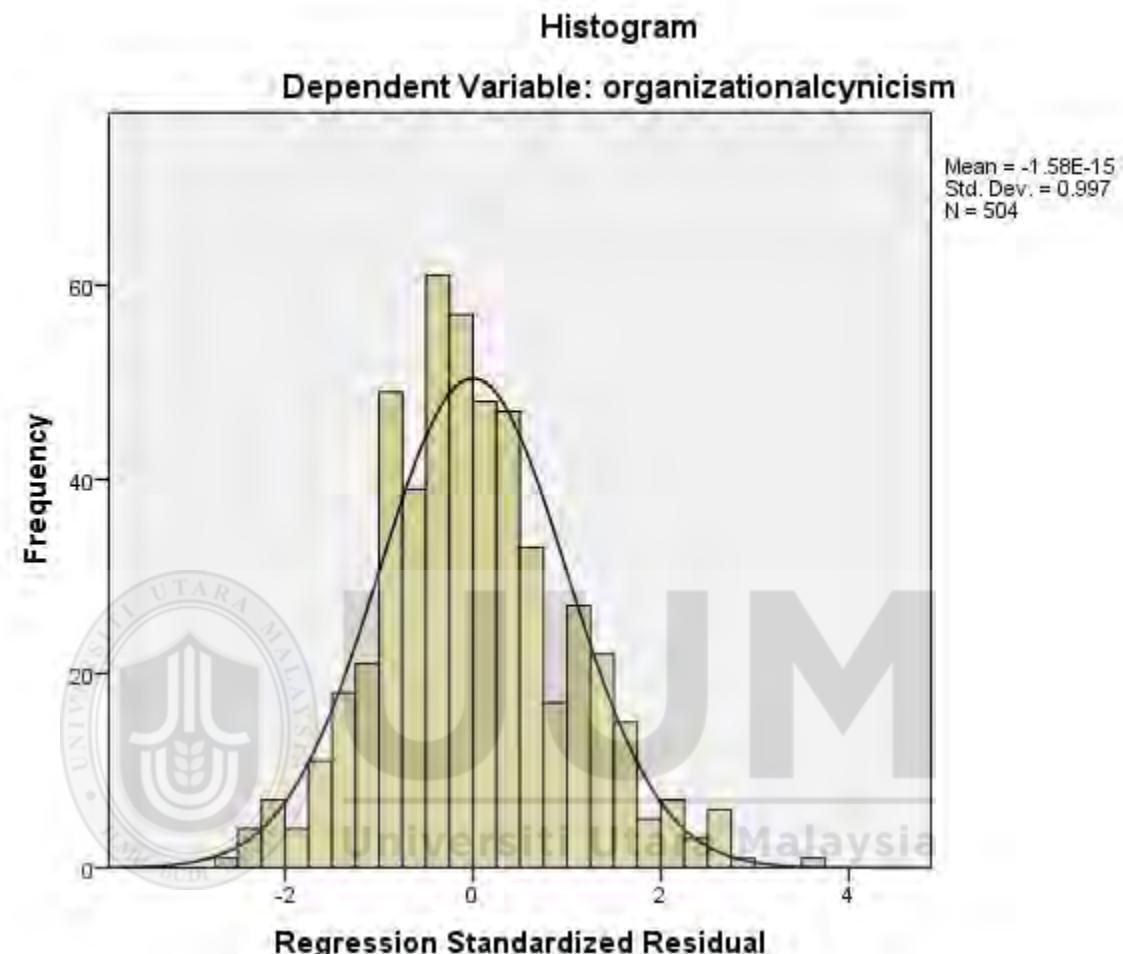
a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.0935	3.9087	2.7440	.29505	504
Std. Predicted Value	-2.205	3.947	.000	1.000	504
Standard Error of Predicted Value	.029	.151	.047	.022	504
Adjusted Predicted Value	2.0753	3.8940	2.7437	.29443	504
Residual	-1.52239	2.03961	.00000	.57583	504
Std. Residual	-2.636	3.531	.000	.997	504
Stud. Residual	-2.657	3.556	.000	1.002	504
Deleted Residual	-1.54727	2.06801	.00034	.58162	504
Stud. Deleted Residual	-2.674	3.598	.001	1.004	504
Mahal. Distance	.229	33.553	2.994	4.673	504
Cook's Distance	.000	.094	.003	.007	504
Centered Leverage Value	.000	.067	.006	.009	504

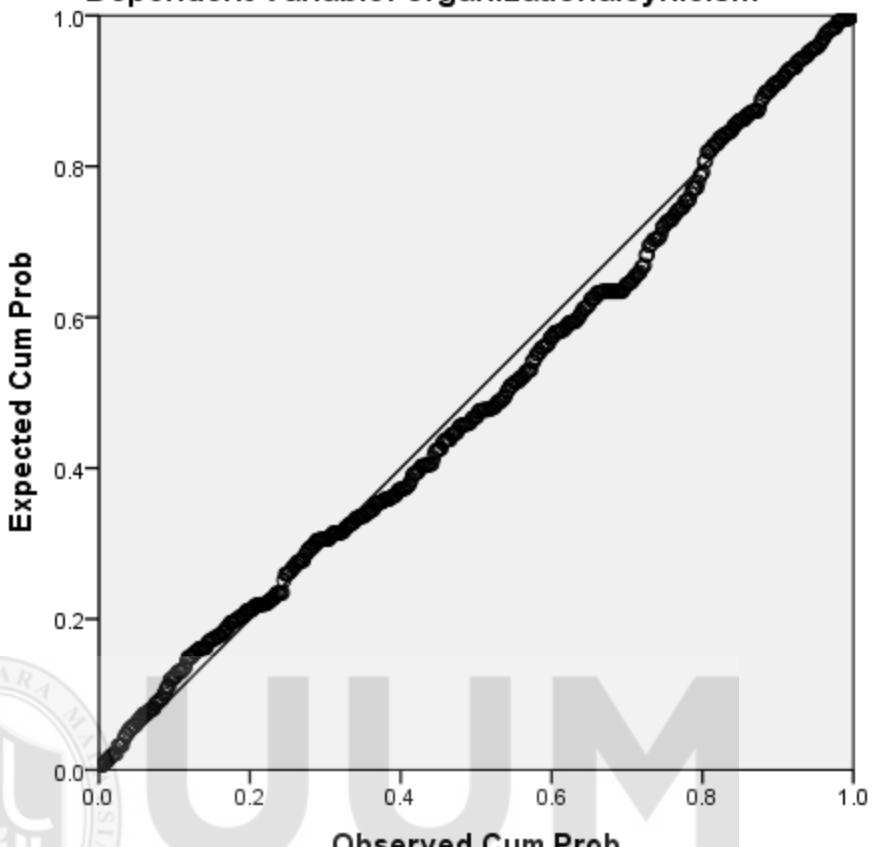
a. Dependent Variable: organizationalcynicism

Charts

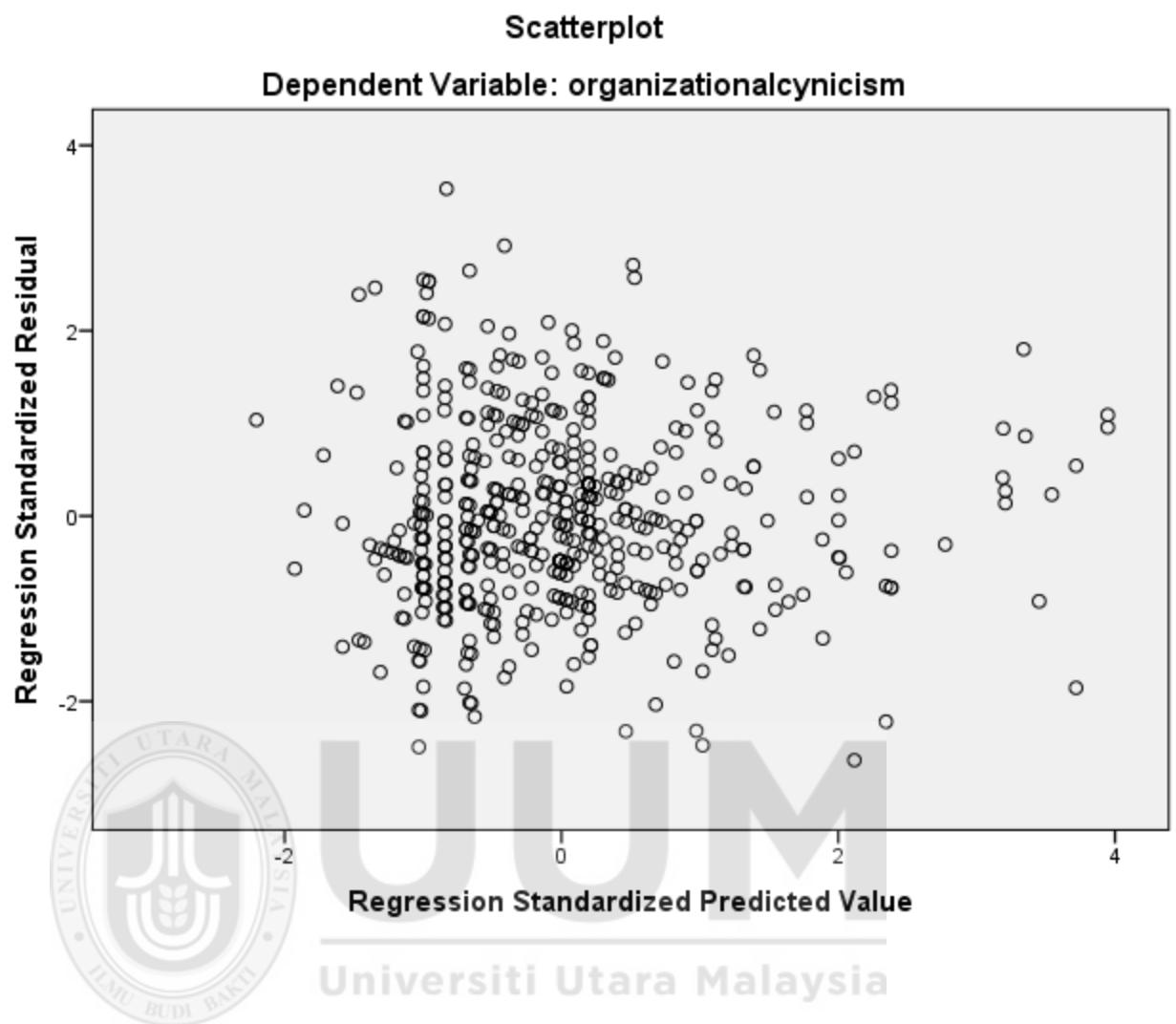


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: organizationalcynicism



Universiti Utara Malaysia



The Moderating Test of Innovative Culture Between The Relationship of Job Autonomy and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
jobautonomy	3.3676	.55852	504
innovativeculture	3.3635	.70574	504
autonomyxinnovative	11.5107	3.64742	504

Correlations

	organizationalcynicism	jobautonomy	innovativeculture	autonomylxinnovative
Pearson Correlation	1.000	-.121	-.349	-.262
on jobautonomy		1.000	.468	.817
innovativeculture			1.000	.880
autonomylxinnovative				1.000
Sig. (1-tailed)				
organizationalcynicism		.003	.000	.000
jobautonomy	.003		.000	.000
innovativeculture	.000	.000		.000
autonomylxinnovative	.000	.000	.000	
N	504	504	504	504
organizationalcynicism				
jobautonomy	504	504	504	504
innovativeculture	504	504	504	504
autonomylxinnovative	504	504	504	504

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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	jobautonomy ^b	.	Enter
2	innovativeculture ^b	.	Enter
3	autonomylxinnovative ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.121 ^a	.015	.013	.64293	.015	7.415	1	502	.007	
2	.352 ^b	.124	.120	.60682	.109	62.531	1	501	.000	
3	.396 ^c	.157	.152	.59592	.033	19.500	1	500	.000	1.956

a. Predictors: (Constant), jobautonomy
 b. Predictors: (Constant), jobautonomy, innovativeculture
 c. Predictors: (Constant), jobautonomy, innovativeculture, autonomylxinnovative
 d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.065	1	3.065	7.415	.007 ^b
	Residual	207.509	502	.413		
	Total	210.574	503			
2	Regression	26.091	2	13.045	35.428	.000 ^c
	Residual	184.483	501	.368		
	Total	210.574	503			
3	Regression	33.016	3	11.005	30.991	.000 ^d
	Residual	177.558	500	.355		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism
 b. Predictors: (Constant), jobautonomy
 c. Predictors: (Constant), jobautonomy, innovativeculture
 d. Predictors: (Constant), jobautonomy, innovativeculture, autonomylxinnovative

