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**DETERMINANT FACTORS OF
SERVICE ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIOR
AMONG EMPLOYEES IN A TELECOMMUNICATION COMPANY**



PREPARED BY:

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UUM
Universiti Utara Malaysia

**Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
In Partial Fulfilment of the Requirement for the Master of Sciences (Management)**



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ABSTRACT

The main purpose of this study is to identify the determinants factors of the organizational citizenship behavior in the service sector among Telekom Malaysia Kedah and Perlis employees. This study will determine the factors that affect attitudes of workers in the organization in providing services beyond their core responsibilities. Organizational citizenship behavior is a very important topic to be discussed as most of the employees whether in the government or private sector have been widely used it for task that beyond their responsibilities. The behavior of organizational citizenship in the services sector is a very important issues due to high demand in fulfill customer satisfaction. Every employees that are involved in the service sector needs to perform additional tasks beyond what is specified in the contract. Expected factors such as job satisfaction, motivation, job-related knowledge, organizational support, and organizational justice are essential to understand as all of these factors will affect the behavior of employees when performing services to the organization. In this study, data was collected through a questionnaire survey from 254 respondents using simple random sampling method. The results suggested that job satisfaction, motivation, job-related knowledge, organization support, and organization justice had a significant relationship with service-oriented OCB. In addition, it was found that job-related knowledge is the most influential factor that contribute to service-oriented organizational citizenship behavior. In conclusion, organization should determine ways to increase employees' service-oriented OCB so that they deliver excellent services.

Keywords: Service-oriented Organizational Citizenship Behavior, Job Satisfaction, Motivation, Job-related Knowledge, Organizational Support, and Organizational Justice

ABSTRAK

Tujuan utama kajian ini adalah untuk mengenalpasti faktor penentu kepada tingkahlaku kewarganegaraan organisasi dalam sektor perkhidmatan dikalangan pekerja Telekom Malaysia Kedah dan Perlis. Kajian ini akan menentukan faktor yang mempengaruhi sikap pekerja di organisasi ini dalam memberikan perkhidmatan diluar tanggungjawab utama mereka. Tingkahlaku kewarganegaraan organisasi adalah topik yang amat penting untuk dibincangkan kerana kebanyakan pekerja samada di dalam sektor kerajaan atau swasta telah banyak digunakan untuk melaksanakan tugas diluar tanggungjawab mereka. Tingkahlaku kewarganegaraan organisasi dalam sektor perkhidmatan merupakan isu yang sangat penting disebabkan oleh permintaan yang tinggi dalam kepuasan pelanggan. Setiap pekerja yang terlibat dalam sektor perkhidmatan perlu melakukan tugas tambahan melebihi dari apa yang telah ditetapkan dalam kontrak. Faktor-faktor jangkaan seperti kepuasan bekerja, motivasi, pengetahuan berkaitan kerja, sokongan organisasi, dan keadilan organisasi adalah sangat perlu difahami kerana kesemua faktor ini akan memberi kesan kepada tingkahlaku pekerja apabila melaksanakan perkhidmatan kepada organisasi. Dalam kajian ini, data telah dikumpul melalui cara pengedaran borang kaji selidik dan sebanyak 254 responden dipilih menggunakan kaedah persampelan secara rawak. Hasil analisis korelasi dan analisis regresi menunjukkan bahawa kesemua lima pembolehubah mempunyai hubungan yang positif dengan tingkahlaku kewarganegaraan organisasi dalam sektor perkhidmatan. Selain daripada itu, pengetahuan berkaitan kerja merupakan faktor penentu yang paling kuat dalam mempengaruhi tingkahlaku kewarganegaraan organisasi dalam sektor perkhidmatan. Dengan hal ini, organisasi perlu menitik beratkan faktor-faktor yang berkaitan dengan tingkahlaku kewarganegaraan organisasi berasaskan perkhidmatan supaya pekerja menjalankan tugas dengan lebih efektif.

Kata Kunci: *Tingkahlaku Kewarganegaraan Organisasi dalam Sektor-perkhidmatan, Kepuasan Bekerja, Motivasi, Pengetahuan Berkaitan Kerja, Sokongan Organisasi, Keadilan Organisasi*

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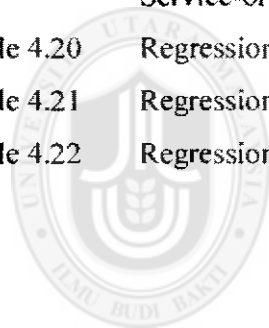
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CHAPTER ONE

INTRODUCTION

1.0 CHAPTER INTRODUCTION

This chapter will introduce and briefly explain on several parts of this topic. It includes the background of the study, problem statement, research question, research objective, variable of the study, theoretical frameworks, hypotheses development, significant of the study, scope of the study, and definitions of key terms and lastly the organization of the study. There are five factors will be study in this topic which is Job Satisfaction, Motivation, Job-Related Knowledge, Organizational Support, and Organizational Justice.