Model	Coefficients ^a											
	Unstandardized Coefficients			Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		Collinearity Statistics	
	B	Std. Error	Beta				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1 (Constant)	3.215	.175		18.349	.000	2.871	3.559					
jobautonomy	-.140	.051	-.121	-2.723	.007	-.241	-.039	-.121	-.121	-.121	1.000	1.000
2 (Constant)	3.686	.176		20.970	.000	3.341	4.031					
jobautonomy	.063	.055	.054	1.147	.252	-.045	.171	-.121	.051	.048	.781	1.280
innovativeculture	-.343	.043	-.374	-7.908	.000	-.428	-.258	-.349	-.333	-.331	.781	1.280
3 (Constant)	6.530	.667		9.793	.000	5.220	7.840					
jobautonomy	-.814	.206	-.703	-3.957	.000	-1.219	-.410	-.121	-.174	-.162	.053	18.71
innovativeculture												3
autonomylxinnovative	.259	.059	1.461	4.416	.000	.144	.374	-.262	.194	.181	.015	64.89
novative												7

a. Dependent Variable: organizationalcynicism

Model	Excluded Variables ^a							
	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics			
					Tolerance	VIF	Minimum Tolerance	
1	innovativeculture	-.374 ^b	-7.908	.000	-.333	.781	1.280	.781
	autonomylxinnovative	-.492 ^b	-6.682	.000	-.286	.333	3.001	.333
2	autonomylxinnovative	1.461 ^c	4.416	.000	.194	.015	64.897	.015

a. Dependent Variable: organizationalcynicism

b. Predictors in the Model: (Constant), jobautonomy

c. Predictors in the Model: (Constant), jobautonomy, innovativeculture

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	jobautonomy	innovativeculture	autonomy\innovative
1	1	1.987	1.000	.01	.01		
	2	.013	12.153	.99	.99		
2	1	2.964	1.000	.00	.00	.00	
	2	.022	11.496	.28	.08	.95	
	3	.013	14.978	.72	.92	.04	
3	1	3.934	1.000	.00	.00	.00	.00
	2	.048	9.011	.02	.00	.00	.01
	3	.017	15.229	.00	.04	.04	.00
	4	.000	101.559	.98	.96	.96	.98

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
21	3.314	4.46	2.4868	1.97471

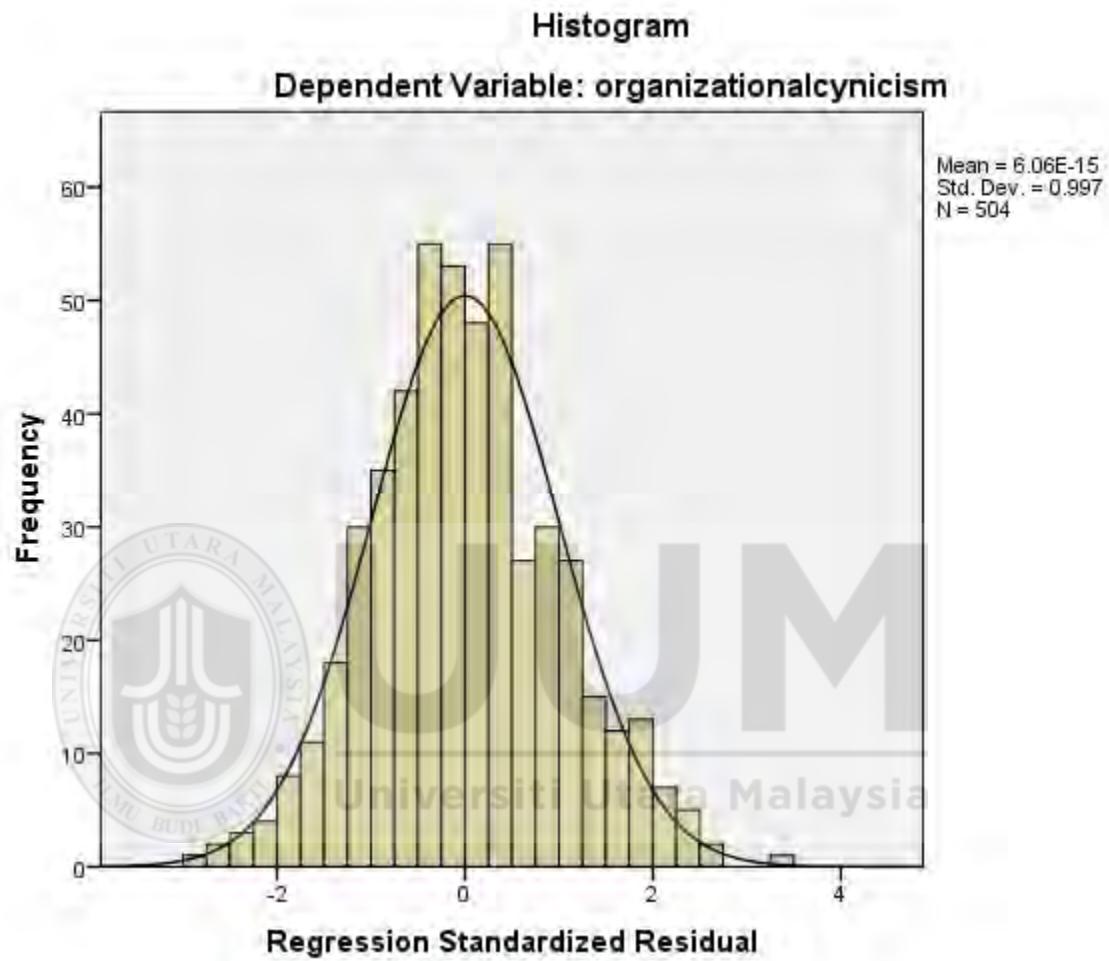
a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9883	4.0238	2.7440	.25620	504
Std. Predicted Value	-2.950	4.995	.000	1.000	504
Standard Error of Predicted Value	.029	.165	.048	.022	504
Adjusted Predicted Value	1.9822	3.9809	2.7439	.25623	504
Residual	-1.75518	1.97471	.00000	.59414	504
Std. Residual	-2.945	3.314	.000	.997	504
Stud. Residual	-2.952	3.332	.000	1.002	504
Deleted Residual	-1.76290	1.99614	.00012	.59981	504
Stud. Deleted Residual	-2.975	3.366	.000	1.004	504
Mahal. Distance	.163	37.752	2.994	4.564	504
Cook's Distance	.000	.056	.002	.006	504
Centered Leverage Value	.000	.075	.006	.009	504

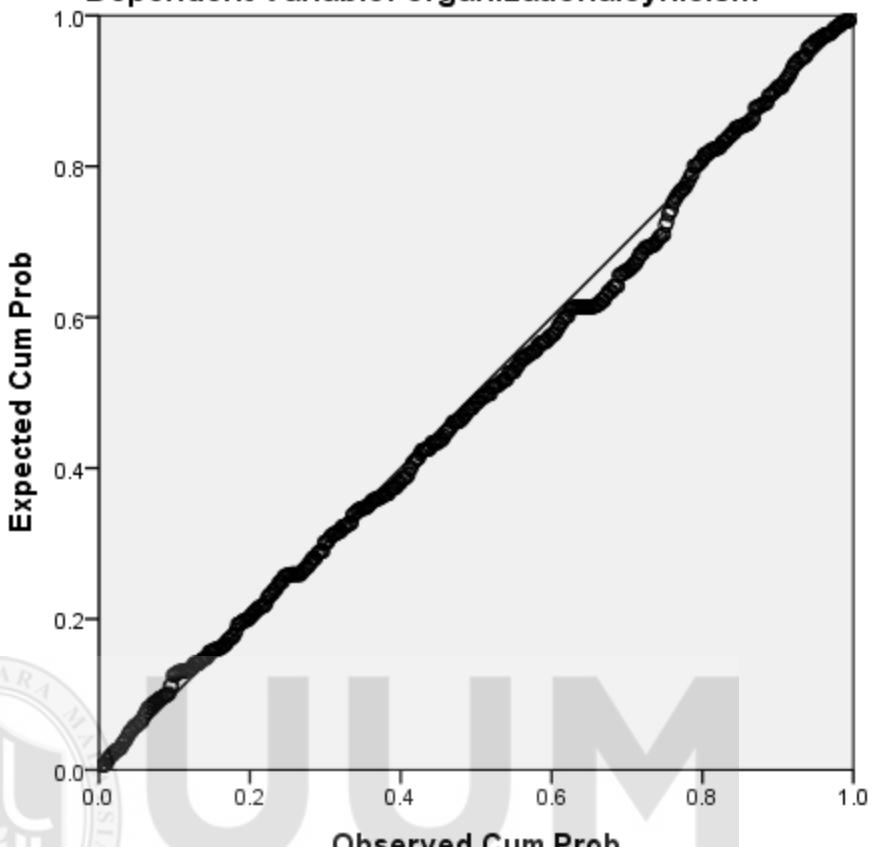
a. Dependent Variable: organizationalcynicism

Charts

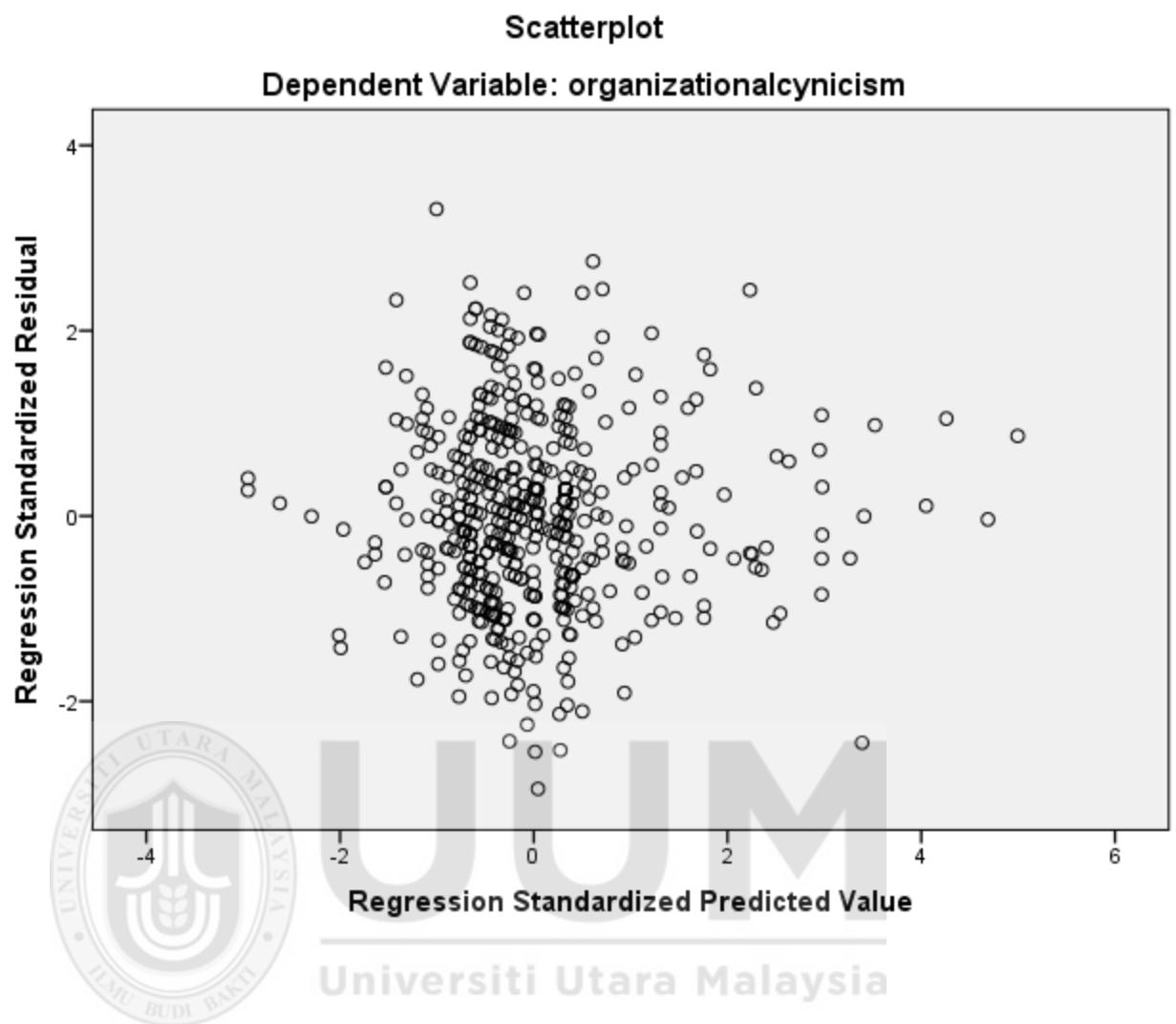


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: organizationalcynicism



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The Moderating Test of Supportive Culture Between The Relationship of Organizational Justice (Distributive Justice) and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
distributivejustice	3.1044	.91611	504
supportiveculture	3.6952	.67737	504
distributivexsupportive	11.7180	4.61104	504

Correlations

	organizationalcynicism	distributivejustice	supportiveculture	distributivexsuppor
Pearson Correlation	1.000	-.397	-.323	-.438
on		1.000	.398	.914
distributivejustice		-.397	1.000	.710
supportiveculture		-.323	.398	1.000
distributivexsuppor		-.438	.914	.710
rtive				1.000
Sig. (1-tailed)				
organizationalcynicism		.000	.000	.000
distributivejustice		.000	.000	.000
supportiveculture		.000	.000	.000
distributivexsuppor		.000	.000	.000
rtive				
N	504	504	504	504
organizationalcynicism	504	504	504	504
distributivejustice	504	504	504	504
supportiveculture	504	504	504	504
distributivexsuppor	504	504	504	504
rtive				

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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	distributivejustice ^b	.	Enter
2	supportiveculture ^b	.	Enter
3	distributivexsuppor	.	Enter
rtive ^b			

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.397 ^a	.157	.156	.59449	.157	93.810	1	502	.000	
2	.436 ^b	.190	.187	.58348	.033	20.126	1	501	.000	
3	.439 ^c	.192	.188	.58318	.002	1.513	1	500	.219	1.941

a. Predictors: (Constant), distributivejustice
 b. Predictors: (Constant), distributivejustice, supportiveculture
 c. Predictors: (Constant), distributivejustice, supportiveculture, distributivexsupportive
 d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.155	1	33.155	93.810	.000 ^b
	Residual	177.419	502	.353		
	Total	210.574	503			
2	Regression	40.007	2	20.003	58.755	.000 ^c
	Residual	170.567	501	.340		
	Total	210.574	503			
3	Regression	40.522	3	13.507	39.715	.000 ^d
	Residual	170.052	500	.340		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism
 b. Predictors: (Constant), distributivejustice
 c. Predictors: (Constant), distributivejustice, supportiveculture
 d. Predictors: (Constant), distributivejustice, supportiveculture, distributivexsupportive

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	3.614	.094		38.593	.000	3.430	3.798					
distributivejustice	-.280	.029	-.397	-9.686	.000	-.337	-.223	-.397	-.397	-.397	1.000	1.000
2 (Constant)	4.136	.148		27.883	.000	3.845	4.428					
distributivejustice	-.225	.031	-.318	-7.265	.000	-.286	-.164	-.397	-.309	-.292	.841	1.189
supportiveculture	-.188	.042	-.197	-4.486	.000	-.270	-.106	-.323	-.197	-.180	.841	1.189
3 (Constant)	3.648	.424		8.606	.000	2.815	4.481					
distributivejustice	-.047	.148	-.066	-.316	.752	-.338	.244	-.397	-.014	-.013	.037	27.213
supportiveculture	-.056	.115	-.058	-.484	.629	-.282	.171	-.323	-.022	-.019	.111	9.015
distributivevsupportive	-.047	.038	-.336	-1.230	.219	-.122	.028	-.438	-.055	-.049	.022	46.220

a. Dependent Variable: organizationalcynicism

Excluded Variables^a

Model	Beta	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 supportiveculture	-.197 ^b	-4.486	.000	-.197	.841	1.189	.841
distributivevsupportive	-.459 ^b	-4.632	.000	-.203	.164	6.093	.164
2 distributivevsupportive	-.336 ^c	-1.230	.219	-.055	.022	46.220	.022

a. Dependent Variable: organizationalcynicism

b. Predictors in the Model: (Constant), distributivejustice

c. Predictors in the Model: (Constant), distributivejustice, supportiveculture

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	distributive justice	supportive culture	distributive vs supportive
1	1	1.959	1.000	.02	.02		
	2	.041	6.928	.98	.98		
2	1	2.938	1.000	.00	.01	.00	
	2	.046	7.983	.15	.97	.07	
	3	.016	13.501	.85	.02	.93	
3	1	3.893	1.000	.00	.00	.00	.00
	2	.083	6.866	.02	.00	.00	.01
	3	.023	12.987	.02	.05	.07	.01
	4	.001	67.611	.96	.95	.93	.98

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
14	3.432	4.31	2.3060	2.00165

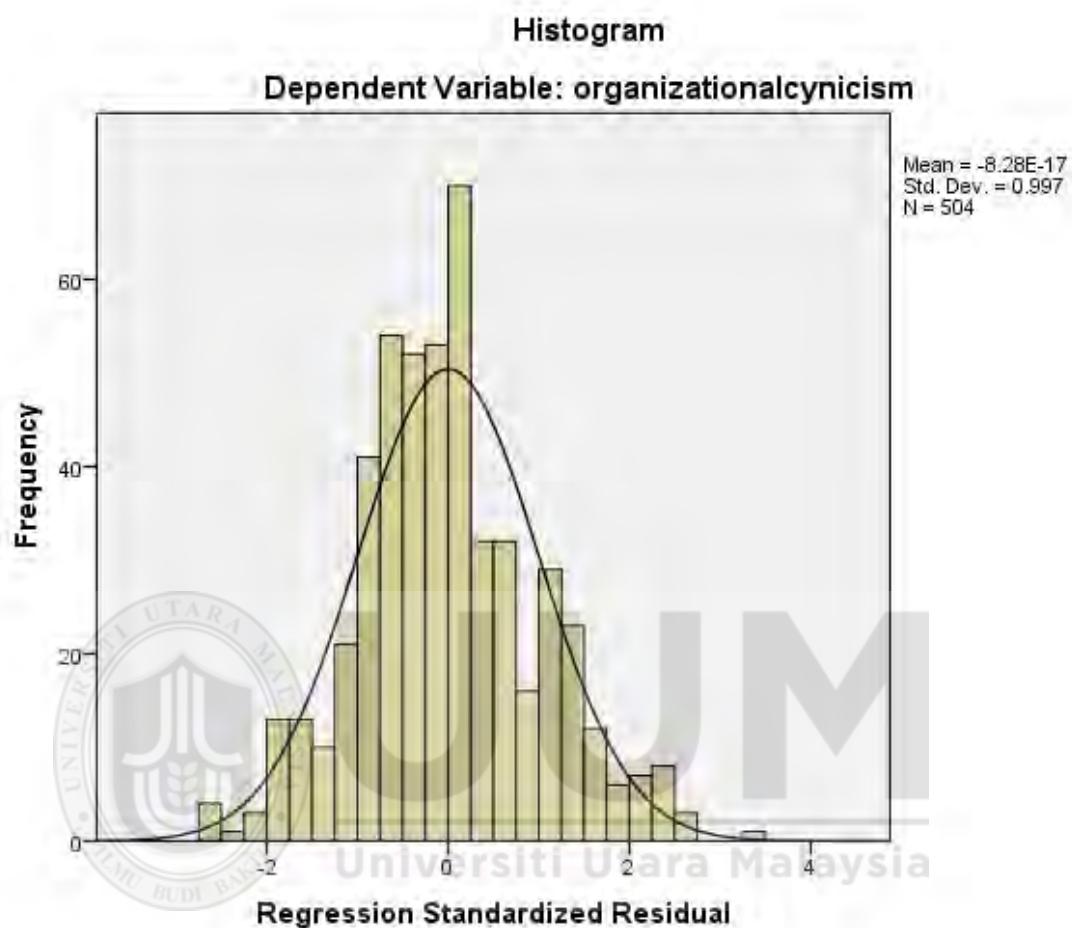
a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9562	3.4982	2.7440	.28383	504
Std. Predicted Value	-2.776	2.657	.000	1.000	504
Standard Error of Predicted Value	.028	.213	.047	.022	504
Adjusted Predicted Value	1.9290	3.4261	2.7436	.28358	504
Residual	-1.56768	2.00165	.00000	.58144	504
Std. Residual	-2.688	3.432	.000	.997	504
Stud. Residual	-2.741	3.452	.000	1.002	504
Deleted Residual	-1.63000	2.02531	.00043	.58715	504
Stud. Deleted Residual	-2.759	3.491	.001	1.004	504
Mahal. Distance	.124	66.104	2.994	5.134	504
Cook's Distance	.000	.211	.002	.011	504
Centered Leverage Value	.000	.131	.006	.010	504

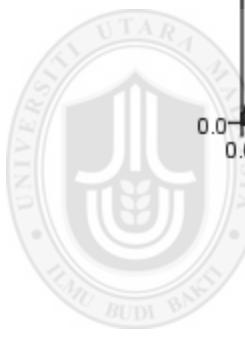
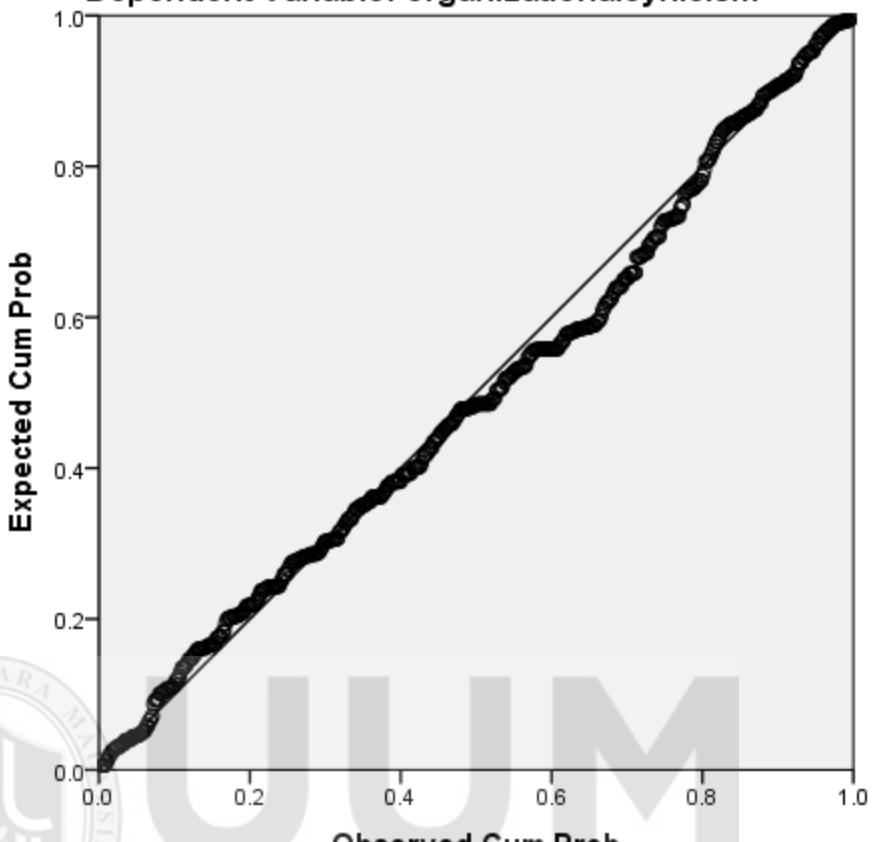
a. Dependent Variable: organizationalcynicism