1.1 BACKGROUD OF THE STUDY

In recent year, service-oriented industries have undergone drastic development. In the communication industry throughout the world, organizations need to pay attention to human resources since they are asset to the company. All company in this industry not only faced the problem of developing new product and using environmental resources but also problem related to employees. In service industries, customer contact employee is the front-line staff that involves in communication with the customer. Service industries that want to offer customer excellent services, their employees need to practice their in-role duties in their company and must be willing to give extra efforts and beneficiary behaviors in promoting operational performance and maintaining organizational image (Podsakoff & MacKenzie, 1997).

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APPENDIX A



THE STUDY ON DETERMINANT FACTORS OF SERVICE-ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIORS (SOCB) AMONG TELEKOM MALAYSIA EMPLOYEE

Dear Sir/Madam,

Thank you for agreeing to participate in this study. Your participation will no doubt present valuable contribution to this study. This study seeks your response to important matters with regards on service-oriented organizational citizenship behaviors (SOCB).

I would be grateful if you could take some of your valuable time to complete this questionnaire. Your kind assistance is highly appreciated.

Please be assured that all data collected and analyzed will be treated as strictly confidential and is used for this study only. The result will not in any way be prejudicial or detrimental to the image of any individuals or groups.

Any further enquiries or clarifications regarding this questionnaire may be forwarded to the undersigned.

Thank you very much for your time and cooperation.

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SECTION A

Please tick (/) your answer

1. Gender

Male

Female

2. Race:

Malay

Chinese

Indian

Others _____

3. Age

4. Marital Status

Single

Married

Others _____

5. Educational Level

SPM

Diploma

Degree

Master / PHD

Others _____

6. Monthly Income

RM _____

7. Working Sector

Sales Team

Business Support Team

Technical Team

Other Team _____

8. Years in This Service

SECTION B

Instruction: Based on the scale 1 to 5, please **circle** your answer on the following question

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

9	I says good thing about organizations to outsiders	1	2	3	4	5
10	I actively promotes the firm's products	1	2	3	4	5
11	I actively promotes the firm's services	1	2	3	4	5
12	Follows up in a timely manner to customer requests and problems and present to others creative solutions to customer problem	1	2	3	4	5
13	Encourages coworkers to contribute suggestions for services improvements	1	2	3	4	5
14	Always has a positive attitude at work	1	2	3	4	5
15	Follows customer service guidelines with extreme care.	1	2	3	4	5
16	Regardless of circumstances, exceptionally courteous and respectful to customers	1	2	3	4	5
17	I satisfied with a good relationship with my co-workers	1	2	3	4	5
18	I satisfied with the feeling of worthwhile accomplishment I get from doing my job	1	2	3	4	5
19	I satisfied with the amount of support and guidance I receive from your supervisor	1	2	3	4	5
20	I satisfied with the amount of independent thought and action that I can exercise on the job	1	2	3	4	5
21	I satisfied with the amount of job security I have	1	2	3	4	5
22	I receive personal satisfaction from doing a good job	1	2	3	4	5
23	Are you satisfied with the fringe benefits you have	1	2	3	4	5
24	Considering everything, do you really satisfied with your job at the present time	1	2	3	4	5
25	I always complete works on time	1	2	3	4	5
26	I tries to make the best of the situation, even when there are problems	1	2	3	4	5
27	I intentionally expend extra effort in carrying out the job	1	2	3	4	5
28	The task that I do at work are themselves representing a driving power in my job.	1	2	3	4	5
29	Sometimes I become so inspired by my job that I almost forget everything else around me.	1	2	3	4	5
30	When given responsibility, I set measurable standards of high performance	1	2	3	4	5
31	The quality of my work is top-notch	1	2	3	4	5

32	The tasks that I do at work are interesting and enjoyable	1	2	3	4	5
33	My knowledge of different types of customers is very broad	1	2	3	4	5
34	Because I know a lot about customers, it is very easy for me to identify different customer types	1	2	3	4	5
35	I can use different approach for dealing with almost every customer services situations.	1	2	3	4	5
36	Strategy I used in servicing customer have increased customer satisfaction	1	2	3	4	5
37	I have a different strategies for dealing with different customers and situations.	1	2	3	4	5
38	I am able to take on new task based on my knowledge	1	2	3	4	5
39	I have enough knowledge to do my job well	1	2	3	4	5
40	The organization values my contribution to the company	1	2	3	4	5
41	The organization really care about my well-being	1	2	3	4	5
42	The organization cares about my general satisfaction	1	2	3	4	5
43	The organizations takes pride in my accomplishment	1	2	3	4	5
44	The organizations tries to make my job as interesting as possible	1	2	3	4	5
45	The organization cares about my opinion	1	2	3	4	5
46	I will be rewarded equally for working hard	1	2	3	4	5
47	The organizations allowed employees to make decisions	1	2	3	4	5
48	Employees are provided the opportunity to suggest improvements in the ways things are done.	1	2	3	4	5
49	Employees were empowered to resolve customer complaints on their own	1	2	3	4	5
50	These employees perform job that allow them to routinely make changes in the way they perform their job.	1	2	3	4	5
51	Performance appraisals employees are based on inputs from multiple sources (peers, subordinates, etc.)	1	2	3	4	5
52	Performance appraisal in this organization are fair	1	2	3	4	5
53	Organization demonstrates a high level of professionalism	1	2	3	4	5
54	Every employee get equally selection internal promotion	1	2	3	4	5

Thank You.