Charts

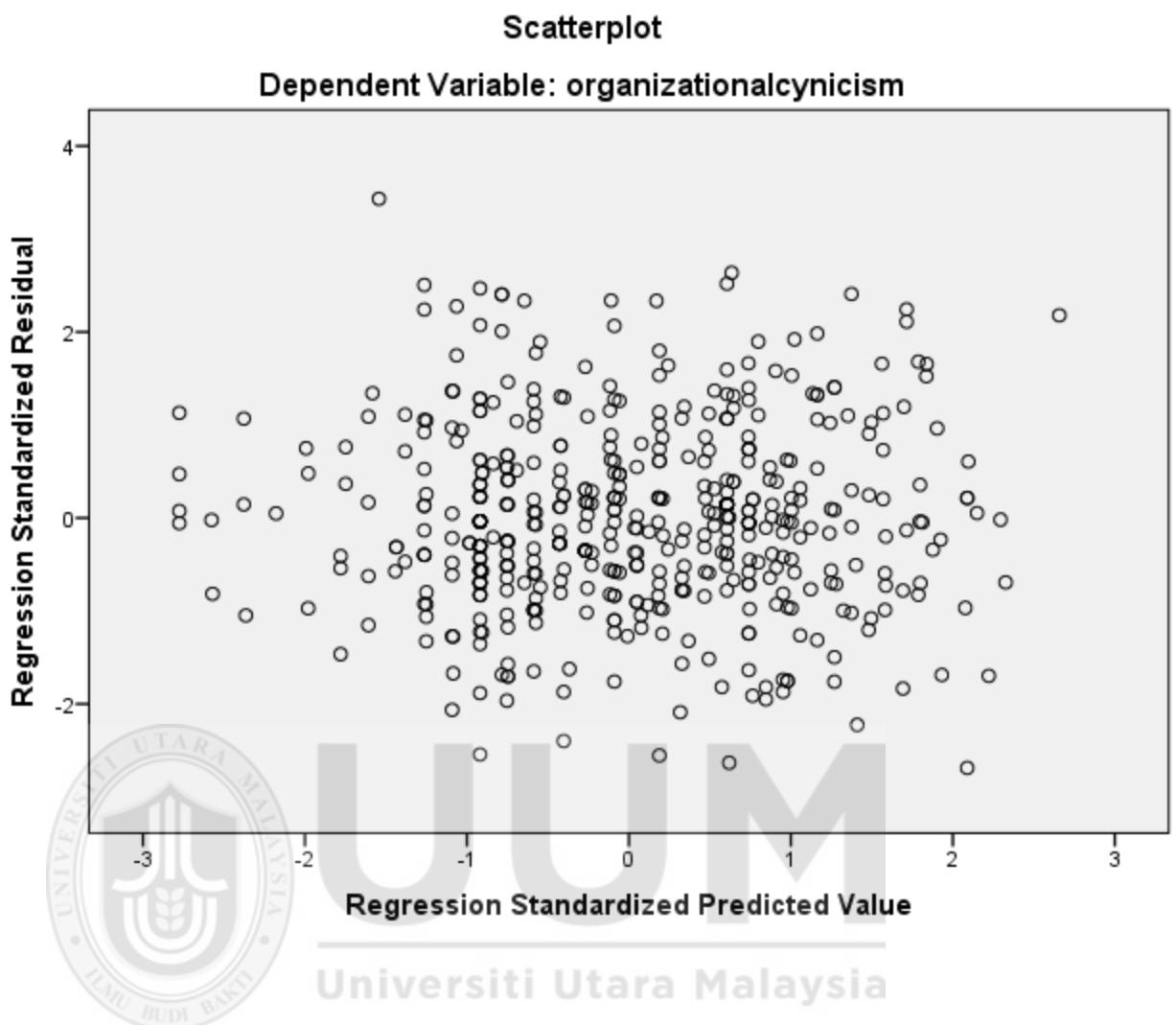


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: organizationalcynicism



Universiti Utara Malaysia



The Moderating Test of Supportive Culture Between The Relationship of Organizational Justice (Procedural Justice) and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
proceduraljustice	3.4363	.62408	504
supportiveculture	3.6952	.67737	504
proceduralxsupportive	12.8841	3.92577	504

Correlations

	organizationalcynicism	proceduraljustice	supportiveculture	proceduralxsupportive
Pearson Correlation	1.000	-.331	-.323	-.379
on proceduraljustice		1.000	.442	.849
supportiveculture			1.000	.837
proceduralxsupportive				1.000
Sig. (1-tailed)				
organizationalcynicism		.000	.000	.000
proceduraljustice	.000		.000	.000
supportiveculture	.000	.000		.000
proceduralxsupportive	.000	.000	.000	
N	504	504	504	504
organizationalcynicism				
proceduraljustice	504	504	504	504
supportiveculture	504	504	504	504
proceduralxsupportive	504	504	504	504

Universiti Utara Malaysia

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	proceduraljustice ^b	.	Enter
2	supportiveculture ^b	.	Enter
3	proceduralxsupportive ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.331 ^a	.110	.108	.61116	.110	61.754	1	502	.000	
2	.385 ^b	.149	.145	.59820	.039	22.986	1	501	.000	
3	.387 ^c	.150	.144	.59847	.001	.556	1	500	.456	1.938

a. Predictors: (Constant), proceduraljustice
 b. Predictors: (Constant), proceduraljustice, supportiveculture
 c. Predictors: (Constant), proceduraljustice, supportiveculture, proceduralxsupportive
 d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.067	1	23.067	61.754	.000 ^b
	Residual	187.507	502	.374		
	Total	210.574	503			
2	Regression	31.292	2	15.646	43.722	.000 ^c
	Residual	179.282	501	.358		
	Total	210.574	503			
3	Regression	31.491	3	10.497	29.308	.000 ^d
	Residual	179.083	500	.358		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism
 b. Predictors: (Constant), proceduraljustice
 c. Predictors: (Constant), proceduraljustice, supportiveculture
 d. Predictors: (Constant), proceduraljustice, supportiveculture, proceduralxsupportive

Model	Coefficients ^a											
	Unstandardized Coefficients			Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		Collinearity Statistics	
	B	Std. Error	Beta				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1 (Constant)	3.923	.152		25.727	.000	3.624	4.223					
proceduraljustice	-.343	.044	-.331	-7.858	.000	-.429	-.257	-.331	-.331	-.331	1.000	1.000
2 (Constant)	4.354	.174		24.990	.000	4.012	4.696					
proceduraljustice	-.242	.048	-.234	-5.086	.000	-.336	-.149	-.331	-.222	-.210	.805	1.242
supportiveculture	-.210	.044	-.220	-4.794	.000	-.297	-.124	-.323	-.209	-.198	.805	1.242
3 (Constant)	4.872	.716		6.806	.000	3.465	6.278					
proceduraljustice	-.400	.217	-.386	-1.844	.066	-.826	.026	-.331	-.082	-.076	.039	25.737
supportiveculture	-.351	.193	-.367	-1.815	.070	-.731	.029	-.323	-.081	-.075	.042	24.078
proceduralxsupportive	.042	.057	.256	.745	.456	-.069	.153	-.379	.033	.031	.014	69.221

a. Dependent Variable: organizationalcynicism

Model	Excluded Variables ^a							
	Beta		t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1 supportiveculture	-.220 ^b	-4.794	.000		-.209	.805	1.242	.805
proceduralxsupportive	-.351 ^b	-4.487	.000		-.197	.280	3.572	.280
2 proceduralxsupportive	.256 ^c	.745	.456		.033	.014	69.221	.014

a. Dependent Variable: organizationalcynicism

b. Predictors in the Model: (Constant), proceduraljustice

c. Predictors in the Model: (Constant), proceduraljustice, supportiveculture

Coefficient Correlations^a

Model		proceduraljustice	supportiveculture	proceduralxsupportive
1	Correlations proceduraljustice	1.000		
	Covariances proceduraljustice	.002		
2	Correlations proceduraljustice	1.000	-.442	
	supportiveculture	-.442	1.000	
3	Covariances proceduraljustice	.002	-.001	
	supportiveculture	-.001	.002	
3	Correlations proceduraljustice	1.000	.928	-.976
	supportiveculture	.928	1.000	-.974
	proceduralxsupportive	-.976	-.974	1.000
3	Covariances proceduraljustice	.047	.039	-.012
	supportiveculture	.039	.037	-.011
	proceduralxsupportive	-.012	-.011	.003

a. Dependent Variable: organizationalcynicism

Collinearity Diagnostics^a

Mod	Dime	Eigenvalu	Condition	Variance Proportions			
				(Constant)	proceduraljustic	supportivecultur	proceduralxsupporti
1	1	1.984	1.000	.01	.01		
	2	.016	11.113	.99	.99		
2	1	2.966	1.000	.00	.00	.00	
	2	.018	12.849	.00	.65	.78	
	3	.016	13.783	.99	.35	.21	
3	1	3.938	1.000	.00	.00	.00	.00
	2	.043	9.530	.02	.00	.00	.01
	3	.018	14.808	.00	.03	.04	.00
	4	.000	108.838	.98	.97	.96	.99

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
21	3.173	4.46	2.5623	1.89922

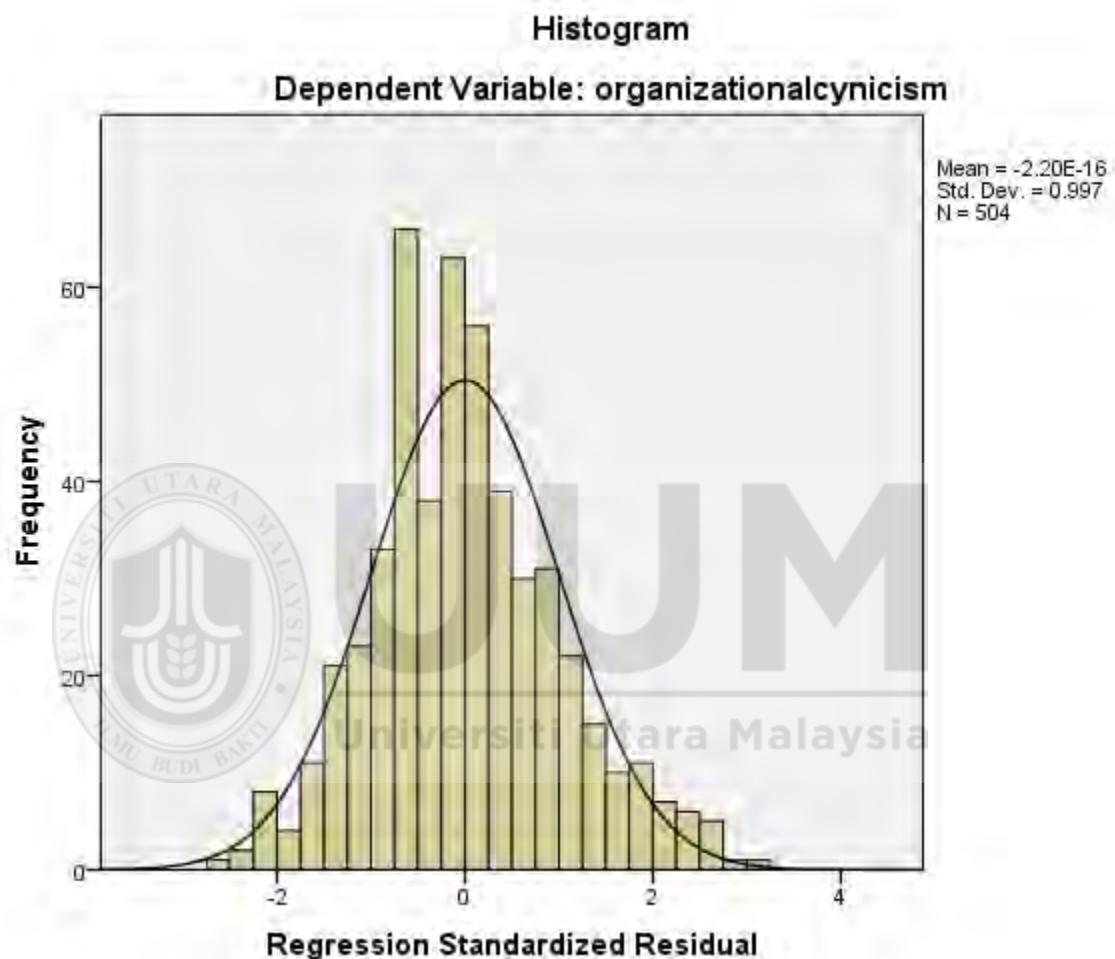
a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1716	3.7412	2.7440	.25021	504
Std. Predicted Value	-2.288	3.985	.000	1.000	504
Standard Error of Predicted Value	.029	.207	.048	.024	504
Adjusted Predicted Value	2.1487	3.8318	2.7435	.24996	504
Residual	-1.54300	1.89922	.00000	.59668	504
Std. Residual	-2.578	3.173	.000	.997	504
Stud. Residual	-2.583	3.179	.000	1.002	504
Deleted Residual	-1.54859	1.90525	.00051	.60250	504
Stud. Deleted Residual	-2.598	3.208	.001	1.004	504
Mahal. Distance	.157	59.408	2.994	5.722	504
Cook's Distance	.000	.087	.002	.008	504
Centered Leverage Value	.000	.118	.006	.011	504

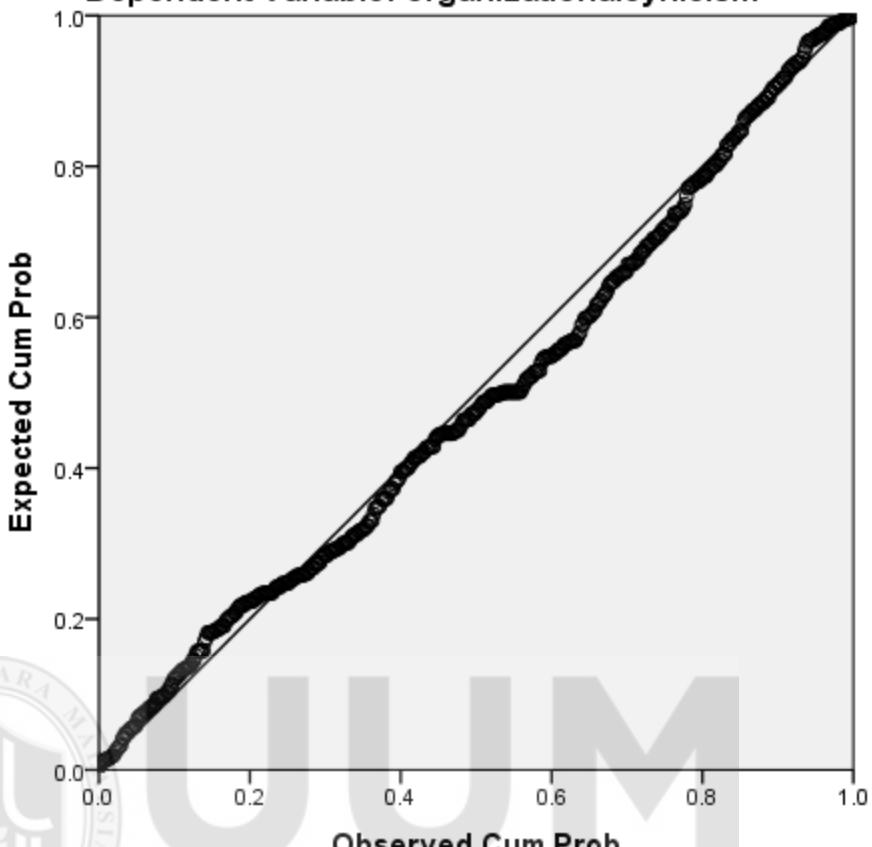
a. Dependent Variable: organizationalcynicism