KAJIAN TERHADAP TINGKAH LAKU KEWARGANEGARAAN ORGANISASI (ORGANIZATIONAL CITIZENSHIP BEHAVIOR) YANG BERORIENTASIKAN PERKHIDMATAN DI KALANGAN KAKITANGAN TELEKOM MALAYSIA KEDAH/PERLIS

Tuan/Puan yang dihormati,

Saya adalah pelajar Ijazah Sarjana Sains (Pengurusan) di Universiti Utara Malaysia, Sintok. Saya sedang menjalankan kajian terhadap Tingkahlaku Kewarganegaraan Organisasi (Organizational Citizenship Behaviour(OCB)) dikalangan kakitangan Telekom Malaysia Kedah/Perlis. Tujuan kajian ini dijalankan adalah untuk mengkaji tingkahlaku sukarela kakitangan Telekom Malaysia Kedah/Perlis dalam melaksanakan tugas diluar tanggungjawab formal seseorang pekerja.

Maksud Tingkahlaku Kewarganegaraan Organisasi adalah tingkahlaku sukarela yang bukan termasuk dalam tanggungjawab formal seseorang pekerja. Tingkahlaku ini boleh menjadikan fungsi-fungsi di dalam organisasi lebih efektif.

Saya amat menghargai sumbangan dan kerjasama Tuan/Puan dalam melengkapkan borang soal selidik ini. Jawapan Tuan/Puan adalah sangat penting untuk memastikan ketepatan kajian penyelidikan ini. Untuk makluman, semua data yang dikumpul dan dianalisa adalah sulit serta digunakan untuk kajian ini sahaja.

Untuk sebarang pertanyaan atau pencerahan berkaitan soal selidik ini, saudara/i boleh hubungi nombor dibawah. Terima kasih atas kerjasama dan masa yang diluangkan.

NOOR HASNINI BINTI KADIM
Sarjana Sains (Pengurusan)
(821703)
Othman Yeop Abdullah Graduate School
Universiti Utara Malaysia
06010 Sintok, Kedah

Phone : 019-4376553
Email : noorhasnini91@gmail.com

BAHAGIAN A

Sila Tandakan (/) pada jawapan anda

1. Jantina;

Lelaki

Perempuan

2. Bangsa:

Melayu

Cina

India

Lain-lain

(Sila

nyatakan)_____

3. Umur

4. Status

Bujang

Berkahwin

Lain-lain (Sila nyatakan)_____

5. Peringkat Pengajian

SPM

Diploma

Ijazah

Sarjana / Doktor Falsafah

Lain-lain (Sila Nyatakan)_____

6. Pendapatan bulanan

RM _____

7. Bidang Tugas

Unit Jualan

Unit Sokongan

Unit Teknikal

Lain-Lain Unit (Sila

Nyatakan)_____

8. Tahun Dalam Perkhidmatan Ini

BAHAGIAN B

Arahan: Berdasarkan skala 1 hingga 5, sila **bulatkan** jawapan anda pada soalan-soalan berikut:

1	2	3	4	5
Sangat Setuju	Tidak Setuju	Neutral	Setuju	Sangat Setuju

9	Saya akan bercakap perkara baik mengenai organisasi kepada orang luar	1	2	3	4	5
10	Saya aktif mempromosikan produk syarikat	1	2	3	4	5
11	Saya aktif mempromosikan perkhidmatan syarikat	1	2	3	4	5
12	Saya mengikuti perkembangan kepada permintaan dan masalah pelanggan tepat pada masanya dan memperkenalkan penyelesaian yang kreatif untuk menyelesaikannya.	1	2	3	4	5
13	Saya menggalakkan rakan sekerja menyumbang cadangan untuk penambahbaikan perkhidmatan	1	2	3	4	5
14	Saya sentiasa bersikap positif terhadap kerja	1	2	3	4	5
15	Saya mengikuti garis panduan perkhidmatan pelanggan dengan sangat baik	1	2	3	4	5
16	Saya sangat bersikap sopan dengan pelanggan dalam apa juga keadaan	1	2	3	4	5
17	Saya berpuas hati dengan hubungan baik sesama rakan sekerja	1	2	3	4	5
18	Saya berpuas hati dengan pencapaian yang saya dapat dari kerja ini	1	2	3	4	5
19	Saya berpuas hati dengan sokongan dan bimbingan yang diterima dari penyelia	1	2	3	4	5
20	Saya berpuas hati dengan tindakan bebas yang boleh saya lakukan di tempat kerja	1	2	3	4	5
21	Saya berpuas hati dengan jaminan pekerjaan yang saya dapat	1	2	3	4	5
22	Saya mendapat kepuasan peribadi apabila melakukan kerja dengan baik	1	2	3	4	5
23	Saya berpuas hati dengan faedah sampingan yang saya dapat dari kerja ini	1	2	3	4	5
24	Dengan segala yang saya dapat, saya benar-benar berpuas hati dengan pekerjaan saya pada masa ini	1	2	3	4	5
25	Saya sentiasa menyiapkan kerja pada masa yang ditetapkan	1	2	3	4	5
26	Saya sentiasa membuat yang terbaik walaupun mempunyai masalah	1	2	3	4	5
27	Saya akan menggunakan lebih banyak usaha dalam menjalankan tugas dengan rela hati	1	2	3	4	5
28	Tugas yang saya lakukan adalah mewakili diri saya sendiri	1	2	3	4	5

29	Kadang-kadang saya menjadi sangat teruja dengan tugas saya sehingga terlupa apa yang berlaku di sekeliling saya	1	2	3	4	5
30	Apabila diberi tanggungjawab, saya menetapkan standard prestasi yang paling tinggi.	1	2	3	4	5
31	Kualiti kerja saya adalah sangat baik	1	2	3	4	5
32	Tugasan yang saya lakukan sangat menarik	1	2	3	4	5
33	Pengetahuan saya mengenai pelbagai jenis keperluan pelanggan adalah sangat meluas	1	2	3	4	5
34	Sangat mudah bagi saya untuk mengenal pasti jenis pelanggan yang berbeza kerana saya tahu banyak mengenai pelanggan	1	2	3	4	5
35	Saya boleh menggunakan pendekatan yang berbeza untuk menangani semua situasi perkhidmatan pelanggan	1	2	3	4	5
36	Strategi yang saya gunakan dalam melayani pelanggan meningkatkan kepuasan mereka	1	2	3	4	5
37	Saya ada strategi berbeza untuk menangani setiap masalah yang dihadapi pelanggan	1	2	3	4	5
38	Saya dapat mengambil tugas baru berdasarkan pengetahuan saya	1	2	3	4	5
39	Saya ada pengetahuan yang mencukupi untuk melakukan tugas dengan baik	1	2	3	4	5
40	Organisasi ini menghargai sumbangan saya kepadanya	1	2	3	4	5
41	Organisasi ini sangat mengambil berat dengan kesejahteraan saya	1	2	3	4	5
42	Organisasi ini sangat mengambil berat tentang kepuasan umum saya	1	2	3	4	5
43	Organisasi ini berbangga dengan pencapaian saya	1	2	3	4	5
44	Organisasi ini cuba untuk membuatkan perkerjaan saya menarik dengan sebaik mungkin	1	2	3	4	5
45	Organisasi ini mengambil tahu mengenai pendapat saya	1	2	3	4	5
46	Saya akan diberi ganjaran yang setimpal kerana bekerja keras	1	2	3	4	5
47	Organisasi ini membenarkan pekerja membuat keputusan dalam menangani masalah pelanggan	1	2	3	4	5
48	Para pekerja diberi kesempatan untuk mencadangkan penambahbaikan dalam cara kerja dilakukan	1	2	3	4	5
49	Para pekerja diberi kuasa untuk menyelesaikan aduan pelanggan dengan sendirinya	1	2	3	4	5
50	Para pekerja melakukan kerja yang membolehkan mereka melakukan perubahan secara rutin dalam cara mereka menjalankan tugas	1	2	3	4	5
51	Prestasi penilaian para pekerja adalah berdasarkan input dari pelbagai sumber (rakan sekerja, orang bawahan, dan lain-lain).	1	2	3	4	5
52	Penilaian prestasi di dalam organisasi ini adalah adil dan tidak berat sebelah	1	2	3	4	5
53	Organisasi ini menunjukkan tahap profesionalisme yang tinggi	1	2	3	4	5

54	Setiap pekerja mendapat kesaksamaan dalam polisi kenaikan pangkat	1	2	3	4	5
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UUM
Universiti Utara Malaysia

APPENDIX B

RELIABILITY FOR PILOT TEST

a) Service-oriented Organizational Citizenship Behavior

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0
<p>a. Listwise deletion based on all variables in the procedure.</p>			

Reliability Statistics	
Cronbach's Alpha	N of Items
.834	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SO1	29.80	8.028	.603	.810
SO2	30.03	8.102	.552	.818
SO3	30.10	8.231	.627	.806
SO4	30.00	8.000	.624	.807
SO5	30.00	8.897	.573	.816
SO6	29.73	8.685	.527	.820
SO7	29.90	8.921	.494	.823
SO8	29.83	8.764	.520	.820

b) Job Satisfaction

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.843	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	29.06	11.306	.300	.858
JS2	29.30	9.941	.646	.816
JS3	29.46	9.775	.653	.815
JS4	29.23	11.013	.436	.841
JS5	29.26	9.444	.635	.818
JS6	29.13	10.809	.502	.833
JS7	29.13	9.706	.743	.804
JS8	29.20	9.890	.733	.806

c) Motivation

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.836	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
M1	29.0333	9.413	.559	.818
M2	29.0000	10.276	.496	.826
M3	29.0667	9.582	.679	.805
M4	29.3000	9.597	.357	.857
M5	29.2667	9.789	.497	.826
M6	29.0333	9.068	.727	.796
M7	29.1667	9.385	.587	.814
M8	29.0000	9.379	.800	.793

d) Job-Related Knowledge

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.898	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
K1	24.6000	6.524	.759	.876
K2	24.5333	7.016	.689	.885
K3	24.6333	6.447	.737	.879
K4	24.4667	6.671	.661	.889
K5	24.5000	7.017	.776	.877
K6	24.5667	6.944	.770	.877
K7	24.7000	7.114	.574	.898

e) Organization Support

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.940	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S1	23.9000	8.990	.795	.933
S2	24.0000	9.724	.808	.930
S3	23.8000	9.338	.829	.928
S4	23.9667	9.551	.802	.930
S5	23.8667	9.568	.746	.936
S6	23.9000	9.472	.820	.929
S7	23.9667	9.757	.846	.928

f) Organization Justice

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0
a. Listwise deletion based on all variables in the procedure.			