Charts

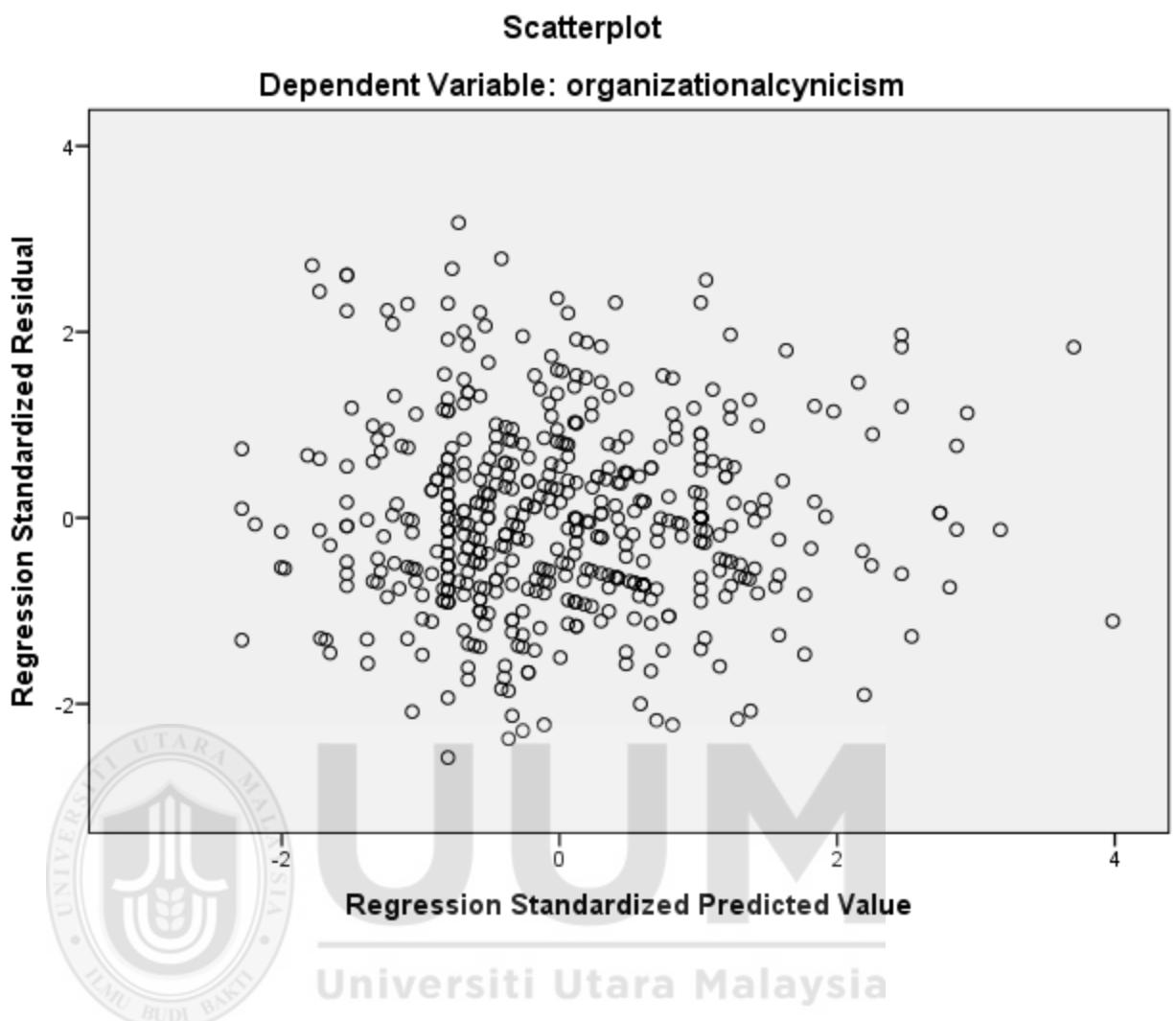


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: organizationalcynicism



Universiti Utara Malaysia



The Moderating Test of Supportive Culture Between The Relationship of Organizational Justice (Interactional Justice) and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
interactionaljustice	3.1822	.72396	504
supportiveculture	3.6952	.67737	504
interactionalxsupportive	12.0125	4.12681	504

Correlations

	organizationalcynicism	interactionaljustice	supportiveculture	interactionalxsupportive
Pearson Correlation	1.000	-.440	-.323	-.441
on				
interactionaljustice	-.440	1.000	.518	.900
supportiveculture	-.323	.518	1.000	.815
interactionalxsupportive	-.441	.900	.815	1.000
Sig. (1-tailed)				
organizationalcynicism	.	.000	.000	.000
interactionaljustice	.000	.	.000	.000
supportiveculture	.000	.000	.	.000
interactionalxsupportive	.000	.000	.000	.
N				
organizationalcynicism	504	504	504	504
interactionaljustice	504	504	504	504
supportiveculture	504	504	504	504
interactionalxsupportive	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	interactionaljustice ^b	.	Enter
2	supportiveculture ^b	.	Enter
3	interactionalxsupportive ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.440 ^a	.194	.192	.58151	.194	120.719	1	502	.000	
2	.454 ^b	.206	.203	.57758	.012	7.860	1	501	.005	
3	.454 ^c	.206	.202	.57814	.000	.018	1	500	.895	1.948

a. Predictors: (Constant), interactionaljustice
 b. Predictors: (Constant), interactionaljustice, supportiveculture
 c. Predictors: (Constant), interactionaljustice, supportiveculture, interactionalxsupportive
 d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.822	1	40.822	120.719	.000 ^b
	Residual	169.752	502	.338		
	Total	210.574	503			
2	Regression	43.443	2	21.722	65.114	.000 ^c
	Residual	167.130	501	.334		
	Total	210.574	503			
3	Regression	43.449	3	14.483	43.330	.000 ^d
	Residual	167.125	500	.334		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism
 b. Predictors: (Constant), interactionaljustice
 c. Predictors: (Constant), interactionaljustice, supportiveculture
 d. Predictors: (Constant), interactionaljustice, supportiveculture, interactionalxsupportive

Model	Unstandardized Coefficients		Stand ardize d Coeffi cients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Erro r				Lower Bound	Upper Bound	Zero -orde r	Parti al	Part	Toler ance	VIF
1 (Constant)	3.996	.117		34.192	.000	3.767	4.226					
interaction aljustice	-.394	.036	-.440	10.987	.000	-.464	-.323	.440	.440	-.440	1.000	1.000
2 (Constant)	4.265	.150		28.346	.000	3.969	4.560					
interaction aljustice	-.333	.042	-.373	8.011	.000	-.415	-.251	.440	.337	-.319	.732	1.367
supportive culture	-.125	.044	-.130	2.804	.005	-.212	-.037	.323	.124	-.112	.732	1.367
3 (Constant)	4.321	.455		9.496	.000	3.427	5.215					
interaction aljustice	-.353	.157	-.395	2.250	.025	-.661	-.045	.440	.100	-.090	.051	19.425
supportive culture	-.140	.126	-.147	1.112	.267	-.388	.108	.323	.050	-.044	.091	10.982
interaction alxsupportive	.005	.041	.034	.132	.895	-.074	.085	.441	.006	.005	.024	42.325

a. Dependent Variable: organizationalcynicism

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 supportiveculture	-.130 ^b	-2.804	.005	-.124	.732	1.367	.732
interactionalxsupportive	-.235 ^b	-2.573	.010	-.114	.190	5.267	.190

2	interactionalxsupportive	.034 ^c	.132	.895	.006	.024	42.325	.024
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a. Dependent Variable: organizationalcynicism
 b. Predictors in the Model: (Constant), interactionaljustice
 c. Predictors in the Model: (Constant), interactionaljustice, supportiveculture

Coefficient Correlations^a

Model		interactionaljustic e	supportivecultur e	interactionalxsupportiv e
1	Correlation interactionaljustice s	1.000		
	Covariance interactionaljustice s	.001		
2	Correlation interactionaljustice s	1.000	-.518	
	supportiveculture	-.518	1.000	
	Covariance interactionaljustice s	.002	-.001	
	supportiveculture	-.001	.002	
3	Correlation interactionaljustice s	1.000	.854	-.964
	supportiveculture	.854	1.000	-.936
	interactionalxsupportiv e	-.964	-.936	1.000
	Covariance interactionaljustice s	.025	.017	-.006
	supportiveculture	.017	.016	-.005
	interactionalxsupportiv e	-.006	-.005	.002

a. Dependent Variable: organizationalcynicism

Collinearity Diagnostics^a

Mod el	Dimensi on	Eigenval ue	Condit on Index	Variance Proportions			
				(Consta nt)	interactionaljus tice	supportivecult ure	interactionalxsoppo rtive
1	1	1.975	1.000	.01	.01		
	2	.025	8.912	.99	.99		
2	1	2.959	1.000	.00	.00	.00	
	2	.025	10.798	.41	.87	.03	
	3	.016	13.804	.59	.13	.97	
3	1	3.925	1.000	.00	.00	.00	.00
	2	.056	8.345	.03	.00	.00	.02
	3	.018	14.751	.01	.06	.08	.00
	4	.001	73.447	.97	.94	.92	.98

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
206	3.296	4.54	2.6328	1.90571

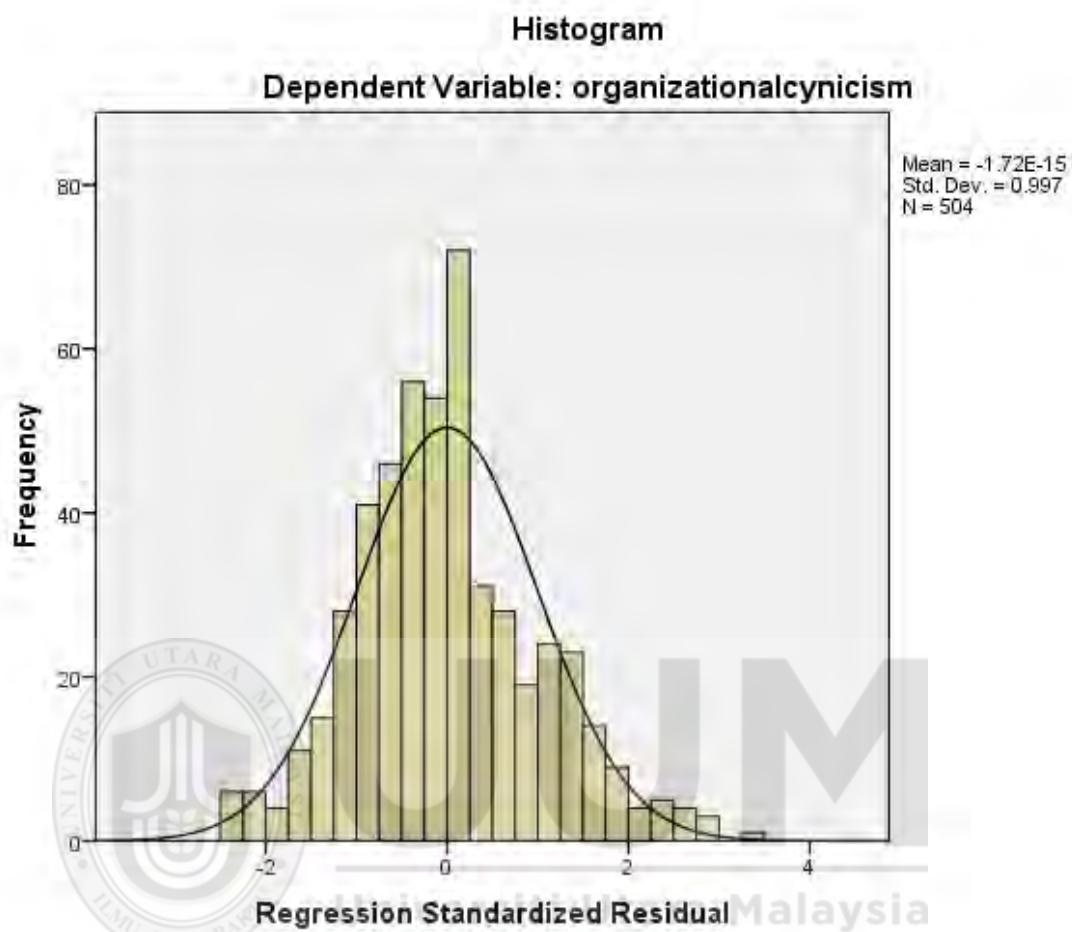
a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9890	3.7754	2.7440	.29391	504
Std. Predicted Value	-2.569	3.509	.000	1.000	504
Standard Error of Predicted Value	.028	.212	.046	.023	504
Adjusted Predicted Value	1.9596	3.8599	2.7435	.29373	504
Residual	-1.43396	1.90571	.00000	.57642	504
Std. Residual	-2.480	3.296	.000	.997	504
Stud. Residual	-2.486	3.327	.000	1.002	504
Deleted Residual	-1.44057	1.94122	.00058	.58208	504
Stud. Deleted Residual	-2.499	3.361	.001	1.004	504
Mahal. Distance	.159	66.556	2.994	6.155	504
Cook's Distance	.000	.121	.002	.008	504
Centered Leverage Value	.000	.132	.006	.012	504