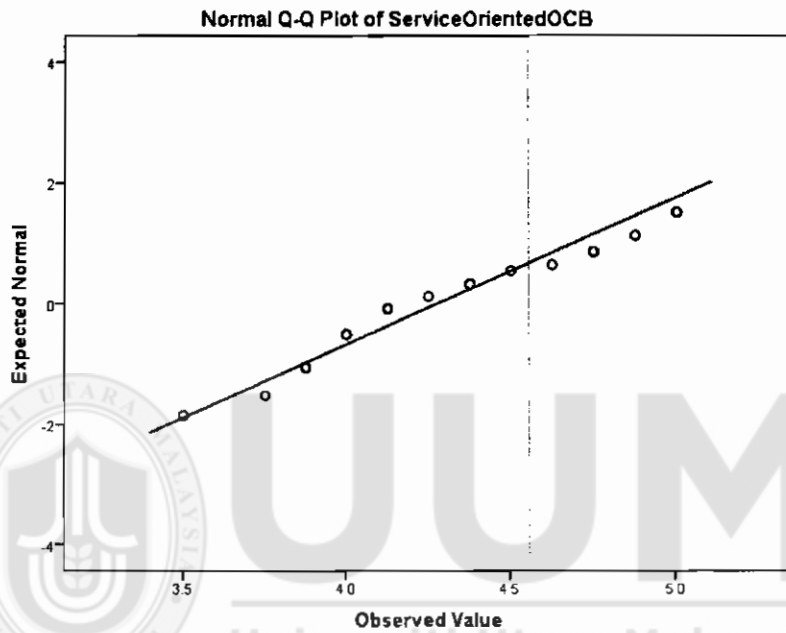
Reliability Statistics	
Cronbach's Alpha	N of Items
.892	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
J1	27.50	12.397	.751	.871
J2	27.53	12.809	.797	.871
J3	27.53	12.051	.800	.866
J4	27.60	12.524	.687	.877
J5	27.40	11.903	.643	.882
J6	27.70	12.631	.587	.886
J7	27.46	12.533	.674	.878
J8	27.76	11.702	.570	.895

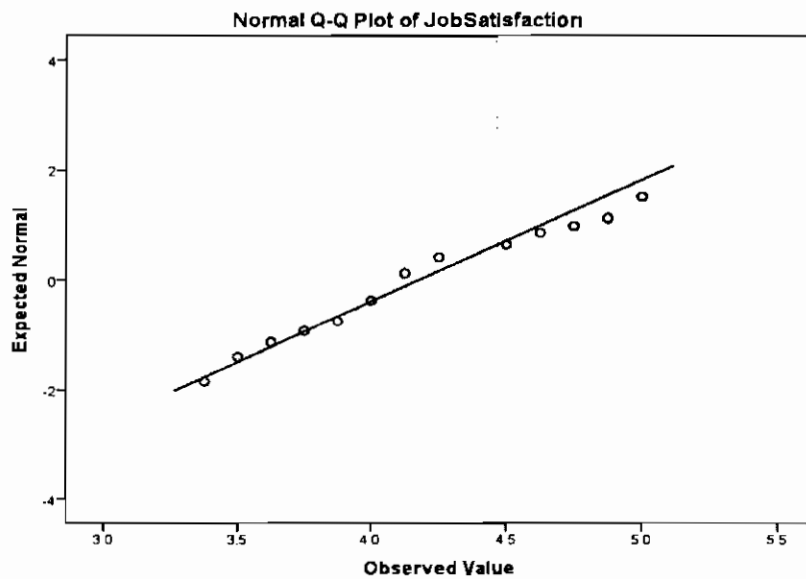
APPENDIX C

NORMALITY TEST

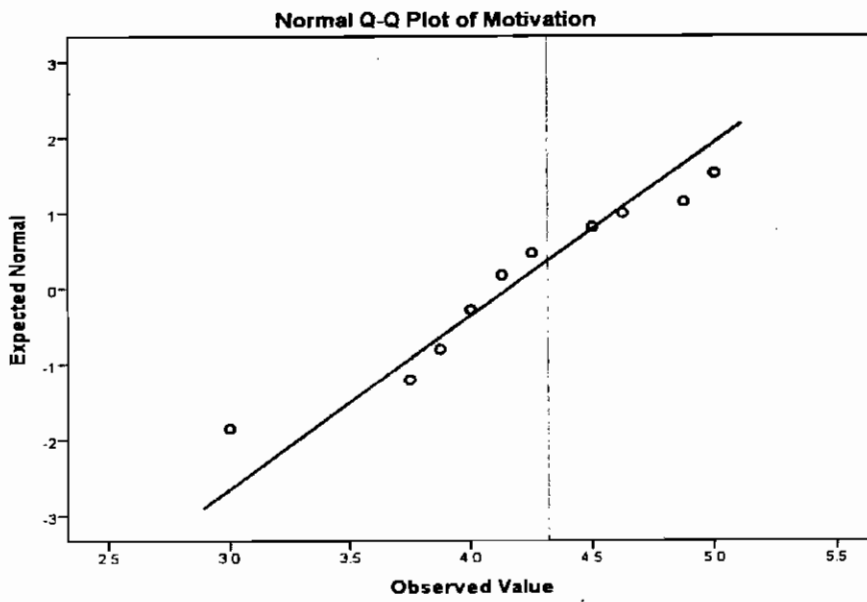
a) Service-oriented OCB



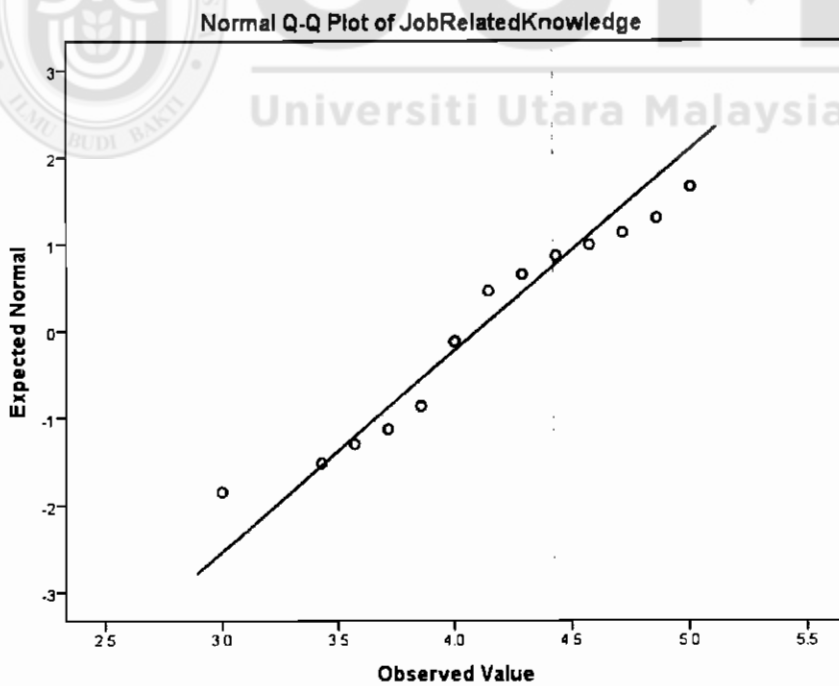
b) Job Satisfaction



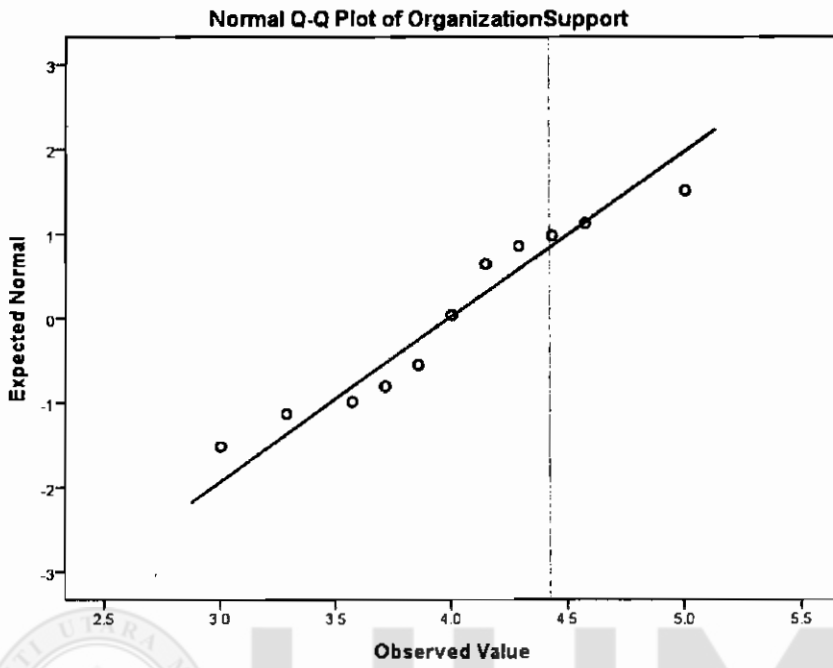
c) Motivation



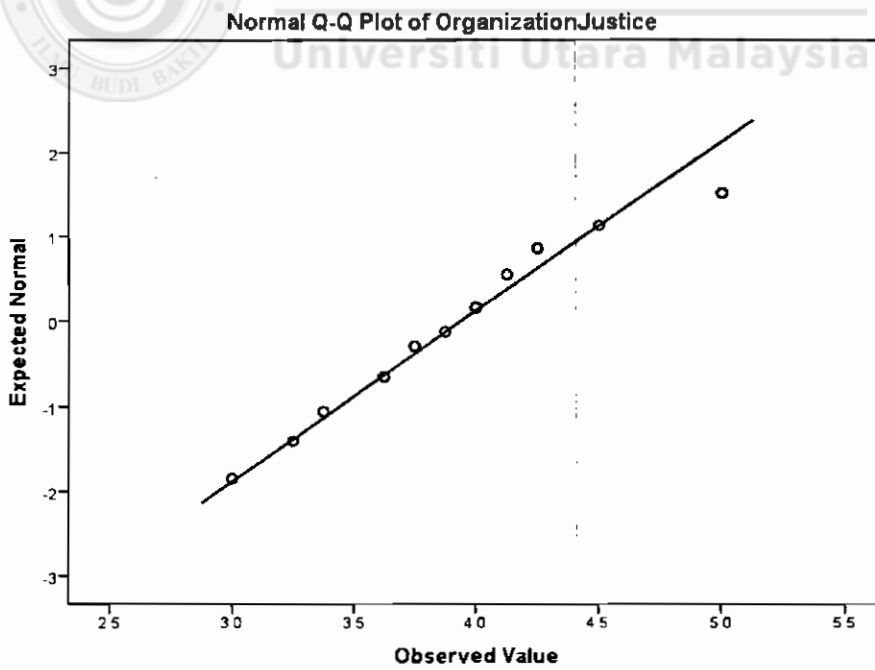
d) Job-Related Knowledge



e) Organization Support



f) Organization Justice



APPENDIX D

RELIABILITY FOR REAL DATA

a) Service-oriented OCB

Case Processing Summary			
		N	%
Cases	Valid	254	100.0
	Excluded ^a	0	.0
	Total	254	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.881	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SO1	29.43	10.988	.534	.877
SO2	29.78	9.613	.651	.869
SO3	29.80	9.537	.745	.855
SO4	29.69	10.350	.702	.861
SO5	29.79	10.371	.746	.857
SO6	29.61	10.745	.597	.871
SO7	29.65	10.820	.650	.867
SO8	29.59	10.938	.589	.872

b) Job Satisfaction

Case Processing Summary			
		N	%
Cases	Valid	254	100.0
	Excluded ^a	0	.0
	Total	254	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.904	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	28.89	10.323	.607	.900
JS2	29.02	9.881	.713	.890
JS3	29.06	10.111	.691	.893
JS4	28.99	10.024	.690	.893
JS5	28.98	9.640	.727	.889
JS6	28.99	9.921	.756	.887
JS7	28.98	10.055	.674	.894
JS8	29.02	10.083	.711	.891

c) Motivation

Case Processing Summary			
		N	%
Cases	Valid	254	100.0
	Excluded ^a	0	.0
	Total	254	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.853	8

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
M1	28.85	7.034	.624	.832
M2	28.91	7.068	.638	.831
M3	28.94	7.158	.714	.825
M4	29.01	6.885	.504	.851
M5	29.10	7.117	.538	.843
M6	28.96	6.990	.693	.825
M7	28.96	7.342	.552	.840
M8	28.93	7.248	.561	.839

d) Job-Related Knowledge

Case Processing Summary			
		N	%
Cases	Valid	254	100.0
	Excluded ^a	0	.0
	Total	254	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.906	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