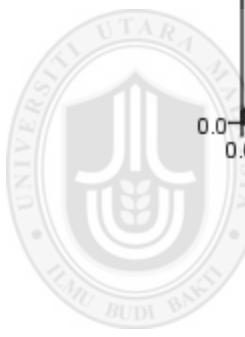
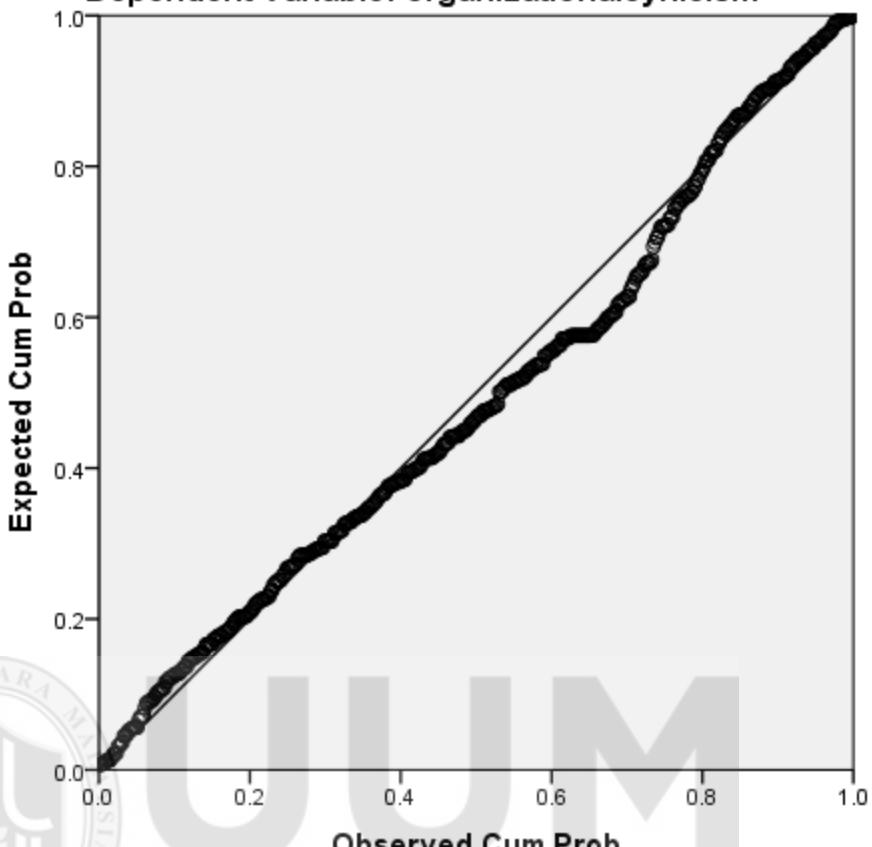
a. Dependent Variable: organizationalcynicism

Charts

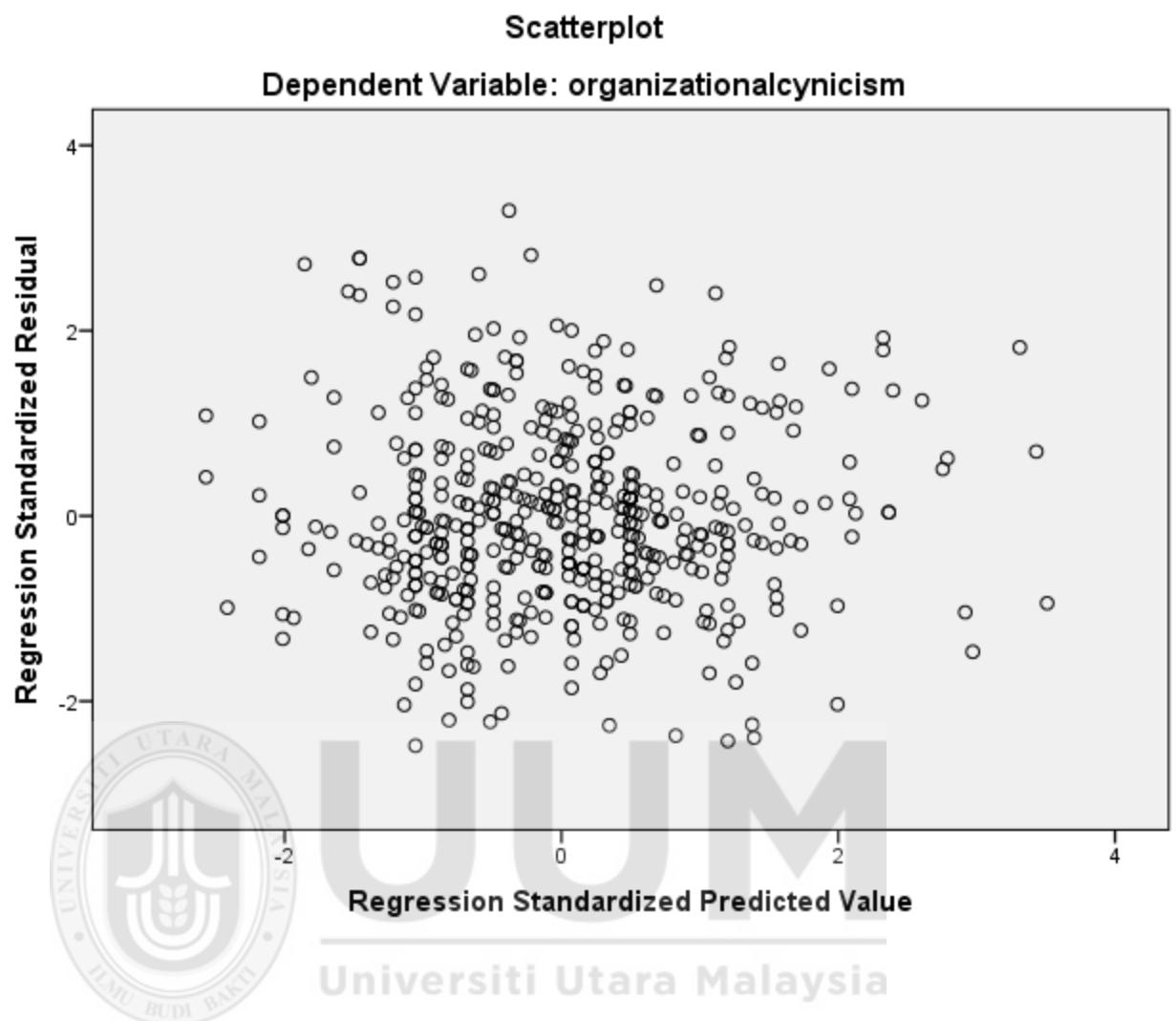


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: organizationalcynicism



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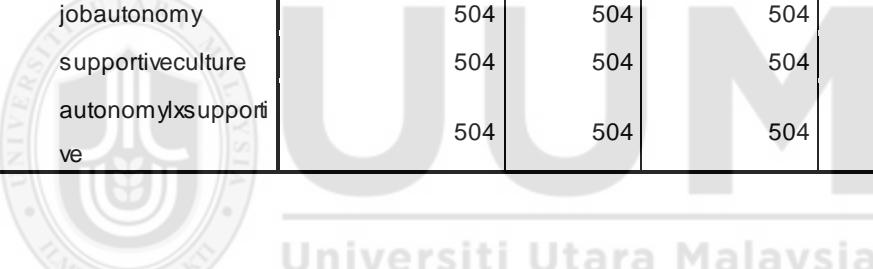
The Moderating Test of Supportive Culture Between The Relationship of Job Autonomy and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
jobautonomy	3.3676	.55852	504
supportiveculture	3.6952	.67737	504
autonomy\lsupportive	12.5948	3.66261	504

Correlations

		organizationalcynicism	jobautonomy	supportivecult	autonomylxsuppor
Pearson Correlation	on	1.000	-.121	-.323	-.259
Sig. (1-tailed)	on
N	organizationalcynicism	504	504	504	504
	jobautonomy	504	504	504	504
	supportiveculture	504	504	504	504
	autonomylxsuppor	504	504	504	504
	ve				


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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	jobautonomy ^b	.	Enter
2	supportiveculture ^b	.	Enter
3	autonomylxsuppor	.	Enter
	ve ^b		

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.121 ^a	.015	.013	.64293	.015	7.415	1	502	.007	
2	.324 ^b	.105	.101	.61342	.090	50.466	1	501	.000	
3	.333 ^c	.111	.106	.61187	.006	3.548	1	500	.060	1.908

a. Predictors: (Constant), jobautonomy

b. Predictors: (Constant), jobautonomy, supportiveculture

c. Predictors: (Constant), jobautonomy, supportiveculture, autonomylxsuppitive

d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.065	1	3.065	7.415	.007 ^b
	Residual	207.509	502	.413		
	Total	210.574	503			
2	Regression	22.055	2	11.027	29.306	.000 ^c
	Residual	188.519	501	.376		
	Total	210.574	503			
3	Regression	23.383	3	7.794	20.819	.000 ^d
	Residual	187.191	500	.374		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), jobautonomy

c. Predictors: (Constant), jobautonomy, supportiveculture

d. Predictors: (Constant), jobautonomy, supportiveculture, autonomylxsuppitive

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	3.215	.175		18.349	.000	2.871	3.559					
jobautonomy	-.140	.051		-	.007	-.241	-.039	.121	-.121	-.121	1.000	1.000
2 (Constant)	3.860	.190		20.289	.000	3.487	4.234					
jobautonomy	.012	.053	.010	.222	.824	-.093	.117	.121	.010	.009	.840	1.190
supportive culture	-.313	.044	-	-	.000	-.399	-.226	.323	-.303	.300	.840	1.190
3 (Constant)	5.385	.831		6.477	.000	3.752	7.019					
jobautonomy	-.454	.253		-	.073	-.951	.043	.121	-.080	-.076	.037	26.811
supportive culture	-.722	.222	-	-	.001	-	-.287	.323	-.144	-.137	.033	30.304
autonomy	.124	.066	.699	1.884	.060	-.005	.252	-.259	.084	.079	.013	77.559
xsupportive												

a. Dependent Variable: organizationalcynicism

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 supportiveculture autonomylxsupportive	-.328 ^b	-7.104	.000	-.303	.840	1.190	.840
	-.486 ^b	-6.545	.000	-.281	.328	3.046	.328
2 autonomylxsupportive	.699 ^c	1.884	.060	.084	.013	77.559	.013

a. Dependent Variable: organizationalcynicism
 b. Predictors in the Model: (Constant), jobautonomy
 c. Predictors in the Model: (Constant), jobautonomy, supportiveculture

Coefficient Correlations^a

Model		jobautonomy	supportiveculture	autonomylxsupportive
1	Correlations	jobautonomy	1.000	
	Covariances	jobautonomy	.003	
2	Correlations	jobautonomy	1.000	-.400
		supportiveculture	-.400	1.000
3	Covariances	jobautonomy	.003	-.001
		supportiveculture	-.001	.002
3	Correlations	jobautonomy	1.000	.941
		supportiveculture	.941	1.000
		autonomylxsupportive	-.978	-.980
	Covariances	jobautonomy	.064	.053
		supportiveculture	.053	.049
		autonomylxsupportive	-.016	-.014

a. Dependent Variable: organizationalcynicism

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	jobautonomy	supportiveculture	autonomy\supportive
1	1	1.987	1.000	.01	.01		
	2	.013	12.153	.99	.99		
2	1	2.968	1.000	.00	.00	.00	
	2	.018	12.685	.09	.33	.96	
	3	.013	14.935	.91	.67	.04	
3	1	3.942	1.000	.00	.00	.00	.00
	2	.040	9.927	.01	.00	.00	.01
	3	.018	14.994	.00	.03	.03	.00
	4	.000	122.107	.99	.97	.97	.99