K1	24.47	7.483	.754	.888
K2	24.47	7.183	.767	.886
K3	24.50	7.263	.757	.887
K4	24.40	7.434	.738	.889
K5	24.41	7.405	.728	.891
K6	24.43	7.763	.658	.898
K7	24.47	7.776	.627	.901

e) Organization Support

Case Processing Summary			
		N	%
Cases	Valid	254	100.0
	Excluded ^a	0	.0
	Total	254	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.838	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S1	24.25	5.926	.476	.834
S2	24.19	5.632	.606	.814
S3	24.19	5.445	.639	.808
S4	24.19	5.624	.683	.803
S5	24.13	5.705	.584	.817
S6	24.19	5.711	.542	.824
S7	24.20	5.665	.612	.813

f) Organization Justice

Case Processing Summary			
		N	%
Cases	Valid	254	100.0
	Excluded ^a	0	.0
	Total	254	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.514	8

Item-Total Statistics				
	Scale Mean if Deleted	Scale Variance if Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Deleted
J1	26.79	16.182	-.016	.652
J2	26.93	16.876	.528	.443
J3	26.94	16.906	.527	.444
J4	26.98	16.837	.557	.440
J5	26.85	13.611	.136	.583
J6	27.40	15.893	.396	.436
J7	27.05	16.207	.453	.433
J8	27.34	15.679	.405	.431

APPENDIX E
DESCRIPTIVE STATISTIC

a) Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	136	53.5	53.5	53.5
	Female	118	46.5	46.5	100.0
	Total	254	100.0	100.0	

b) Age

	Frequency	Percentage	Cumulative Percent
Below 30	78	30.7	30.7
31-40	108	42.5	73.2
41-50	48	18.9	92.1
51 and Above	20	7.9	100.0
Total	254	100.0	

c) Race

Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	248	97.6	97.6	97.6
	Chinese	4	1.6	1.6	99.2
	Indian	2	.8	.8	100.0
	Total	254	100.0	100.0	

d) Marital Status

Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	47	18.5	18.5	18.5
	Married	207	81.5	81.5	100.0
	Total	254	100.0	100.0	

e) Educational Level

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	47	18.5	18.5	18.5
	Diploma	138	54.3	54.3	72.8
	Degree	67	26.4	26.4	99.2
	Master/PHD	2	.8	.8	100.0
	Total	254	100.0	100.0	