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
21	3.036	4.46	2.6039	1.85763

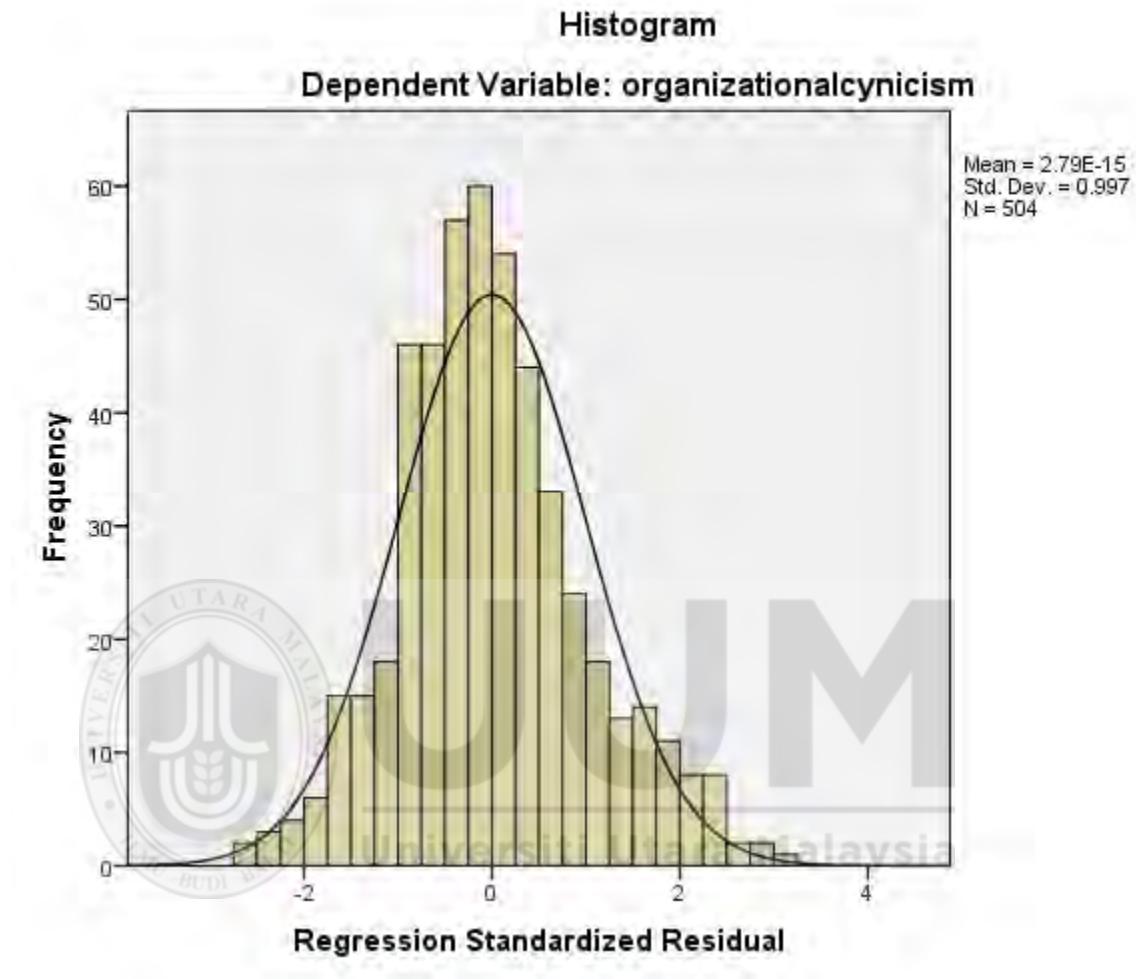
a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.2142	3.9197	2.7440	.21561	504
Std. Predicted Value	-2.458	5.453	.000	1.000	504
Standard Error of Predicted Value	.029	.215	.049	.024	504
Adjusted Predicted Value	2.1898	4.0495	2.7440	.21721	504
Residual	-1.64755	1.85763	.00000	.61004	504
Std. Residual	-2.693	3.036	.000	.997	504
Stud. Residual	-2.697	3.042	.000	1.002	504
Deleted Residual	-1.65253	1.86523	.00009	.61568	504
Stud. Deleted Residual	-2.714	3.068	.000	1.004	504
Mahal. Distance	.148	61.240	2.994	5.485	504
Cook's Distance	.000	.091	.002	.007	504
Centered Leverage Value	.000	.122	.006	.011	504

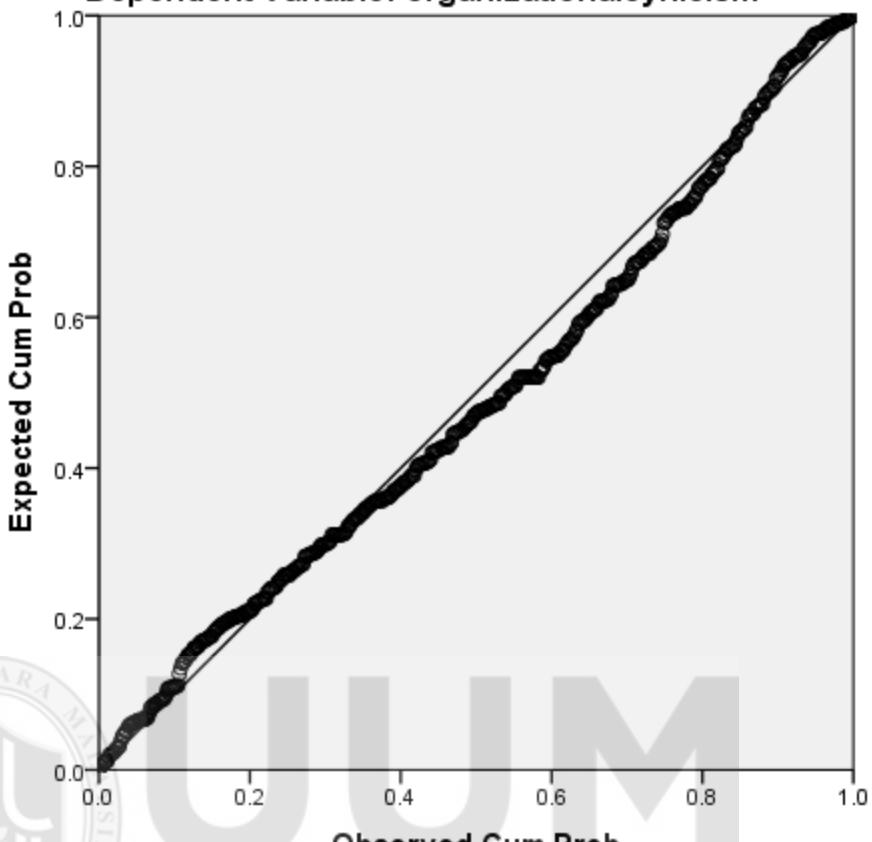
a. Dependent Variable: organizationalcynicism

Charts



Normal P-P Plot of Regression Standardized Residual

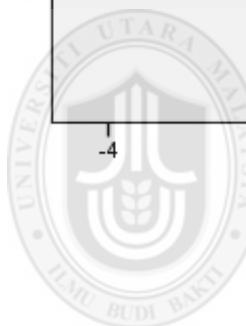
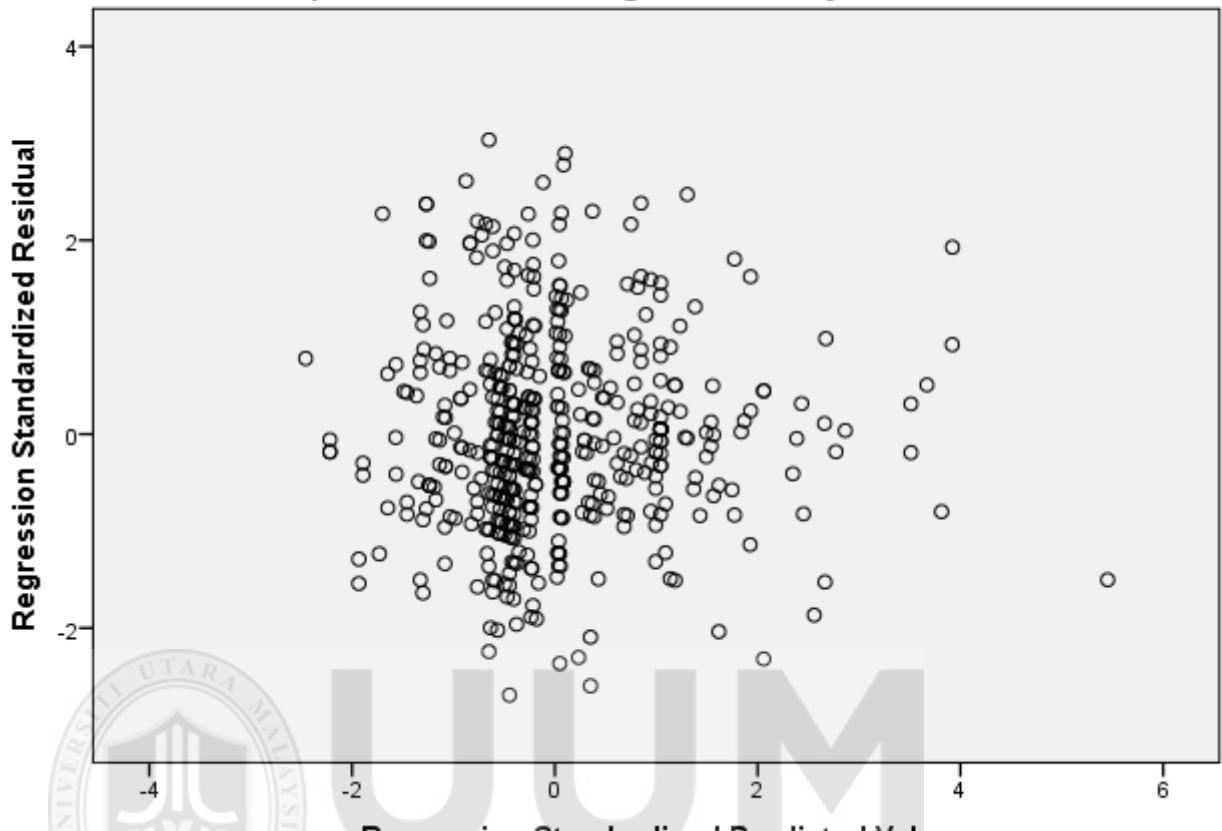
Dependent Variable: organizationalcynicism



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Scatterplot

Dependent Variable: organizationalcynicism



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Appendix H: Letter Of Approval To Conduct Research At Immigration Department Of Malaysia

 **JABATAN IMIGRESEN MALAYSIA**
(KEMENTERIAN DALAM NEGERI)
NO. 15, TINGKAT 1-7 (PODIUM)
PERSIARAN PERDANA, PRESINT 2
62650 PUTRAJAYA
WILAYAH PERSEKUTUAN

Telefon : 603-8800 6000
(1M OOC)
Faks : 603-8880 1200
Portal Rasmi : www.imi.gov.my

"KESELAMATAN TANGGUNGJAWAB BERSAMA"

IMI 101/HQ-K/1130/45 JLD.3 (4z)

22 Rajab 1436H
// Mei 2015

Puan Sarah binti Shaharrudin
Penuntut Program Doktor Falsafah
Kolej Pemiagaan
Universiti Utara Malaysia (UUM)
06010 Sintok, KEDAH.

UUM

Puan,

PERMOHONAN MENJALANKAN KAJIAN AKADEMIK DI JABATAN IMIGRESEN MALAYSIA

Dengan hormatnya surat daripada Pn. Sarah binti Shaharrudin bertarikh 25 Februari 2015 mengenai perkara di atas adalah dirujuk.

2. Sukacita dimaklumkan pihak Jabatan Imigresen Malaysia tiada halangan untuk pihak puan menjalankan aktiviti kajian dan penyelidikan yang bertajuk "The Influence of organization Justice Job Autonomy On Organizational Cynicism: The Moderating Role of organizational Culture" di Jabatan Imigresen Malaysia.

3. Walau bagaimanapun, kajian ini hanya terhad kepada tujuan akademik sahaja. Satu salinan Laporan lengkap hasil dapatan kajian tersebut hendaklah dikemukakan ke Bahagian Perancangan Strategik dan Khidmat Korporat. Ibu Pejabat Imigresen Malaysia.

 **ANUGERAH AGENSI SEKTOR AWAM TERBAIK MIM 2012**

4. Kerjasama dan perhatian pihak puan berhubung perkara ini amatlah dihargai.

Sekian. Terima kasih.