f) Monthly Income

IncomeGroup					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 2000	39	15.4	15.4	15.4
	2001-4000	181	71.3	71.3	86.6
	4001-6000	30	11.8	11.8	98.4
	6001-8000	4	1.6	1.6	100.0
	Total	254	100.0	100.0	

g) Working Sector

A7WorkingSector					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sales Team	62	24.4	24.4	24.4
	Support Team	59	23.2	23.2	47.6
	Technical Team	133	52.4	52.4	100.0
	Total	254	100.0	100.0	

h) Year of Service

YearServiceGroup					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 10	145	57.1	57.1	57.1
	11-20	66	26.0	26.0	83.1
	21-30	30	11.8	11.8	94.9
	31 and Above	13	5.1	5.1	100.0
	Total	254	100.0	100.0	

APPENDIX F

DESCRIPTIVE

a) Descriptive (Mean and Standard Variable for All Variable)

Descriptive Statistics			
	Mean	Std. Deviation	N
ServiceOriented	4.24	.457	254
JobSatisfaction	4.14	.449	254
Motivation	4.14	.377	254
JobRelatedKnowledge	4.0748	.45205	254
OrganizationSupport	4.0321	.39172	254
OrganizationJustice	3.8622	.55298	254

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APPENDIX G

INDEPENDENT SAMPLE T-TEST

a) Gender

Group Statistics					
	AlGender	N	Mean	Std. Deviation	Std. Error Mean
ServiceOriented	Male	136	4.24	.460	.039
	Female	118	4.24	.456	.042

Independent Samples Test										
	Levene's Test for Equality of Variances		t-test for Equality of Means							
	F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
								Lower	Upper	
Service Oriented	Equal variances	.130	.719	-.074	252	.941	-.004	.058	-.118	.109
	Equal variances not			-.074	247.43	.941	-.004	.058	-.118	.109

APPENDIX H
PEARSON CORRELATION

a) Pearson Correlation (all variables)

Correlations

		ServiceOriented	JobSatisfaction	Motivation	JobRelatedKnowledge	OrganizationSupport	OrganizationJustice
ServiceOriented	Pearson Correlation	1	.606**	.583**	.622**	.459**	.336**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	254	254	254	254	254	254
JobSatisfaction	Pearson Correlation	.606**	1	.712**	.507**	.510**	.365**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	254	254	254	254	254	254
Motivation	Pearson Correlation	.583**	.712**	1	.677**	.546**	.423**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	254	254	254	254	254	254
JobRelatedKnowledge	Pearson Correlation	.622**	.507**	.677**	1	.475**	.401**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	254	254	254	254	254	254
OrganizationSupport	Pearson Correlation	.459**	.510**	.546**	.475**	1	.585**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	254	254	254	254	254	254
OrganizationJustice	Pearson Correlation	.336**	.365**	.423**	.401**	.585**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	254	254	254	254	254	254

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

APPENDIX J

MULTIPLE REGRESSION

Descriptive Statistics			
	Mean	Std. Deviation	N
ServiceOriented	4.24	.457	254
JobSatisfaction	4.14	.449	254
Motivation	4.14	.377	254
JobRelatedKnowledge	4.0748	.45205	254
OrganizationSupport	4.0321	.39172	254
OrganizationJustice	3.8622	.55298	254



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Correlations							
		Service Oriented	Job Satisfaction	Motivation	Job Related Knowledge	Organization Support	Organization Justice
Pearson Correlation	Service Oriented	1.000	.606	.583	.622	.459	.336
	Job Satisfaction	.606	1.000	.712	.507	.510	.365
	Motivation	.583	.712	1.000	.677	.546	.423
	Job Related Knowledge	.622	.507	.677	1.000	.475	.401
	Organization Support	.459	.510	.546	.475	1.000	.585
	Organization Justice	.336	.365	.423	.401	.585	1.000
Sig. (1-tailed)	Service Oriented	.	.000	.000	.000	.000	.000
	Job Satisfaction	.000	.	.000	.000	.000	.000
	Motivation	.000	.000	.	.000	.000	.000
	Job Related Knowledge	.000	.000	.000	.	.000	.000
	Organization Support	.000	.000	.000	.000	.	.000
	Organization Justice	.000	.000	.000	.000	.000	.
N	Service Oriented	254	254	254	254	254	254
	Job Satisfaction	254	254	254	254	254	254
	Motivation	254	254	254	254	254	254
	Job Related Knowledge	254	254	254	254	254	254
	Organization Support	254	254	254	254	254	254
	Organization Justice	254	254	254	254	254	254

Coefficients^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	JobSatisfaction	.472	2.120
	Motivation	.345	2.896
	JobRelatedKnowledge	.520	1.923
	OrganizationSupport	.526	1.901
	OrganizationJustice	.635	1.575
a. Dependent Variable: ServiceOriented			

Residuals Statistics^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.33	5.03	4.24	.325	254
Residual	-.904	.947	.000	.321	254
Std. Predicted Value	-2.786	2.445	.000	1.000	254
Std. Residual	-2.784	2.920	.000	.990	254
a. Dependent Variable: ServiceOriented					