"BERKHIDMAT UNTUK NEGARA"

"MUDAH CEPAT DAN BERINTEGRITI"

Saya yang menurut perintah,


OMRAN BIN OMAR

Pengarah Bahagian Perancangan Straetgik dan Khidmat Korporat

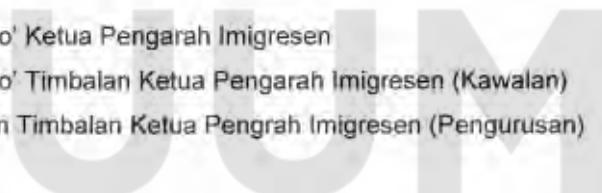
b.p. Ketua Pengarah Imigresen

MALAYSIA.

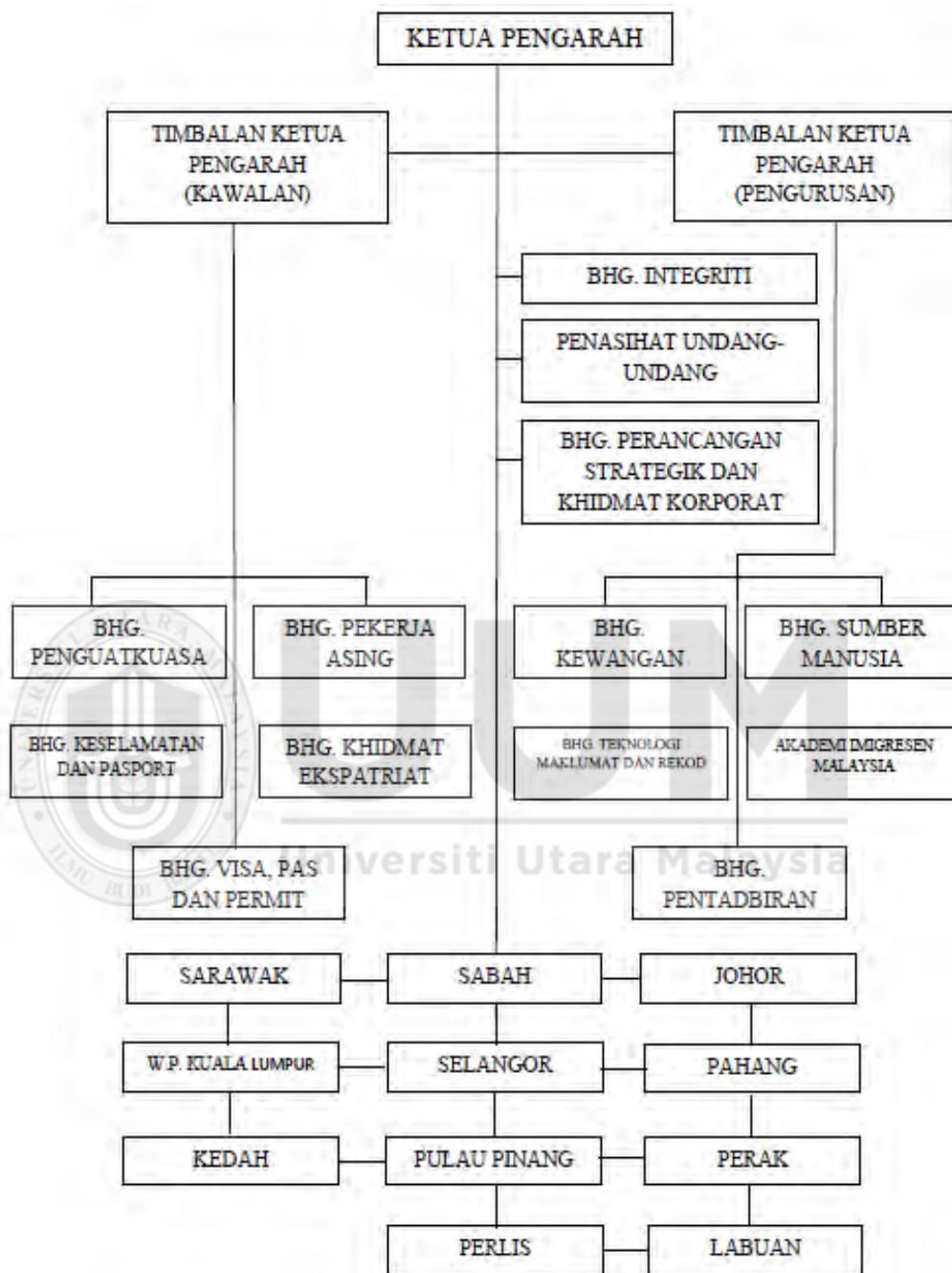
s.k



- i) YBhg. Dato' Ketua Pengarah Imigresen
- ii) YBhg. Dato' Timbalan Ketua Pengarah Imigresen (Kawalan)
- iii) YBrs. Tuan Timbalan Ketua Pengrah Imigresen (Pengurusan)



Appendix I: Immigration Department of Malaysia Organization Chart



Appendix J : Ringkasan Penjawatan Jabatan Imigresen Malaysia

RINGKASAN PERJAWATAN JABATAN IMIGRESEN MALAYSIA SEHINGGA 30 NOVEMBER 2014												
BIL	SKIM PERKHIDMATAN	GRED	JAWATAN	ISI	KOSONG	LELAKI	PEREMPUAN	MELAYU	INDIA	CINA	BUMIPUTRA	LAIN-LAIN
PERUNDANGAN DAN KEHAKIMAN												
1	Pegawai Undang-Undang	L48	2	2	0	1	1	2	0	0	0	0
2	Pegawai Undang-Undang	L41/L44	14	9	5	3	6	7	1	0	1	0
3	Pegawai Undang-Undang	L41	2	0	2	0	0	0	0	0	0	0
JUMLAH			18	11	7	4	7	9	1	0	1	0
PERUBATAN DAN KESIHATAN												
1	Penolong Pegawai Perubatan	U29/U32	14	0	14	0	0	0	0	0	0	0
JUMLAH			14	0	14	0	0	0	0	0	0	0
KEWANGAN												
1	Akauntan	W48	1	1	0	0	1	1	0	0	0	0
2	Akauntan	W41	1	1	0	1	0	1	0	0	0	0
3	Penolong Akauntan	W32	4	4	0	2	2	4	0	0	0	0
4	Penolong Akauntan	W27/W32	1	1	0	1	0	1	0	0	0	0
5	Pembantu Akauntan	W26	1	1	0	0	1	1	0	0	0	0
6	Pembantu Akauntan	W22	3	2	1	0	2	2	0	0	0	0
7	Pembantu Tadbir (Kew)	W26	11	10	1	3	7	9	0	0	1	0
8	Pembantu Tadbir (Kew)	W22	25	22	3	8	14	21	0	0	1	0
9	Pembantu Tadbir (Kew)	W17/W22	269	251	18	61	190	221	7	7	16	0
10	Pembantu Akauntan	W17/W22	28	28	0	22	6	24	2	1	1	0
JUMLAH			344	321	23	98	223	285	9	8	19	0
SOSIAL												
1	Pegawai Penerangan	S41/S44	1	1	0	1	0	1	0	0	0	0
2	Pen. Pegawai Penerangan	S27/S32	1	1	0	1	0	1	0	0	0	0
3	Pen. Peg. Belia & Sukan	S27/S32	1	1	0	1	0	1	0	0	0	0
4	Pen. Peg. Hal Ehwal Islam	S27/S32	1	1	0	1	0	1	0	0	0	0
5	Pembantu Perpustakaan	S22	1	1	0	1	0	1	0	0	0	0
6	Pembantu Perpustakaan	S17/S22	1	1	0	1	0	1	0	0	0	0
7	Peg. Hal Ehwal Agama Islam	S17/S22	1	1	0	1	0	1	0	0	0	0
8	Pen. Peg. Belia & Sukan	S17/S22	1	0	1	0	0	0	0	0	0	0
JUMLAH			8	7	1	7	0	7	0	0	0	0
PENTADBIRAN DAN SOKONGAN												
1	Penolong Pegawai Tadbir	N36	2	2	0	2	0	2	0	0	0	0
2	Penolong Pegawai Tadbir	N32	10	7	3	1	6	6	0	0	1	0
3	Penolong Pegawai Tadbir	N27/N32	20	16	4	3	13	15	0	0	1	0
4	Pembantu Tadbir (P/O)	N26	6	6	0	0	6	6	0	0	0	0
5	Pembantu Tadbir (P/O)	N22	61	45	16	10	35	42	0	0	3	0
6	Setiausaha Pejabat	N22/N27/N28/32/36	1	1	0	0	1	1	0	0	0	0
7	Setiausaha Pejabat	N22/N27/N28/32	2	2	0	0	2	2	0	0	0	0
8	Pembantu Tadbir (P/O)	N17/N22	426	396	30	70	326	362	2	5	27	0
9	Setiausaha Pejabat /Pemb. Setiausaha Pejabat	N17/N22/N27/N28	29	26	3	0	26	25	0	0	1	0
10	Pegawai Khidmat Pelanggan	N17/N22	12	12	0	2	10	11	0	0	1	0
11	Pembantu Tadbir (P/O) KAT	N17	116	82	34	45	37	0	0	0	0	82
12	Pembantu Operasi	N14	10	10	0	10	0	10	0	0	0	0
13	Pembantu Operasi	N11/N14	100	99	1	86	13	97	0	0	2	0
JUMLAH			795	704	91	229	475	579	2	5	36	82
RINGKASAN PERJAWATAN JABATAN IMIGRESEN MALAYSIA SEHINGGA 30 NOVEMBER 2014												
BIL	SKIM PERKHIDMATAN	GRED	JAWATAN	ISI	KOSONG	LELAKI	PEREMPUAN	MELAYU	INDIA	CINA	BUMIPUTRA	LAIN-LAIN
KESELAMATAN DAN PERTAHANAN AWAM												
1	Pengguna Imigresen	KP48/KP52	6	6	0	6	0	5	0	0	1	0
2	Pengguna Imigresen	KP48	9	9	0	6	3	9	0	0	0	0
3	Pengguna Imigresen	KP44	35	30	5	22	8	25	0	2	3	0
4	Pengguna Imigresen	KP41/KP42/KP44	122	91	31	55	36	73	3	2	13	0
5	Penolong Pengguna Imigresen	KP38	161	77	84	57	20	69	2	2	4	0
6	Penolong Pengguna Imigresen	KP32	305	235	70	144	91	214	7	5	9	0
7	Penolong Pengguna Imigresen (ATASE)	KP32/KP38	7	7	0	3	4	7	0	0	0	0
8	Penolong Pengguna Imigresen	KP27/KP32	750	446	304	260	186	382	24	13	27	0
9	Penolong Pengguna Imigresen (ATASE)	KP27/KP32	22	17	5	10	7	15	0	1	1	0
10	Pegawai Imigresen	KP26	405	344	61	219	125	308	9	10	17	0
11	Pegawai Imigresen	KP22	1889	1607	282	915	692	1463	16	12	116	0
12	Pegawai Imigresen	KP17/KP22	8957	8024	933	4655	3369	6806	332	165	721	0
13	Pegawai Keselamatan	KP14	1	1	0	1	0	1	0	0	0	0
14	Pegawai Keselamatan	KP11/KP14	17	9	8	9	0	9	0	0	0	0
JUMLAH			12686	10903	1783	6362	4541	9386	393	212	912	0
BAKAT DAN SENI												
1	Ahli Fotografi	B17/18/B21/22	2	1	1	1	0	1	0	0	0	0
2	Ahli Fotografi	B11/B17/18	1	1	0	1	0	1	0	0	0	0
JUMLAH			3	2	1	2	0	2	0	0	0	0
MAHIR, SEPARUH MAHIR DAN TIDAK MAHIR												
1	Pemandu Kenderaan	H14	3	3	0	3	0	3	0	0	0	0
2	Pemandu Kenderaan	H11/H14	129	111	18	111	0	102	2	0	7	0
3	Pekerja Awam	H11/H14	63	53	10	49	4	49	0	0	4	0
4	Pemandu Kenderaan Bermotor (KAT)	H11	3	3	0	3	0	0	0	0	0	3
JUMLAH			198	170	28	166	4	154	2	0	11	3
PENGANGKUTAN												
1	Pembantu Laut	A17/A22	2	2	0	2	0	2	0	0	0	0
JUMLAH			2	2	0	2	0	2	0	0	0	0
JUMUD												
1	Pembantu Tadbir Rendah (J/T)	N11/N14	7	7	0	0	7	7	0	0	0	0
2	Penyelenggara Stor Rendah	N11/N14	2	2	0	2	0	2	0	0	0	0
3	Jaga	R1/R4	5	5	0	5	0	5	0	0	0	0
4	OMPDP	F14	1	1	0	0	1	1	0	0	0	0
5	OMPDP	F11/F14	15	12	3	0	12	12	0	0	0	0
JUMLAH			30	27	3	7	20	27	0	0	0	0
JUMLAH BESAR			14418	12404	2013	7013	5391	10683	417	228	991	85